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An Invitation
To Apply for the Position of
CHANCELLOR
UNIVERSITY OF MASSACHUSETTS AMHERST

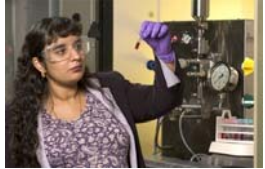
The University of Massachusetts seeks a Chancellor for its flagship campus, UMass Amherst. The Board of Trustees and the University President aspire to move UMass Amherst into the top tier of public universities in the country. They seek a Chancellor who can seize the moment and aid them in this effort.



The opportunity comes at a time when the campus is making significant investments in its physical infrastructure and in the size of its faculty. And it comes as the campus is experiencing a renewal of its core mission as a land grant institution with an exceptionally modern mission.

Moreover, the opportunity comes at a significant moment for public higher education in the Commonwealth of Massachusetts. Governor Deval Patrick and the Massachusetts legislature are advancing a higher education bond bill, which proposes some \$573 million dollars to support critical construction for the University in general and for UMass Amherst in particular, and a \$1 billion Life Sciences initiative that has significant implications for UMass Amherst.

The new Chancellor will inherit a campus at a crossroads, a campus with a rich history and an array of valuable assets, including:

- **A Healthy Financial Platform** – UMass Amherst is in a stronger financial position today than at any time in recent history. Stable enrollment, strong student demand, an increasingly diversified revenue base, and overall financial performance consistent with that of peer institutions contribute to this assessment. The campus has an operating budget of nearly \$750 million, a thirty percent increase in 5 years. Because of its strong financial performance, UMass Amherst has been able to finance much needed capital infrastructure improvements and faculty growth while maintaining a relatively low ratio of debt service to operations.

- **An Ambitious Capital Plan** – The current Capital Plan calls for \$790 million to be spent between FY 05 and FY 09 to refurbish existing buildings and invest in new facilities. In FY 07 UMass Amherst invested nearly \$300 million on capital projects. Currently there are a total of 5 new buildings under construction with a number of others in the planning stage.
- **A Growing Commitment to Development** – In 2000, UMass Amherst completed its first fundraising campaign – one year early and \$5 million over its goal of \$130 million. Since that time, steps have been taken to institutionalize a culture of philanthropy. In 2002 the UMass Amherst Foundation, led by Foundation President Eugene Isenberg, was created to marshal much needed resources. In FY 06, \$33.4 million was raised, compared to \$20.4 million in FY 02. The alumni are a growing source of contributions, with 13% of alumni giving to their alma mater.
- **A Research-intensive University** – UMass Amherst is the only Carnegie Research University (VH) in the University of Massachusetts system. The campus currently has 97 active patents. In FY 07, UMass Amherst garnered over \$131 million dollars in sponsored research from 1,137 awards.
 
- **Unique Academic Offerings** – UMass Amherst is home to Commonwealth College, the honors college of the University of Massachusetts. UMass Amherst also enjoys the benefit of its partnership in the Five College Consortium, which facilitates course interchanges and faculty cooperation with neighboring Amherst, Hampshire, Mount Holyoke, and Smith Colleges.
- **Exceptional Students** – UMass Amherst's almost 26,000 talented students originate from every state and some 100 countries. The incoming freshmen are gifted and motivated, ranking in the top quarter of their high school graduating classes.
- **An Active and Committed Faculty**– UMass Amherst employs 973 tenured or tenure-track faculty who are dedicated to teaching, research, and service. In recent years, faculty members have won the Pulitzer Prize, the National Book Award for Poetry, the National Medal of Science, the Draper Award in Engineering, and numerous other awards including MacArthur, Guggenheim, Sloan, Woodrow Wilson, and Fulbright Fellowships.
- **A High-caliber Staff** – More than 3,800 professional, clerical, and trade staff work to support the activities of the UMass Amherst campus. Staff members are dedicated to the same mission that inspires excellence in the faculty and students. UMass Amherst ranks as the largest unionized worksite in New England and takes pride in its long history of cooperative and productive labor and management relations.
- **A Climate of Civic and Cultural Engagement** – The *Princeton Review* has named UMass Amherst one of the top campuses in the country for civic engagement. An active student government and numerous student groups dedicated to advocacy, intellectual exchange, and ethnic heritage contribute to the reputation for spirited debate, cultural celebration, and political action.

- **Division I Athletic Program** – The only comprehensive Division I athletics program in the University of Massachusetts system, UMass Amherst athletes boast winning records both on and off the field. In recent years UMass Amherst has achieved two national finalist positions in Football and Men’s Lacrosse, the A-10 conference championship in Men’s Basketball, and 13 A-10 conference championships in softball. With an average graduation rate that exceeds that of the general student population, UMass Amherst is proud that its more than 600 student athletes are also competitive in the classroom.
 
- **An Engine of Economic Growth** – UMass Amherst’s capacity to generate new knowledge and produce exceptional graduates serves as an engine of economic growth for the entire Commonwealth. It is estimated that the economic impact on the economy of Massachusetts of UMass Amherst is \$1.5 billion. Moreover, fifty-four percent of UMass Amherst’s 210,000 graduates reside in Massachusetts -- including numerous the business leaders, engineers, teachers, lawyers, scientists, and writers who anchor Massachusetts' knowledge economy.
- **A Vibrant, Picturesque Setting** – *The New York Times* has called Amherst one of the nation’s “10 best college towns.” Amherst and its neighbor, Northampton, have been ranked nationally as among the top ten places to raise a family or retire and one of the top small cities for the arts in the country. The town bustles with shops, bookstores, and restaurants, while still retaining its distinctly rural character. Amherst is also the hub of the beautiful Pioneer Valley, a popular destination for all who travel through Massachusetts and the New England region.
 

In addition to these measurable assets, UMass Amherst boasts many intangible attributes -- attributes that flow from the unique history and culture of the place, from the region, dense with intellectual activity and flecked with beauty, and from the context in which UMass Amherst operates.

HISTORY AND CONTEXT

UMass Amherst looks with pride to a distinguished tradition as an institution directly descended from the Morrill Land Grant Act of 1862. That landmark legislation created the Massachusetts Agricultural College in 1863, which later became the Massachusetts State College in 1931 and was expanded in 1947 into the University of Massachusetts. Today, UMass Amherst maintains its tripartite commitment to teaching, research, and service.

