



*Learning with Purpose*

# UMASS LOWELL

## 2020 Strategic Plan

March 2017

# 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 and sustainable practices. The programs span and interconnect the disciplines of business, education, engineering, fine arts, health, 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:

### I. TRANSFORMATIONAL EDUCATION

Jacqueline Moloney, Chancellor  
Strategic Planning Steering  
Committee: Patricia McCafferty,  
Lauren Turner, Michael Vayda,  
Joanne Yestramski

Committee on Transformational  
Education: Anita Greenwood,  
Julie Nash, Co-chairs

Academic Sustainability Committee:  
Rich Lemoine, John Wooding,  
Co-chairs

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

Curriculum Enhancement  
Committee: Paula Haines,  
Jim Nehring, Co-chairs

Faculty Success Committee:  
Pradeep Kurup, Marlowe Miller,  
Co-chairs

Faculty Honors Subcommittee:  
Jim Canning, Supriya Chakrabarti,  
Tony Szczesiul, Co-chairs

Graduate Education Committee:  
Alkim Akyurtlu, Scott Latham,  
Co-chairs

Intercollegiate Athletic Council:  
Todd Avery, Stacy Szczesiul,  
Frank Talty, Co-chairs

Student Success Committee:  
Nicole Champagne, Kerry Donohoe,  
Larry Siegel, Co-chairs

Financial Wellness Subcommittee:  
Brenda Evans, Joyce McLaughlin,  
Steve O’Riordan, Co-chairs

Work Readiness Committee:  
Peter Gaines, Stefanie Tate,  
Co-chairs

### II. GLOBAL ENGAGEMENT & INCLUSIVE CULTURE

Committee on Global Engagement  
and Inclusive Culture: Nouredine  
Melikechi, Lauren Turner,  
Leslie Wong, Co-chairs

Equity Climate Committee:  
Meg Bond, Joe Hartman, Co-chairs

International Experience Committee:  
Maria Conley, Carole Salmon,  
Co-chairs

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

### III. INNOVATIVE RESEARCH & ENTREPRENEURSHIP

Committee on Innovative Research:  
Andy Harris, Anne Maglia, Co-chairs

Dissemination and External Visibility  
Committee: Bob Giles, Christine  
Gillette, Shortie McKinney, Co-chairs

Intellectual Property and Technology  
Transfer Committee: Rekha  
Paleyanda, Xingwei Wang, Co-chairs

Research Infrastructure and Faculty  
Support Committee: Matt Nugent,  
Susan Puryear, Co-chairs

River Hawk Venture Fund Investment  
Advisory Council: Don LaTorre,  
Jack Wilson, Co-chairs;  
Nancy Saucier, Fund Managing  
Director

University Research and Engagement  
Centers Committee: Andy Harris,  
Ram Nagarajan, Co-chairs

### IV. LEVERAGE OUR LEGACY AND OUR PLACE

Economic Development Committee:  
Scott Latham, Steve Tello,  
Jack Wilson, Co-chairs

Corporate Engagement  
Subcommittee: Tom O’Donnell,  
Arlene Parquette, Co-chairs

Campaign Executive Committee:  
Nancy Donahue, Charles Hoff and  
Robert Manning, Co-chairs

Marketing Committee: Bryce  
Hoffman, Sandy Richtermeier,  
Co-chairs

Web Advisory Committee:  
Gerry Nelson, Jim Sherwood,  
Co-chairs

### V. ENTREPRENEURIAL STEWARDSHIP

Art, Artifacts and Archives  
Committee: Mehmed Ali,  
Adam Baacke, Co-chairs

Campus Safety Committee:  
Randy Brashears, James Kohl,  
Co-chairs

Climate Action Plan Committee:  
Rich Lemoine, Chris Niezrecki,  
Co-chairs

Facilities Renewal and Master  
Planning Committee: Tom Dreyer,  
Joe Hartman, Co-chairs

Financial Planning Committee:  
Monica Galizzi, Steve O’Riordan,  
Co-chairs



# OVERVIEW

The University of Massachusetts Lowell embarked on a strategic planning process in 2010 to define our vision for the future and create a road map to achieve our ambitious goals by 2020.

Stakeholders from across the university community came together and defined our values as an institution, laid out our direction for the years ahead and set the strategies to bring our plan to life. From the outset, the process has been open, transparent, inclusive and iterative.

The commitment and hard work of hundreds of people across the university community have brought about progress in all areas, from student success, to groundbreaking research, to our growing endowment. As a result, the university is building on its legacy and taking its place among the best public higher education institutions in the country. This great momentum is helping to drive our sustained growth and continuing improvements.

Our strategic plan is not a fixed document, but rather one that continues to evolve. The planning process is ongoing as faculty and staff from every corner of the university continue to work together to evaluate our progress and review our goals. This iteration of the report reflects the most recent updates to the plan.