From its earliest days, UMass Amherst has seen itself as a catalyst for individual and social betterment with a global reach. Today service beyond the campus is understood in terms of a general university commitment to outreach epitomized by the Experiment Stations throughout the Commonwealth and the Citizen Scholar Program in Commonwealth College. This service commitment reaches far beyond our borders and extends back to the 1870’s when the then Emperor of Japan invited President William Clark the third President of the Massachusetts Agricultural College, to Japan to help establish an educational college patterned on the University.

UMass Amherst is the flagship and largest campus in a five-campus system that also includes UMass Boston, UMass Dartmouth, UMass Lowell, and the UMass Medical School in Worcester. The five

campuses are governed by a system president and a 22-member board of trustees. The Chancellor's of each of the five campuses report to the system President.

In 2007, *US News* ranked UMass Amherst undergraduate education 96th out of 262 national universities and ranked it 67th in national reputation. Among 164 public universities, UMass Amherst ranked 45th. In the most recent graduate rankings by discipline, UMass Amherst ranked 55th out of 113 schools for Business, 54th out of 191 for Engineering, and 46th out of 243 for Education. The departments of Linguistics, Polymer Science and Engineering, and Psychology were particularly distinguished in the last NRC rankings.

Research

Over the past five years, total R&D spending has increased by 24%, and per faculty expenditures have increased by almost one-third. In FY 07, research awards totaled close to \$131 million with the majority coming from grants from the federal government. Grants from the National Science Foundation and the National Institutes of Health comprise the largest in number and amount obtained from the federal government. There was a 13% increase in grants in 2007 which is particularly impressive considering the dramatic cuts to federal grants programs during the past three years. Research dollars from non-profit organizations also experienced a 28% increase during the last fiscal year.

UMass Amherst's strategic research initiatives are broad and varied and originate from virtually all corners of the campus. In FY 07 the Commercial Ventures & Intellectual Property Office (CVIP) posted 45 invention disclosures and 32 patent applications, while inventors at UMass Amherst were awarded 12 U.S. patents. Five new licenses were negotiated in the course of 2007. Collectively, UMass Amherst's technologies yielded more than \$2 million in license income over the last two fiscal years.

Of final note is support from the industrial sector. Although holding steady compared to last year, the campus's \$11 million in research support from industry is close to double the amount in FY 04.

Faculty

There are currently 973 full time tenure track faculty members at UMass Amherst. 129 have been hired in the past two years, including 54 as part of the *Amherst 250 Plan*, a strategy to increase the *net* size of the tenure-track faculty by 250.

The achievements of the faculty at UMass Amherst are many. The UMass Amherst faculty is well represented in the National Academy of Sciences (4), National Academy of Engineering (6), American Academy of Arts and Sciences (7), American Association for the Advancement of Sciences (27), National Academy of Design (1), and the Institute of Electrical and Electronics Engineers (7). They have won numerous honors, prizes and awards, including American Antiquarian Society (2), American Book Award (1), Andrew Mellon Fellowship (3), Beckman Young Investigator (3), Carnegie Scholar (2), CASE Professor of the Year (2), Draper Prize (1), Fulbright Fellowships (68), German Marshall Fund (1), Guggenheim Fellowships (18), Humboldt (2), MacArthur (4), NEH (3), NSF Career Award (24), NSF Young Investigator (13), Presidential Medal of Science (3), Pulitzer Prize (2), Rockefeller (2), and Sloan (6). Please note that the full list is available online at: www.umass.edu/provost.

The campus is at the 34th percentile for faculty awards and at the 40th percentile for membership in the National Academies.

Students

UMass Amherst is the academic home of some 20,114 undergraduates and 5,759 graduate students (43% of the students in University of Massachusetts system).

The academic profile of entering students at UMass Amherst has improved in recent years, evidenced by growth in both SAT scores and high school GPA. SAT scores increased by 20 points since 2002 and are approaching the median for research universities. Similarly, the high school GPA of entering students rose from 3.28 to 3.48 since 2003, and in Fall 2007 94% of students entered UMass Amherst with a high school GPA of 3.0 or above.

Of the approximately 20,000 undergraduate students at UMass Amherst, 80% are from Massachusetts, 19% are from other states, and 1% are from abroad. In AY 2007 18% of the undergraduate student body are students of color, including 9% Asian, 5% Black/African American, 4% Hispanic/Latino.

The UMass Amherst campus is the largest residential program in New England and is one of the 10 largest residential systems in the country, with approximately 12,000 students occupying 45 residence halls in five residential areas.

The campus's high percentage of residential students, combined with the volume of research that takes place on campus, makes UMass Amherst unique among its peers as a place where undergraduates can benefit from and participate in the creation of new knowledge.

Academic and Student Life

Within its ten schools and colleges, UMass Amherst offers bachelor's degrees in 88 areas, associate's degrees in six, master's degrees in 73, and doctorates in 53. For undergraduates, UMass Amherst has a required General Education Program that cultivates writing and critical thinking skills in major academic areas. Opportunities to participate in community service learning, online learning, classes and programs within the Five College Consortium, national college exchange, and international study enhance many of UMass Amherst's degree programs.

In addition to its more traditional undergraduate degree programs, UMass Amherst offers the Bachelor's Degree with Individual Concentration (BDIC). BDIC is a unique program that offers highly motivated and self-directed students the opportunity to design their own interdisciplinary major.

UMass Amherst is also home to Commonwealth College, the honors college of the University of Massachusetts. Considered a "Crown Jewel" of the University, Commonwealth College, offers more than 3,500 academically talented students a small school experience with big university resources. Commonwealth College students develop enduring ties with faculty members in small, intensive classes and are challenged by an array of interdisciplinary seminars, enriched honors colloquia, and community service learning courses. Commonwealth College curriculum emphasizes inquiry and critical analysis, independent research, collaborative work, engagement with society, and effective communication skills. The college provides students with an outstanding academic experience within a supportive community.