We hold ourselves accountable to the goals we have set. To measure our progress, the university publishes an annual Report Card. It is a useful gauge of what we have accomplished and what work remains ahead of us.

As we reflect on our progress and look to our future, I would like to thank members of our executive cabinet: Julie Chen, vice chancellor for research and innovation, John Feudo, vice chancellor for advancement, Patricia McCafferty, vice chancellor of university relations, Michael Vayda, provost and vice chancellor for academic affairs and Joanne Yestramski, senior vice chancellor for finance and operations, as well as all members of the university's senior leadership team for their tireless work in moving us toward our 2020 goals.

— Jacqueline Moloney  
Chancellor

## PILLAR I:

# TRANSFORMATIONAL EDUCATION

*UMass Lowell will continue to distinguish itself for the quality of student learning and the excellence of its academic programs. This vision will be realized through ongoing curricular reform and innovative teaching. The faculty and administration will continue to identify academic areas that limit student success and will develop and implement programs and curriculum to address those needs. We will build on our commitment to creating an academic experience that provides students with the knowledge, skills and confidence to develop innovative, sustainable solutions to make a difference in their communities, their country and the world.*

*The university will also strategically expand its master's and doctoral degree programs and continue to enhance the graduate student experience, providing robust research and experiential and international learning opportunities.*

### STRATEGIC PRIORITIES

#### ACADEMIC EXCELLENCE IN UNDERGRADUATE EDUCATION:

## 1 *Continue to create innovative curriculum and programs that foster academic excellence.*

- Promote students' meaningful engagement with the core curriculum's essential learning outcomes by continuing to improve curricula, teaching, learning and assessment.
- Provide high-quality coursework, woven through and across all undergraduate programs, that advances the understanding of the diverse perspectives and essential learning outcomes that are needed to succeed in a globally connected and rapidly changing world.
- Promote interdisciplinary learning and encourage interdepartmental collaboration.
- Expand and enhance the UMass Lowell Honors College into a nationally recognized college.

## 2 *Continue to build opportunities for students to participate in experiential learning and community engagement.*

- Build on the university's commitment to provide opportunities for students to apply their classroom-based knowledge to service learning, cooperative education, internships, undergraduate research and participation in the DifferenceMaker program.
- Promote inquiry- and problem-based active and reflective learning strategies to ensure that all students graduate with an understanding of global issues and challenges facing society so they are prepared to innovate and lead in a changing world.

### 3 *Pursue innovations in teaching and learning to foster student success.*

- Cultivate innovations in pedagogy to create a dynamic learning environment that optimizes the experience for students and faculty.
- Improve student performance by strengthening support services through best practices such as reorganizing advising efforts and expanding tutoring, and innovative use of technology and the one-stop Solution Center.
- Further the transformation of the university library as an important resource for student success.
- Integrate academic technologies into the curriculum, supported by faculty workshops and academic technology staff.
- Partner with academic leadership to deploy strategic applications that enhance student success, demonstrated by improved retention and graduation rates, academic support and student advising.

### 4 *Respond to economic and workforce development needs by expanding access to the university's high-quality programs on campus, at satellite sites and online.*

- Continue to build the scale and improve the quality of the nationally recognized Division of Online and Continuing Education programs and expand the use of web-enhanced instruction to improve teaching and learning.
- Create a year-round university and the infrastructure to support it that provides students with world-class amenities and learning opportunities.

### 5 *Integrate sustainability and climate change literacy in learning and research.*

- Support the creation of programs and sustainability-related curricula and climate change-related learning outcomes.
- Enhance student, faculty and staff engagement in sustainability initiatives that promote the university as a living laboratory, locally and globally.
- Encourage cross-disciplinary, collaborative teaching and research about climate change and sustainability by providing incentives for faculty to team-teach such courses.
- Ensure that all students have the opportunity to graduate with an understanding of environmental stewardship, sustainability and climate change.
- Establish UMass Lowell as an urban-focused center of excellence for climate change, sustainability and resiliency that merges expertise in academics, research and operations.





## BEYOND THE CLASSROOM: ENHANCING THE STUDENT EXPERIENCE:

**1** *Provide a world-class co-curricular experience that promotes healthy, mindful, responsible and civically engaged students who are prepared to lead and create positive impact.*

- Broaden experiential learning opportunities to advance professional preparedness, cultural competencies, life skills and social responsibility.
- Prepare students for a future requiring flexibility and adaptability through experience with workforce leaders and innovative environments.
- Expand opportunities for leadership development and campus engagement through involvement in athletics, clubs, organizations and other student life activities.
- Enhance student understanding and appreciation for the importance of health and wellness in preparation for a productive, balanced and rewarding life.
- Develop a comprehensive financial wellness program to promote students' financial fluency and enhance financial planning tools and resources available to students and families.