The number of doctorates awarded at UMass Amherst has fluctuated in recent years. However, UMass Amherst has consistently scored well above the peer median on this measure. Postdoctoral appointees are also above the peer median.

UMass Amherst is deeply committed to the academic success of its student body. In 2005, the campus began implementing a First Year Experience program for all students. This joint collaboration between Academic Affairs and Student Affairs has been effective in smoothing the transition to college and creating a campus environment focused on academic achievement.

This national model provides first year students with quality academic advising, well planned course registration, peer tutors and advisors, interactive summer orientation program, community and social development, internships and co-ops as well as leadership and career guidance. Specific residence halls are designated as “first year halls,” and are defined by a common interest theme. For Fall 2007, students may choose from residential themes that include “Global Perspectives,” “Enterprise and Action,” “Pop Culture,” “Writing and Literature,” “Science and Discovery,” and “Society and Leadership.” All first-year students are encouraged to participate in a Residential Academic Program (RAP), in which they take one or two of their courses and/or discussion sections in their residential area. Some of the RAP programs are designed for students in specific majors, while others are for those who have not yet declared a major. In addition, some first year students who meet the criteria for their specific programs are invited to participate in the Talent Advancement Programs (TAP), where they live and learn with other students in their major. The programs are small (24 -54 students) and frequently include special faculty seminars and assigned mentors. Commonwealth College Learning Communities are specifically for first year honors students. These interdisciplinary programs are designed to build thriving intellectual communities both inside and outside of the classroom.

<http://www.umass.edu/rap>

With the implementation of *The First Year Experience Program*, the campus is poised to assume greater responsibility for academic success of each student through guided and intentional communication. With this infrastructure in place, the success of the student is no longer left to either chance or a student’s own tenacity. As a result, a much higher percentage of students graduate from UMass Amherst within four years, truly transformed through intellectual and personal maturation.

Students at UMass Amherst have a long history of civic and political engagement sustained by an active Student Government Association and an extensive network of over 200 student government organizations. The Center for Student Development helps to connect students to many of these groups, as well as student businesses, fraternities and sororities, the Student Success Centers, multicultural resources, student agencies, and student activities/leadership development.

Access and Affordability

Over one-fifth of students at UMass Amherst (22%) receive aid in the form of Pell grants. This number is quite favorable as compared with the other 247 National Universities (as defined by *US News & World Report*) where the Amherst campus ranks in the second quintile.

In 2007, tuition for in state undergraduate students at UMass Amherst was \$1714. Fees were \$8207, and room and board was \$7478. For an out-of-state undergraduate student, tuition was \$9937, fees were \$10562, and room and board cost \$7478. Although fees have risen in recent years, since AY 2005/06, the University has taken steps to ensure that fee increases do not exceed inflation.

Service to the Commonwealth

UMass Amherst has invested in programs to promote the enrollment and graduation of undergraduate and graduate students in the sciences and mathematics. In fall 2006, 20% of baccalaureate students and 27% of master's and doctoral students were enrolled in science, technology, engineering, and mathematics (STEM) programs. UMass Amherst provides an outstanding return on the state's investment generating nearly \$1.5 billion in economic activity and creating over 9,100 jobs during FY 06.

Athletics

US News & World Report has called the athletic program at UMass Amherst one of the nation's best. Student athletes at UMass Amherst compete at every level: Division I, club, intramural, and recreational. UMass Amherst, the only comprehensive Division I athletics program in the University of Massachusetts system, is a nationally competitive NCAA Division I program supporting 23 varsity sports and more than 600 student athletes who compete in the Atlantic 10, Colonial Athletic Association Football (in the "FCS", formerly known as Division I-AA, Hockey East and ECAC conferences. UMass Amherst athletes' boast winning records both on and off the field. With a graduation rate that exceeds that of the general student population, UMass Amherst is proud that its more than 600 student athletes are also competitive in the classroom. In 2007 UMass Amherst received full NCAA certification without conditions. UMass Amherst athletics has an annual operating budget of \$21.9 million. Over the past three years fundraising has averaged over \$1.5 million.

Recent Successes

- National Finalists: Football and Lacrosse
- Third straight NCAA tournament appearances: Softball
- NCAA quarterfinalist: Ice Hockey
- Second straight A-10 championship: Women's Rowing
- Fifth A-10 championship in 7 years: Men's Swimming
- First post-season win since 1996: Men's Basketball
- Thirteenth A-10 championship Women's Softball in 14 years

The University of Massachusetts Board of Trustees has established two athletics-related task forces – one to consider whether UMass Amherst should seek to move its football team into Division I-A and the other to consider the desirability and feasibility of adding a Division I Women's Hockey Program at UMass Amherst. The work of these task forces is on-going.

Financial Health

The UMass Amherst budget has increased 30% in the past five years due in large part to the growth in state support, student fee based revenues, which are substantial, and growing external private and federal funding sources. After several years of budget cuts, state appropriations, representing 34% of all revenues, have stabilized and are growing. Unrestricted revenues to the campus continue to grow as do research grant and contract funding which grew 33% over the last five years. In recent years, the campus has been retaining all tuition from out-of-state students providing a margin for reinvestment in the academic program.

Although the endowment and levels of private dollars raised in recent years have shown strong gains, the campus is well below other research universities on these measures. These amounts are expected to grow as the campus moves through the active phase of its capital campaign.

UMass Amherst has developed a three-pronged strategy to increase private donations to support the

campus mission. The strategy has focused on building an infrastructure designed to generate gifts and alumni loyalty, encouraging a culture of philanthropy on campus, and educating internal and external audiences on the need for and impact of private investments. Meanwhile, a new comprehensive campaign to raise \$350 million for students, programs, faculty, research, and capital projects began its 'quiet phase' in 2005.

Efforts to institutionalize philanthropy took a significant step forward in 2002 when the UMass Amherst Foundation, a private 501(c)(3) corporation that serves as the fundraising arm of the campus, was established. Of the 40 foundation directors, 30 are high-level donors. Board directors have become visible leaders for the Campaign for UMass Amherst. Advancement development and gift officers, staff dedicated to alumni affairs and campus communications, and support staff are working in tandem with the foundation board. Funding for advancement doubled between 2002 and 2007. Plans are in place to continue to increase the number of seasoned development officers at UMass Amherst.