**2** *Cultivate a vibrant campus and community experience.*

- Fully realize the benefits of NCAA Division I status in America East and Hockey East through expanded opportunities for athletes and all students, alumni and supporters.
- Continue to enrich the residential experience through living-learning communities that enhance academic success and sense of belonging.
- Engage students in meaningful dialogue that critically examines issues that affect self and society.
- Provide dynamic social, cultural and recreational offerings that create memorable experiences and traditions.

## ACADEMIC EXCELLENCE IN GRADUATE EDUCATION:

**1** *Continue to build highly competitive disciplinary and interdisciplinary master's programs that position graduates to advance their careers and become leaders in existing and emerging industries.*

- Create programs that respond to unmet demand and support economic growth.
- Expand the number of corporate partnerships that promote regional workforce development, with a specific focus on industry clusters.
- Explore non-traditional credentialing models and tailored executive education partnerships.



2 *Expand the university's internationally recognized Ph.D. programs by providing excellent classroom, lab, research and teaching opportunities to produce outstanding scholarship and thought leadership.*

- Expand outreach and marketing for both new and existing Ph.D. programs to build enrollment and increase recognition.

3 *Enhance experiential and international learning opportunities to enrich the graduate student experience.*

- Expand professional development and networking opportunities.
- Pursue best practices in online, blended and on-campus course-delivery models.
- Increase the number of programs offered with international partners.

## ASSESSMENT AND CONTINUOUS IMPROVEMENT:

1 *Create a system for the assessment and continuous improvement of all programs.*

- Actively monitor student achievement and develop comprehensive assessment plans to support continuous improvement of all undergraduate and graduate programs.
- Utilize data-driven decision-making that leverages faculty and financial resources in accord with student and research demands.
- Expand the use of accreditation and the Academic Quality Assessment and Development (AQAD) review process as departmental strategic planning tools to provide meaningful feedback to academic programs.
- Expand systematic assessment of student satisfaction and career placement to guide curriculum and policy development.

## FOSTER FACULTY SUCCESS:

1 *Strengthen our commitment to academic excellence by creating new venues for enrichment, support and celebration of our faculty.*

- Increase faculty research portfolio and competition for larger research grants to support graduate and undergraduate students as they conduct transformational research.
- Foster a campus community that celebrates and elevates teaching and learning by providing faculty with support and tools to advance and thrive through leadership and peer mentoring.
- Support faculty adoption of high-impact pedagogies, facilitating the innovative use of technologies in teaching and research and providing continuous improvement of curricular alignment and assessment.
- Leverage strategic campus committees (e.g., Academic Technology) to promote engagement in best practices, instructional technology and emerging technologies.
- Strengthen efforts to promote national and international recognition, honors and awards for faculty.



## PILLAR II:

# GLOBAL ENGAGEMENT & INCLUSIVE CULTURE

*By 2020, the university will be a model campus community where all students, faculty and staff feel appreciated, respected, connected, valued and engaged with the larger life of the campus and beyond.*

*To prepare students as engaged and civically minded 21st century citizens, the university will continue to enhance initiatives that broaden and deepen our cultural understanding and competency. We will continue to pursue international partnerships that offer students meaningful cross-cultural learning experiences and strengthen understanding between countries, cultures and universities around the world.*

### STRATEGIC PRIORITIES

## 1 *Become a university of choice for students from diverse backgrounds by strengthening recruitment and retention programs.*

- Create an inclusive culture on campus that supports students from diverse backgrounds regardless of ability, race, ethnicity, class, gender, sexual orientation and religion by developing and promoting programs and services tailored to meet their needs and ensure their success.
- Build on the university's successful programs to continue improving the academic performance of students.
- Expand access to a high-quality, affordable education through transfer agreements and degree-completion opportunities with community colleges and by increasing scholarships.
- Build on the university's reputation as a military-friendly campus by continuing to enhance programs that respond to the unique needs of student veterans and their pathways to success.

## 2 *Build on successful recruiting and retention strategies to support increased diversity and excellence in faculty and staff.*

- Continue to develop broad campus engagement through workshops, orientation sessions, focus groups and faculty and staff roundtables to provide opportunities for sharing best practices in hiring while increasing visibility of the university as a vibrant and inclusive place to work.
- Continue to monitor and report on faculty and staff hiring to inform and engage the entire campus community in adopting best practices.
- Collaborate with campus leaders and departments to increase and sustain workplace inclusion initiatives, including support and advocacy efforts.