The foundation board and advancement staff have met or exceeded fundraising benchmarks. For example, \$33.4 million was raised in FY 06 compared to \$20.4 million raised in FY 02. The first quarter of FY 08 registered \$5.9 million in donations, an increase of 31% over the same period in FY 07. As private gifts have increased, so have the number of donors. In FY 07, 34,002 people made a contribution to UMass Amherst

PHYSICAL PLANT

The UMass Amherst campus consists of more than 400 buildings found on over 1,463 acres of land in the beautiful Pioneer Valley – 1,100 acres make up the central campus.

In FY 07, UMass Amherst's capital expenditures topped \$200 million, a 71% increase over the FY 06 level of \$117 million. During the past year, additional dorms for 900 undergraduates were constructed; the Berkshire Dining Commons was renovated; and the Campus Center Steam System was repaired. The 155,000 square foot Integrated Sciences Building, expected to open in the fall of 2008, will forge a new model for science teaching and research focused on the integration of life, chemical, and physical sciences. In November, 2007, UMass Amherst broke ground for a \$50 million, 120,000 square foot Recreation Center that is expected to open in the summer of 2009.

While UMass Amherst has made a major commitment to renewing its physical infrastructure, it will require many years of sustained investment from internal and external sources to address the backlog of deferred maintenance and upgrade the campus' building stock. The \$790 million Capital Plan corrects much of the deferred maintenance but there will be still be a significant amount to be done after its completion in FY 09.

Major Projects:

Complete

- Student Apartments
- Marriott Center

Under Construction

- Studio Arts (3/08)
- Skinner Hall Renovation (3/08)
- Central Heating Plant (4/08)
- Integrated Science Building (3/09)

Groundbreaking

- Recreation Center (11/07; 6/09)

Funding

\$584M Campus Debt; \$117M Campus Cash; \$80M State (10%)

THE CHALLENGES FOR A NEW CHANCELLOR OF THE UNIVERSITY OF MASSACHUSETTS AMHERST

UMass Amherst is at a critical juncture. The political leadership of the Commonwealth is poised to make major new investments in the University. The new Chancellor must build on this momentum by highlighting the campus's economic contribution to the state, raising the profile of the campus, and stirring the pride of students, alumni, and other stakeholders in Amherst, across the Commonwealth, and around the globe.

► INCREASING INVESTMENT IN THE FLAGSHIP

The next Chancellor must build on a robust and diverse pool of funding resources. As is the case on most campuses today, it is the priority that makes the achievement of others possible.

- *The new Chancellor will arrive at an opportune moment. Massachusetts Governor Deval Patrick has made investment in public higher education one of his administration's top priorities. Both the House Speaker and Senate President have indicated that the UMass system is vital to the Commonwealth's economy. Working with the University President, the new Chancellor will have the opportunity to capitalize on the political climate for the benefit of UMass Amherst. In order to garner increased state funding, the new Chancellor must clearly and persuasively articulate the case that UMass Amherst is an indispensable part of the state and local economy.*
- The new Chancellor must also appreciate the critical need for private giving and must be adept at raising money from diverse private constituencies, including corporate partners, independent donors, alumni, and families of students.

- The new Chancellor will lead an entrepreneurial faculty, looking for new opportunity to maximize the use of resources, to find new innovative forms of revenue, and to forge new relationships within the UMass Amherst community and the university system, with industry, other universities, and the federal and state governments. The Chancellor has the opportunity to further develop an increasingly entrepreneurial culture with positive revenue implications for the campus.

► REBUILDING THE INTELLECTUAL AND PHYSICAL INFRASTRUCTURE

The Faculty:

Department by department, UMass Amherst can compete with the very best universities in the country. But there are simply too few faculty members to undertake the range and quantity of research that it requires. And faculty cannot achieve their best without adequate support for their work. The new Chancellor needs to make the case far and wide, in boardrooms and on Beacon Hill, for the teaching and research support that defines a great research university.

Fifteen years ago the University had over 1,200 tenure-track faculty, those who conducted research as well as taught. With a similar number of students in AY 2002/03 the number of UMass Amherst full time tenure track faculty dropped down to a low of 913. In 2005 UMass Amherst launched the *Amherst 250 Plan*, a strategy to increase the *net* size of the tenure-track faculty by 250. Two years into the plan, 54 new professors have been hired. Achieving the net gain called for in the *Amherst 250* plan has been slow, and many faculty positions are still in the hiring pipeline. Faculty size has had a *net* gain of only 20 since *Amherst 250* hiring began. The new Chancellor will need to intensify efforts to reach the plan's goal.

Capital Investment:

- In the late 1960s, buildings designed by the most important architects of the day rose from the fields of Amherst. The institution invested in the tallest library in the world, the massive Fine Arts Center, the Campus Center, and the McGuirk Alumni Stadium, to name a few major projects. At that time, the state recognized its responsibility for building and maintaining outstanding physical assets at its flagship campus. The new building program of the past several years was, at long last, an essential first step and has contributed to a feeling of optimism on campus, but it has not gone far enough to repair existing facilities, address undergraduate and graduate housing, and upgrade classrooms with the newest electronic technology. Even after completion of the \$790 million Capital Plan, only 15% of the buildings will be considered in 'new or good' condition while nearly 72% will be in the 'catch up and renew' category. The new Chancellor must continue to ensure the infrastructure of the campus keeps pace with the outstanding students and faculty it supports.
- The proposed bond bill for higher education includes \$1 billion for UMass of which \$573 million will support the UMass Amherst campus initiatives (the uses for approximately \$300 million are already earmarked in the Governor's bill.). This allows for flexibility in the future should additional capital projects require state funds. The \$1 billion is a significant and unprecedented statement and commitment from the state to assist the UMass System and

UMass Amherst in particular. Equally important is the fact that the governor proposes to increase state capital spending on higher education from approximately 2% of all annual capital spending to 10% by 2012.