### 3 *Support students, faculty and staff in developing more effective inclusive practices and behaviors.*

- Increase opportunities for faculty and staff to engage in dialogue about diversity and inclusion and further develop skills and effectiveness in working and teaching across differences.
- Increase support within academic areas to enhance faculty research and scholarship, service and mentorship along the tenets of diversity and inclusion.
- Support ongoing and comprehensive review of policies and practices to ensure that they advance our mission to be a globally engaged and inclusive community.
- Continue to offer programs that support the advancement of women in leadership.

### 4 *Continue to strengthen international partnerships that enhance faculty, staff and student experiences and collaboration.*

- Prioritize and enhance key international partnerships.
- Identify and build innovative academic programs that enhance opportunities for domestic and international student learning, including team-taught courses with international partners, international learning communities, intensive courses, online and blended learning and dual-degree programs.
- Support academic success of students whose first language is not English while increasing campus capacity to serve and support international students and their campus experience.
- Develop and promote a living-learning environment that supports domestic and international student engagement and interaction.

### 5 *Support the five-year, NSF-funded Making WAVES initiative (Women Academics Valued and Engaged in STEM) to improve the climate for women and members of other underrepresented minority groups on the faculty.*

- Implement campus campaigns and training programs to raise awareness of subtle workplace bias and promote innovative mentoring networks to support diverse faculty.
- Strengthen organizational infrastructure to sustain WAVES initiatives after conclusion of the grant funding.



## PILLAR 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. As a leading public research institution, UMass Lowell must attract and produce outstanding scholars across numerous disciplines. We will continue to strengthen our graduate programs and develop new ones. As a result of these efforts, we will gain national and international recognition for the quality of our graduate programs by 2020.*

*The university will cultivate outstanding scholarship and an entrepreneurial culture, increasing external funding and support from all sources. We will strengthen collaboration with other campuses, industry, national labs and research and development centers, nonprofits and other institutions. We will enhance students' experience through their participation in research projects. We will foster innovation by developing an ecosystem that connects the vital resources needed for entrepreneurship to thrive.*

### STRATEGIC PRIORITIES

#### INNOVATIVE RESEARCH:

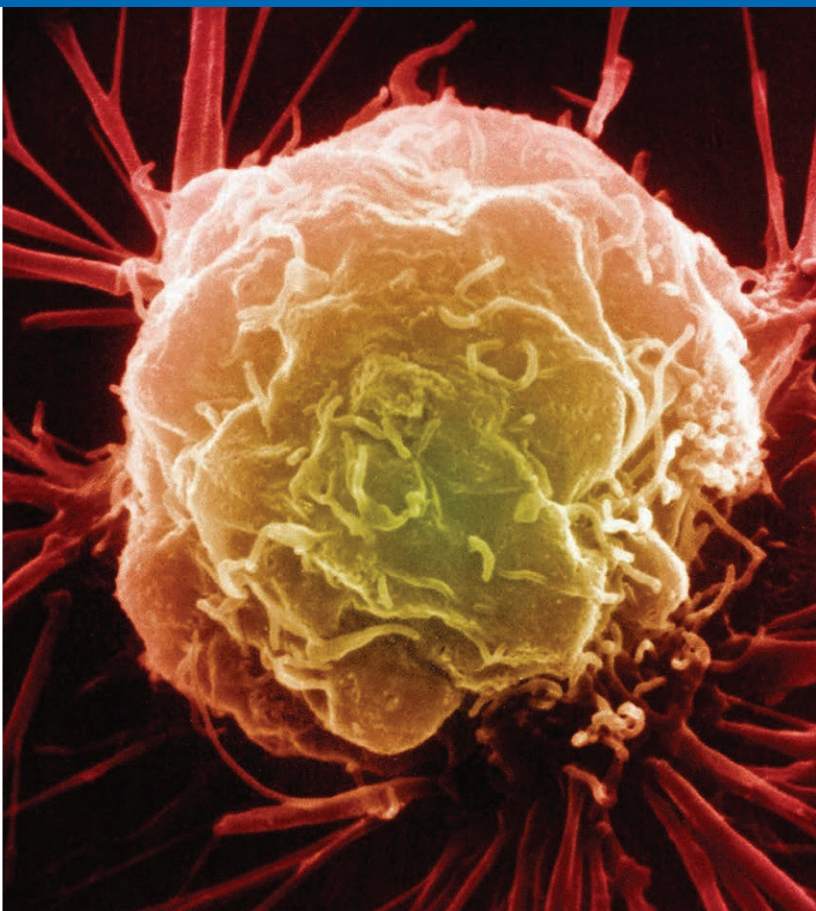
**1** *Increase research expenditures to \$90 million per year by developing significant partnerships and multi-disciplinary centers and by increasing proposal success rates.*

- Create and grow research communities that serve as catalysts for interdisciplinary collaborations, information sharing, external visibility and recruiting, via approximately 25 faculty-led university research and engagement centers and institutes.
- Ensure that all faculty members have the opportunity and resources to successfully pursue scholarship by strengthening infrastructure and support, including research facilities and administrative and technical support.

- Develop and grow partnerships with other universities, industry, government and institutions to foster strategic collaborations.
- Provide faculty with high-quality mentoring and easy access to resources that support successful research.

**2** *Raise national and international awareness of research quality by increasing visibility of research accomplishments and supporting faculty for external honors and awards.*

- Enhance acknowledgment of excellence and achievement in scholarship.
- Increase the number of UMass Lowell national and international conferences and workshops and host events for the campus and public that feature high-profile researchers and showcase faculty work.
- Build the university's visibility among funding agencies and institutions.



### 3 *Enhance the quality of the research experience for students and increase student participation in research.*

- Deploy programs and resources that support recruitment of a diverse population of high-quality graduate students.
- Promote professional development of students by having them participate in activities such as national professional meetings and student research symposia.
- Encourage undergraduate participation in research and discovery and increase undergraduate student research opportunities through expansion of the Co-op Scholar Program to include juniors and seniors.
- Increase the number of undergraduates continuing on to graduate programs.



### 4 *Grow the innovative and entrepreneurial spirit of our students, faculty and staff and facilitate the translation of research discoveries for public benefit, encouraging the creation of new programs, services and products that change the world.*

- Increase student, faculty and staff awareness of and participation in entrepreneurial initiatives on campus and in the region.
- Leverage successful National Science Foundation I-Corps teams, technology development funds, the River Hawk Venture Fund Investment Advisory Council and similar programs to increase the development of new technologies that can be commercialized by existing businesses or through the creation of startup companies.
- Strengthen the connections among researchers, companies and investors to facilitate licensing and development of university intellectual property into products by industry partners, ranging from startups in the Massachusetts Medical Device Development Center (M2D2) and Innovation Hub to well-established industry leaders.
- Engage alumni in the development and support of entrepreneurship initiatives, including mentoring and networking, thus aiding the commercialization of university technology.

## PILLAR IV:

# LEVERAGE OUR LEGACY AND OUR PLACE

*UMass Lowell is committed to building on our unique legacy by creating individual and corporate partnerships locally, regionally, nationally and internationally that enrich and sustain the human experience. The university will continue to leverage this legacy by expanding its economic development initiatives, community engagement and the expansion of its world-renowned public/private partnerships. As we do so, it is critical that the university shares its story, successes and plans with the public. As the university's reputation continues to grow, we will continue to institute strategies for elevating the brand on a national and international level.*

*Although the university has tripled its endowment in the last five years, it is vital that we continue to grow it. One essential means of building on our legacy is the launch of our first-ever comprehensive fundraising campaign. Our Legacy, Our Place: The Campaign for UMass Lowell is a seven-year effort with a goal of raising \$125 million to support strategic priorities.*

*Success in this campaign will require significant leadership from alumni, donors, friends, corporate partners, faculty and staff. Our Legacy, Our Place is an opportunity to honor our shared history and shape the future of UMass Lowell.*

### STRATEGIC PRIORITIES

#### ECONOMIC DEVELOPMENT AND COMMUNITY ENGAGEMENT:

**1** *Create a comprehensive approach to engage the university and the community in economic development for the region, the Commonwealth, the nation and the world.*

- Develop partnerships with the city of Lowell that encourage mutually beneficial economic development and create opportunities in the areas of entrepreneurship, education, workforce development, cultural partnerships, transportation and infrastructure.
- Create a continuum of opportunities to engage colleagues from industry, education and health care to partner in creating economic development initiatives, including co-ops, sponsored research, corporate education and faculty fellows in DifferenceMaker and other programs.
- Identify opportunities and apply for funding from foundations, companies and government agencies to sponsor economic development initiatives.
- Develop partnerships in the city of Haverhill that leverage the university's new facilities and programs to support education, workforce development and entrepreneurship across northeast Massachusetts.



## 2 *Expand the university's leadership role in establishing innovative programs that support the creation of new industries and jobs in the region.*

- Improve access by industry and external audiences to university resources, knowledge and facilities in support of economic development and engagement.
- Continue to develop and deliver high-quality education programs that are tailored to meet regional, national and global workforce needs at the undergraduate, graduate and corporate levels.
- Grow the university's business incubator and accelerator programs by expanding the successful models of M2D2, the Innovation Hub and emerging programs.
- Engage alumni and friends to support the expansion of the university's entrepreneurial ecosystem.

## 3 *Expand national recognition for the university's role as a public institution promoting innovation and entrepreneurship.*

- Develop and promote broad-based partnerships with regional, state and national organizations and agencies that support business innovation, economic development and entrepreneurship.
- Expand participation in professional and national speaking and award programs that recognize the university's achievements in promoting entrepreneurship among students, faculty and regional partners.
- Increase regional and national participation in the Deshpande Symposium for Innovation and Entrepreneurship in Higher Education, particularly among aspirant peer institutions.