► EXPANDING STRATEGIC RESEARCH

Despite many successes, research at UMass Amherst has not grown at a rate sufficient to keep pace with the campus's competitors and peers. A challenge for the new Chancellor is to accelerate growth in research. To do this, the new Chancellor will need to articulate persuasively the way that the research conducted at UMass Amherst fits in with research elsewhere in the Commonwealth. There are genuine opportunities to grow the interdisciplinary research clusters, centers and institutes that have emerged in the last few years and to link them creatively to the work of industry, the state, and other universities both in and outside of the UMass system. The next Chancellor will need to develop a strategic plan to help target investment, reduce the cost of doing research at UMass Amherst, support the research infrastructure on campus, and increase the number of private and federal research grants. The Chancellor should provide critical leadership within the public sector and with every potential public and private partner to encourage and cultivate partnerships and to ensure that such initiatives are actually funded.

► RECRUITING AND RETAINING THE BEST STUDENTS

The new Chancellor faces four significant challenges in attracting and retaining the best and the brightest students from across the Commonwealth and across the globe:

- **Promoting UMass Amherst's academic reputation.** To attract the most academically gifted students, the new Chancellor needs to inform the public about the intellectual strength of UMass Amherst, the wealth of opportunities for student scholarship, research, and intellectual growth, and the quality of life on campus. In addition, the new Chancellor should strengthen and increase the visibility of Commonwealth College as a competitive alternative to private colleges and universities for academically talented students.
- **Ensuring Affordability and Access.** Even though UMass Amherst is one of the most affordable schools in the state, and stands comfortably below the costs of many fine private institutions, student costs have risen considerably over the past several years. The new Chancellor must work vigorously to keep costs down and increase student aid in order to ensure that all qualified students, no matter what their family income or background, are able to attend the Commonwealth's flagship. Moreover, the new Chancellor must foster a climate that celebrates diversity, in all its forms, and must ensure that candidates for admission understand that diversity is a welcomed asset at UMass Amherst.

► ENHANCING THE STUDENT EXPERIENCE.

The next Chancellor has a significant opportunity to enhance the student experience. UMass Amherst sits in the heart of a wonderful college town; it is the largest collegiate residential community in New England and one of the largest residential communities in the country; it has a winning Division I Athletic program, an engaged student body, and almost 300 student groups dedicated to political action, community service, cultural heritage, scholarship, sports, faith, and simple friendship.

The UMass Amherst administration must assume greater responsibility for academic success of each student through guided and intentional communication. The challenge for the next Chancellor is to continue to integrate academics and other aspects of student life. In so doing, the next Chancellor has an opportunity to enhance student satisfaction, while improving the four-year graduation rate.

In addition, the next Chancellor should be prepared to:

- support the diverse student organizations that create community in a large university while building shared pride in UMass Amherst.
- harness the power of the campus's Division I athletic teams to enhance school spirit.
- work to ensure that students feel valued and have a seat at the table when it comes to deciding issues that affect them most closely.
- encourage an atmosphere where respectful debate and argument is embraced and civility is the norm on campus.
- better integrate living, learning, and community into student life on campus.

► EXPANDING OUTREACH AND AFFIRMING THE LAND GRANT MISSION OF SERVICE

Public service is at the core of UMass Amherst's Land Grant mission. All of the campus' schools and colleges have an outreach plan and conduct significant outreach work that engages many of our faculty. In addition, many of the campus' other academic units (such as centers, institutes and programs) facilitate external partnerships and conduct extensive outreach programs, often across disciplinary lines and departmental borders. There are a number of entire units based at UMass Amherst that are devoted completely to external constituencies.

The new Chancellor should explore creative ways to expand UMass Amherst's service to the community in which it is located. By effectively leveraging existing relationships and networks, the next chancellor has an opportunity to develop new and sustaining linkages between UMass Amherst and the surrounding rural and urban communities of Western Massachusetts.

► RAISING THE NATIONAL PROFILE AND REPUTATION OF UMASS AMHERST

UMass Amherst has done exceptionally well under adverse circumstances. With limited public support it has attracted an increasingly excellent and diverse student body, hired an exceptional young faculty, grown research, and made essential capital reinvestments. The new Chancellor has a rich array of 'tools' to use to be able to raise the profile and reputation of UMass Amherst. There is a tremendous, as yet untapped, opportunity to link issues of school pride with an increasingly effective alumni and development effort. The University needs a Chancellor who can be an effective and consistent spokesperson for its position in the state and the nation.

PROFESSIONAL AND PERSONAL QUALIFICATIONS

UMass Amherst seeks in its next Chancellor a leader with the energy, vision, and personal qualities that can inspire the University community to new levels of excellence across the campus and its disciplines. Candidates should have a history of organizational leadership, an impressive record of and/or a deep respect for scholarship, a demonstrated ability to build and cultivate financial support

for the University and its programs, and accomplishment in creating a campus climate that values community, integrity, civility, and mutual respect. UMass Amherst seeks a Chancellor willing to make a long term commitment and assume the role for a significant period of time.

Below is a list of the qualifications and personal attributes that the ideal candidate will bring to the position.

- An ability to quickly earn the confidence and respect of the campus's various constituents.
- A deep understanding of academic values and an appreciation for scholarly research.
- A passion for and understanding of the mission and values of a public, higher education institution.
- A thorough understanding of the work of a major research university.
- The demonstrated capacity to represent the campus compellingly with prospective donors and to lead a substantial fundraising campaign; experience with a successful capital campaign would be an asset.
- Excellent and broad managerial and financial skills ideally developed in resource-constrained environments that required the ability to do more with less; creativity and resourcefulness in leading budget discussions.
- Superb communication skills; strong interpersonal skills that enable him/her to relate well to a variety of internal and external audiences and transcend differences.
- A commitment to financial affordability and willingness to embrace the service aspect of UMass Amherst's special land-grant status.
- A demonstrable commitment to diversity; a track record of individual action and institutional leadership to advance diversity in all its forms.
- Ability to forge and sustain alliances among diverse organizations and individuals; the disposition to be a collaborative colleague with leaders of other institutions, including the other UMass Chancellors and the Presidents of the private colleges of the Five College Consortium.
- A willingness to work cooperatively and productively within the UMass system.
- A respectful and accessible leadership style, coupled with the willingness to lead decisively and inspire, even when consensus is elusive; a high tolerance for continual give and take; an inclination to circulate, listen and learn.
- Ability to thrive in a public environment with well-honed political and diplomatic skills; adept at representing the institution's mission and goals among high-level corporate, educational and government leaders.
- The capacity to unify the campus around strategic objectives and foster a sense of pride.
- An appreciation of the role Division I athletics can play in rallying the University's constituents, building school spirit, enhancing campus life and gaining visibility for the campus.
- A commitment to accessibility and personal visibility on campus.
- Unquestioned personal integrity.
- Stamina for the tasks at hand; resilience under pressure; a sense of humor.