## 4 *Expand national recognition for the university's role as a public institution promoting community engagement at the local, state, national and global levels.*

- Create and sustain partnerships and collaborations at all levels that provide mutual benefits to students, faculty, staff, alumni and the community.
- Expand participation of students, faculty and staff in substantive engagement initiatives across the range of disciplines represented on campus.
- Improve data collection to track engagement activity.



# THE WORLD IN OUR HANDS

CASE #9 | RARE DISEASES



## REPUTATION AND RANKINGS:

### 1 *Strengthen and expand awareness of UMass Lowell on regional, national and international levels.*

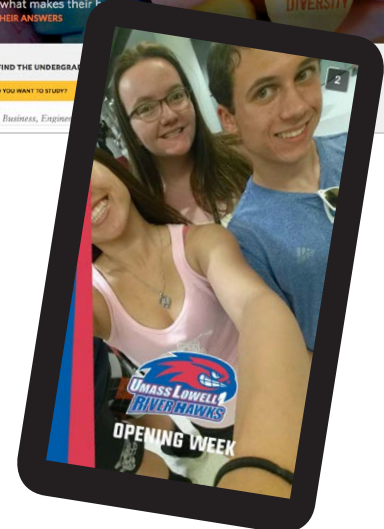
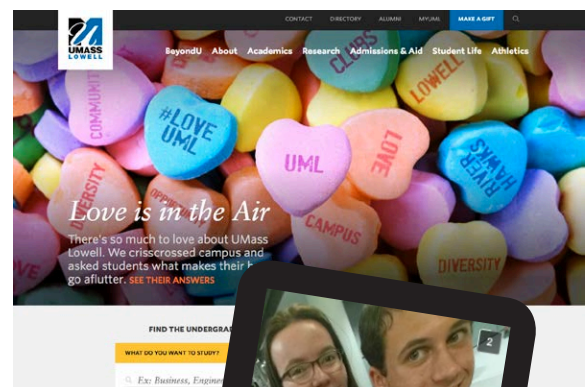
- Continuously cultivate a unified and data-driven branding system based on UMass Lowell's signature strengths and distinctive characteristics.
- Share the university's accomplishments and successes with appropriate audiences through the award-winning alumni magazine and other publications, the web, social media, video, advertising and earned media coverage.
- Develop and host events that bring thought leaders and high-profile individuals to campus to contribute to public dialogue, understanding of critical issues and campus engagement.

### 2 *Enhance the university's reputation with influential third parties, including producers of widely regarded rankings such as U.S. News & World Report.*

- Continue the implementation of a long-term, multi-platform marketing strategy to elevate the university's reputation among peers and external partners whose opinions influence rankings.
- Strengthen relationships with external stakeholders, including nonprofits, government officials and elected leaders.

### 3 *Leverage the university's website so that it effectively promotes the campus and facilitates communication.*

- Continuously improve the website to enhance the user experience, specifically on mobile platforms.
- Implement web applications that engage prospective and current students, faculty, staff and external users.
- Use social media, video and other available technologies to create a dynamic and interactive web experience.





## ALUMNI AND PHILANTHROPY:

1

*Leverage Our Legacy, Our Place campaign as the vehicle to strengthen and deepen broad philanthropic engagement in support of the university's mission and strategic priorities.*

- Build the endowment to surpass \$100 million, commensurate with our peers, by building relationships with alumni, corporate sponsors and friends.
- Increase major gifts and leadership gift support to ensure that private support is sustained.
- Expand opportunities for constituents and supporters to make gifts to the university, providing much-needed resources for deans, faculty and other institutional priorities.
- Inspire individuals and corporations to support the university's facilities renewal and expansion.

2

*Build an engaged community of alumni, community, friends and corporate partners who work to advance the university's reputation.*

- Increase opportunities for engagement, especially among affinity groups, to expand outreach, communication and events.
- Broaden our volunteer network to promote the university in all parts of the world.



<p><b>MARKETING &amp; COMMUNICATIONS</b></p> <p>Spread the word about our events and programs!</p> <ul style="list-style-type: none"> <li>• Become a Social Media Ambassador by sharing news on Facebook, Twitter and LinkedIn.</li> <li>• Submit a class note.</li> <li>• Call or email your classmates to encourage them to attend an event.</li> </ul>	<p><b>CAREER SERVICES</b></p> <p>Recruit a River Hawk!</p> <ul style="list-style-type: none"> <li>• Mentor alumni and students in person or through our online platforms.</li> <li>• Post jobs and internships for alumni and students on CareerLINK.</li> <li>• Make connections by serving on a panel or as a class speaker.</li> </ul>	<p><b>SCHOLARSHIP SUPPORT</b></p> <p>You make the difference!</p> <ul style="list-style-type: none"> <li>• Identify creative ways to fundraise for student organizations and scholarships.</li> <li>• Sign letters, send emails or make phone calls to encourage alumni to participate in specific initiatives.</li> <li>• Host a reception at your home.</li> </ul>	<p><b>ALUMNI PROGRAMS</b></p> <p>Help us plan and recruit for events geared toward professional development, networking and lifelong learning, including:</p> <ul style="list-style-type: none"> <li>• Social and program gatherings.</li> <li>• Affinity programs (based on student experience, cultural identity or professional affiliation).</li> <li>• Lectures or workshops with industry experts.</li> </ul>
<h1>Volunteering</h1> <p>WANT TO CHANGE LIVES—INCLUDING YOUR OWN?</p> <p>Become a UMass Lowell volunteer! You'll make a difference in the lives of alumni and students, while also building your résumé and making connections that can last a lifetime.</p>			
<p>To learn more about how you can be involved, contact the Office of Alumni Relations at 978-934-3140 or <a href="mailto:Alumni_Office@uml.edu">Alumni_Office@uml.edu</a>.</p>			
<p><b>ADMISSIONS</b></p> <p>Share your story with prospective students across the country!</p> <ul style="list-style-type: none"> <li>• Attend a college fair on behalf of the university.</li> <li>• Host an admissions reception in your area.</li> <li>• Make congratulatory calls to admitted students.</li> </ul>			
<p><b>OUR LEGACY OUR PLACE</b> THE CAMPAIGN FOR UMass LOWELL</p> <p><a href="http://www.uml.edu/alumni">www.uml.edu/alumni</a></p>			

## PILLAR V:

# ENTREPRENEURIAL STEWARDSHIP IN HIGHER EDUCATION

*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.*

*The university will secure and deploy resources that support investment in academic programs and facilities, consistent with the overall campus strategic plan. Central to this effort is the university's commitment to managing the campus in an entrepreneurial manner, generating new revenues through enrollment growth, enhanced research funding, philanthropy and auxiliary enterprises while controlling costs through increased efficiency. The campus will be secure, accessible, energy-efficient and environmentally friendly. The university will expand and promote opportunities for students, faculty and staff to learn about and engage in sustainability initiatives.*

*Development on campus will be integrated and holistic and foster engagement with our urban setting. The development process will be participatory, technically supported and balance the pragmatic with the visionary.*

*The university will become a leader in the use of information and instructional technology to sustain top-quality teaching, transformative learning and groundbreaking research. We will optimize our technology infrastructure to ensure efficient operations, effective communications and active learning.*

## STRATEGIC PRIORITIES

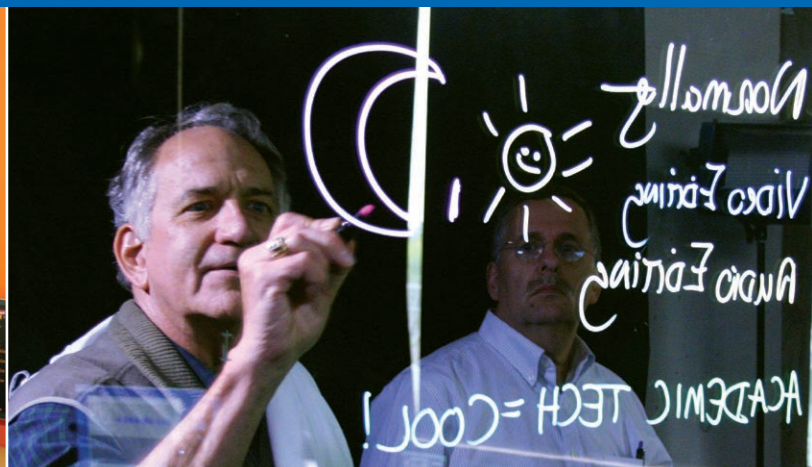
### ADMINISTRATION AND FINANCE:

.....  
**1** *Maintain a goal-oriented, multiyear financial plan to support strategic priorities put forth in the 2020 Strategic Plan and contingencies for future uncertainties.*

- Review the campus five-year financial plan annually to support strategic and capital renewal plans.
- Benchmark the financial health of the campus against peers and track progress of the financial plan using industry-standard financial indicators and ratios.

- Implement an all-funds approach to budgeting that takes into consideration all aspects of university operations, not just those funded from state appropriations and student tuition and fees.
- Ensure development of business plans for all university initiatives.





## 2 *Continue to develop a transparent budget process.*

- Increase communication about changing priorities, resource allocation and strategic decisions to students, faculty, staff and alumni.
- Improve executive-level and management reports and reporting tools to disseminate key budget information.