CONTACT

Applications are currently being received. An appointment is expected in the spring of 2008. Salary and benefits will be competitive. Inquiries, referrals, and resumes should be sent with a cover letter (electronic submission of materials is strongly preferred) and in confidence to:

John Isaacson, President and Managing Director
Kristin Demong, Vice President and Director
or
Nancy Mundel, Senior Associate
Isaacson, Miller
Internal Box 3541
334 Boylston Street, Suite 500
Boston, MA 02116
Email: 3541@imsearch.com
617 262-6500

For additional information please see attached Appendix and the UMass Amherst web site:
<http://www.umass.edu/>.

UMass is an Affirmative Action/Equal Opportunity Employer. Candidates from all backgrounds are encouraged to apply.

APPENDIX A: Research

Research Expenditures

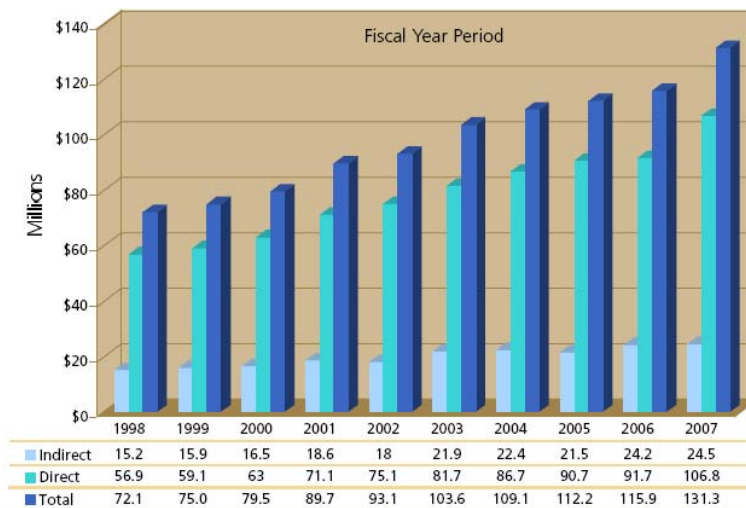
Total S&E Research (\$000's)	2002	2003	2004	2005	2006
UMA	\$109,332	\$111,235	\$120,787	\$127,488	\$136,057
Peer Median	\$150,598	\$157,017	\$168,132	NA	NA
%ile Rank	61%	61%	61%	NA	NA

Federal S&E Research (\$000's)	2002	2003	2004	2005	2006
UMA	\$54,770	\$64,111	\$65,452	\$66,921	\$69,642
Peer Median	\$77,742	\$83,978	\$92,290	NA	NA
%ile Rank	61%	60%	62%	NA	NA

Per Tenure System Faculty FTE	2002	2003	2004	2005	2006
Total	\$107,865	\$122,317	\$135,063	\$138,049	\$142,468
Federal	\$54,035	\$70,498	\$73,188	\$72,465	\$72,924

Total R&D spending in FY06 was \$140.2 million, of which \$136 million was in science and engineering (S&E). S&E expenditures increased by almost one-fourth in total dollars and 27% in federal dollars since FY2002. Both total and federal S&E dollars per faculty have increased by about one-third in that same period. Although the campus has retained its relative position among those institutions with \$20 million or more in Federal R&D, it has consistently been below the median on research spending

Sponsored Activity: Totals



APPENDIX B: Faculty

Change in faculty FTE

	Fall 2004	Fall 2005	Fall 2006	2 Year Change
UMA	921	958	965	44

The increase in the number of full-time equivalent instructional faculty in Fall 2005 and Fall 2006 was split between the tenure and non-tenure system faculty. It is anticipated that this and future increases will have a positive impact on the quality of the campus's instructional programs.

Diversification of faculty

Composition of Tenure System Faculty Hires														
Academic Year 1997-98 to 2006-07														
Academic Year	Total	Female		Minority Total		African American/Black		American Indian/Alaskan Native		Asian/Pacific Islander		Hispanic		
		#	%	#	%	#	%	#	%	#	%	#	%	
1997-98	40	15	37.5	10	25.0	4	40.0	0	0.0	3	30.0	3	30.0	
1998-99	45	20	44.4	7	15.6	0	0.0	0	0.0	7	100.0	0	0.0	
1999-00	46	20	43.5	8	17.4	1	12.5	0	0.0	6	75.0	1	12.5	
2000-01	38	19	50.0	11	29.0	1	9.1	0	0.0	7	63.6	3	27.3	
2001-02	48	21	43.8	7	14.6	0	0.0	1	14.3	5	71.4	1	14.3	
2002-03	28	8	28.6	4	14.3	0	0.0	0	0.0	2	50.0	2	50.0	
2003-04	43	20	46.5	8	18.6	2	25.0	0	0.0	5	62.5	1	12.5	
2004-05	71	25	35.2	20	28.2	2	10.0	0	0.0	15	75.0	3	15.0	
2005-06	68	30	44.1	29	42.7	7	24.1	1	3.4	13	44.8	8	27.6	
2006-07	61	27	44.3	17	27.9	6	35.3	0	0.0	6	35.3	5	29.4	

NOTE: For each of the last ten years, the following information is provided in the above chart: the total number of hires, the number (and percentage) of women hired, and the number and percentage of racial/ethnic minority group members hired. Over the last decade, out of a total of 488 tenure system faculty hires, 205 (42.0%) female candidates were hired, and 121 (24.8%) racial/ethnic minority group members were hired.

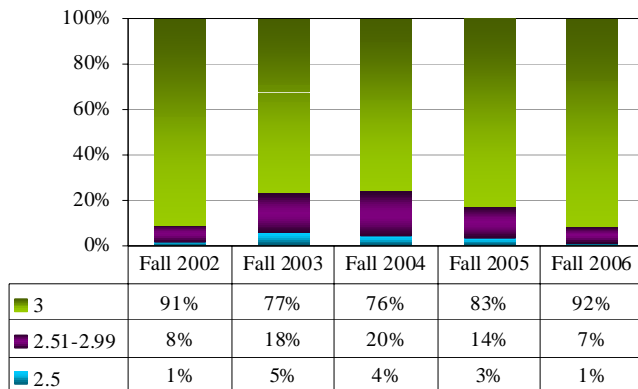
Faculty awards

Awards	2001	2002	2003	2004	2005
UMA	14	10	15	10	13
Peer Median	8	9	7	9	8
%ile Rank	32%	42%	40%	43%	34%

UMass Amherst faculty members are recipients of many prominent awards in the arts, humanities, science, engineering and health fields. The campus has consistently ranked above the peer median on this measure and is within the top third among its peers.

APPENDIX C: Students

High School GPA of freshman



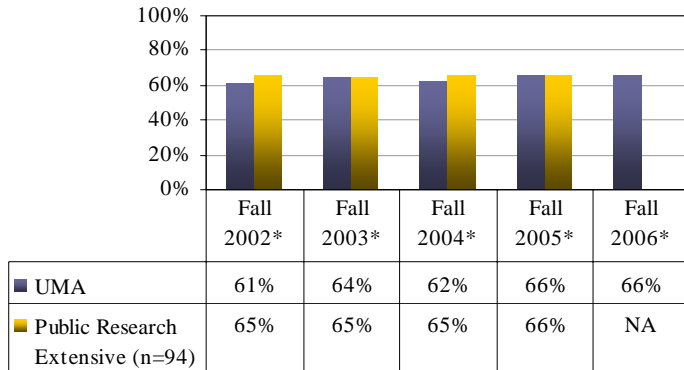
UMass Amherst entering first-year students are strong academically with high school GPAs approaching 3.5. The Fall 2006 entering class was the strongest in the five year period with over 90% of students earning a GPA of 3.0 or above in high school.

SAT scores of Incoming Freshmen

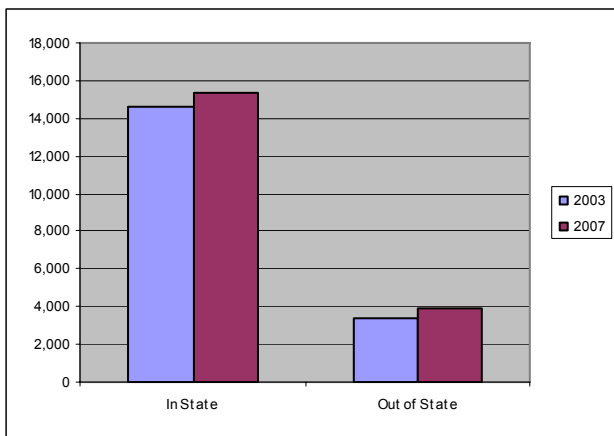
SAT Score	2002	2003	2004	2005	2006	2007
UMA Median	1120	1140	1130	1140	1140	1140
25th %ile	1020	1050	1050	1050	1050	1050
75th %ile	1230	1230	1220	1240	1240	1230
Peer Median	1165	1165	1165	1165	1165	
25th %ile	1060	1060	1070	1070	1065	
75th %ile	1270	1270	1260	1260	1270	
UMA %ile Rank	59%	60%	60%	57%	55%	

Two-thirds of full-time Amherst campus students graduate within six years of entrance. The 2006 rate is comparable to that of other public research extensive institutions.

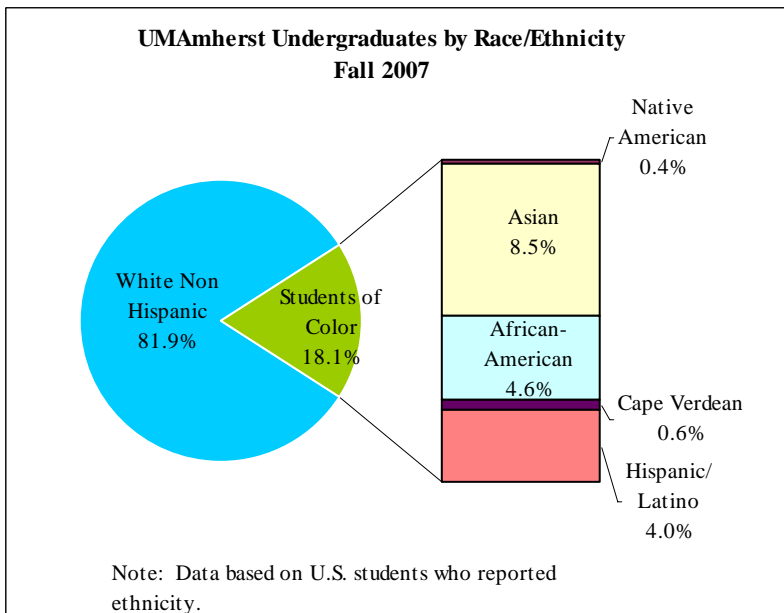
Freshmen Six-Year Graduation Rate



Undergraduate Enrollment, In State vs. Out of State



Diversity of Student Body

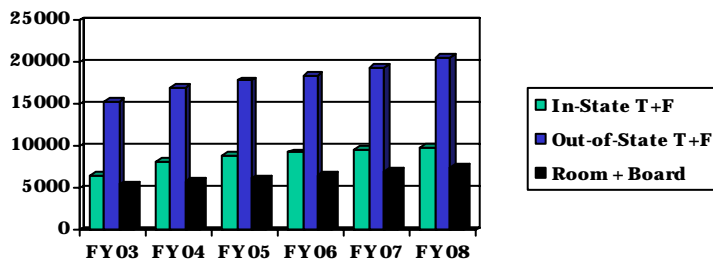


APPENDIX D: Access and Affordability

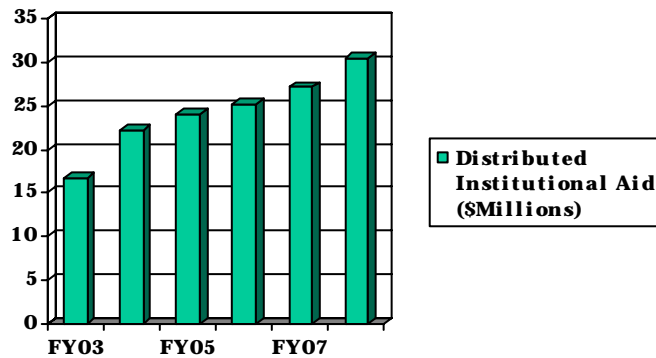
Percentage of Pell Grant Recipients

	Fall 2005	Fall 2006
UMA	23%	22%

Student charges - Tuition and Fees (T+F)