## 3 *Promote an enterprisewide risk management mindset to ensure that risks that could impact the goals outlined in the 2020 Strategic Plan are identified and assessed.*

- Proactively manage operational, compliance, finance and reputational risks that could threaten the success of the university. Develop, test, monitor and update mitigation strategies and programs aimed at reducing risk in all aspects of campus academic, research and administrative operations.

## 4 *Set clear goals and high standards of excellence in performance across the university.*

- Continue development of a strong and appropriate organizational infrastructure to support the university's goals and ensure effective planning for the future, including staff development and succession planning.
- Promote a customer service-oriented and student- and faculty-centered approach to the delivery of administrative services.
- Continue recognition of performance excellence through strategic and visible faculty and staff awards systems.

## 5 *Enhance academic quality while supporting a financially sustainable future for the university.*

- Strengthen campus-based academic planning by identifying opportunities to maximize student enrollment in programs and courses, and realize academic workload and course management efficiencies to redirect resources toward curriculum innovation and student success.
- Develop strategies to increase revenues, including expansion of online programs and growing enrollments of out-of-state, international and master's degree students.
- Identify programs focused on improving student success, course and program delivery and enhanced collaboration with other colleges, universities, laboratories and industry partners.

## FACILITIES RENEWAL AND MASTER PLANNING:

### 1 *Build recognition and support for UMass Lowell as a one campus/one academic community, in all its interactions and mix of participants.*

- Create sound and sustainable rolling master and facilities renewal plans that drive organizational development and activities to foster a single academic community.
- Foster ease of movement around campus and within the city by expanding the way-finding system, including signage, technology and gateways, while enhancing campus accessibility and compliance in the spirit of the Americans with Disabilities Act.

### 2 *Leverage the attributes of our legacy and place by building on Lowell's collaborative tradition in developing the urban fabric of one campus/one city.*

- Strengthen collaboration with city and community planning counterparts to identify mutually beneficial strategies to promote one campus/one city.
- Improve the quality of the campus environment, including green spaces, interior and exterior places, and fuller integration of the iconic Merrimack River.
- Develop, maintain, document and display art and archival collections to enhance the campus for the benefit of the campus and the community.



### 3 *Using entrepreneurial strategies, renew, modernize and rightsize campus facilities while addressing growth.*

- Renew and reconfigure spaces that support academic success and career readiness, student collaboration, entrepreneurship and research, including learning commons and academic conferencing.
- Improve student life for the growing body of residential and commuter students through enhancements and expansion of auxiliary and student services, especially dining, athletic and recreational resources.
- Progressively reduce the deferred maintenance backlog by broadening investments in preventative and corrective measures while concurrently supporting the development of facilities needed for new programmatic requirements and growth.
- Effectively manage campus space to optimize utilization of existing facilities, capital investments and academic collaboration.

### 4 *Confirm a sense of a safe, modern and welcoming campus community through enhanced security and technology across the campus.*

- Continue to invest in security technologies, including building-access and emergency communications systems, and enhance community-based policing.
- Expand collaboration with the Lowell Police Department and other law enforcement agencies.
- Improve the university's business-continuity posture, disaster-recovery capabilities and emergency preparedness, including medical response and training.
- Support the full range of campus activities and programs with information technology systems that are current, secure and have sufficient capacity to meet projected demand.
- Continue the commitment to the safety of the university community through a climate of respect, inclusion, community responsibility, enhancement of university infrastructure and strategic processes.



## SUSTAINABILITY:

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**1** *Responsibly renew and enhance energy systems and infrastructure for sustainability and cost avoidance and meet the university's Climate Action Plan milestones.*

- Modernize existing buildings to improve energy conservation and strive for LEED certification in new building and renovation projects.
- Implement the university's Accelerated Energy Program (AEP) to provide significant energy efficiency and conservation enhancements.
- Implement sustainable practices, including transportation and landscaping initiatives and water conservation.
- Evaluate and implement renewable energy opportunities.



## INFORMATION TECHNOLOGY:

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**1** *Build and sustain a robust information technology infrastructure protected by leading-edge cybersecurity.*

- Optimize the use of cloud services and virtualization to reduce operating costs and increase access to IT services.
- Develop and deliver a robust cybersecurity and education program.
- Ensure that classrooms, labs and learning spaces support rich media and active learning approaches.
- Promote access to the university's resources, applications and services through mobile applications and technologies.

**2** *Provide leadership for innovative and scalable enterprise applications to enhance administrative, library and academic computing.*

- Improve student engagement and service delivery by deploying a customer relationship management (CRM) strategy.
- Provide and support robust tools for document sharing, data analytics and collaboration.
- Partner with UMass campuses and professional associations to drive economies of scale for improved technology pricing.



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