Financial aid



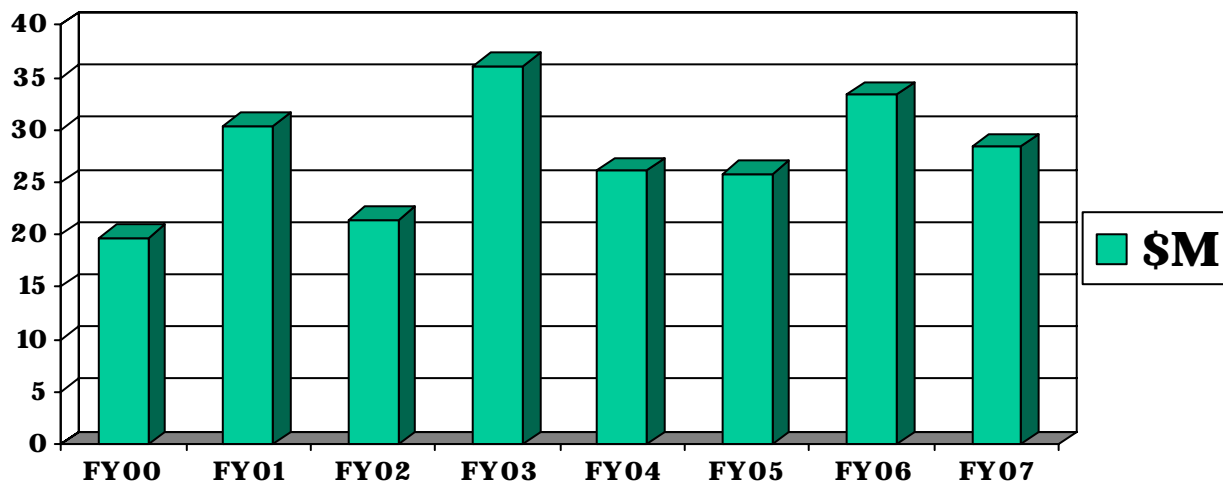
APPENDIX E: Financial Health

Endowment per student

Endowment per FTE	FY 2004	FY 2005	FY 2006
UMA	\$3,830	\$4,232	\$5,164
Peers	\$16,426	\$18,529	\$19,769

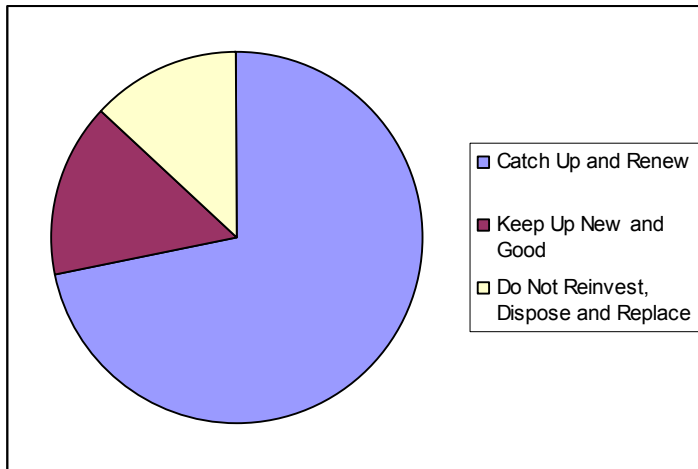
The campus endowment is one of the lowest in the country for a public flagship campus. The total endowment increased by 25% over the last year, and will continue to show improvement over the next several years.

Fundraising

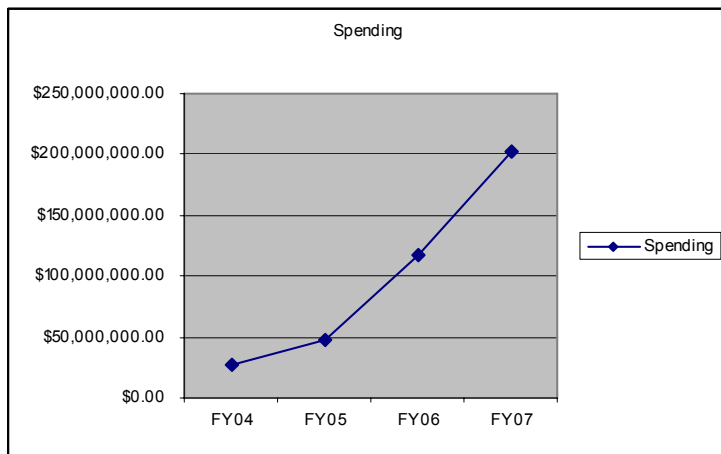


APPENDIX F: Physical Plant

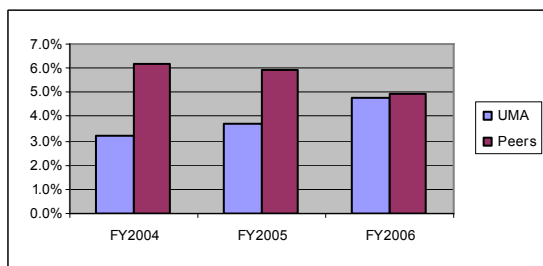
Status of E&G Buildings (6M sq. ft.) AFTER Completion of \$790M Capital Plan: Spring 2009



Capital spending growing over 4 years



Debt Service to Operations



The debt service ratio for the campus is at the level of its peers but will escalate over the next five years to over 6% of operations to cover the cost of new construction and major renovations to existing space.