



UMASS LOWELL

2020 STRATEGIC PLAN

2020

FINAL REPORT



VM/H&D/050721/7000



Learning with Purpose

uml.edu



MESSAGE FROM THE CHANCELLOR

May 2021

Dear Colleagues and Friends:

In 2010, when UMass Lowell unveiled its first strategic plan, the goals were ambitious and our aim was high. We wanted to leverage our legacy of academic excellence and take our place as one of the top public research institutions in the country.

“UMass Lowell 2020” defined our vision for the future and laid out a blueprint for reaching our goals. This plan, which began under the leadership of former chancellor and current UMass President Marty Meehan, was shaped by the contributions of hundreds of faculty, staff and students.

We have made significant progress on so many of our goals, in many cases exceeding the benchmarks we originally set. We have strengthened our academic programs, enrollment has continued to grow, student retention has improved and we have created new opportunities for hands-on learning.

Our research enterprise has grown and is flourishing. We have forged new partnerships with industry to drive economic growth. We surpassed our fundraising goals and expanded support for scholarships and other critical needs. Our campus has been modernized, with new residential, academic and administrative buildings.

We have emerged as a national leader in sustainability in higher education and created an innovation ecosystem on campus through our support for entrepreneurship. Our athletics program successfully transitioned to NCAA Division I, enriching campus life for students, alumni and supporters. We have advanced toward our vision of creating a campus culture that is open and inclusive for all.

We have pushed ourselves, made hard choices, and adjusted when necessary.

When I reflect on how far we have come and how much we have achieved, I could not be more proud.

I want to thank our Strategic Planning Steering Committee, the committee chairs and committee members whose creativity, collaborative spirit and hard work have developed solutions to so many of the challenges facing us.

This report highlights the progress we have made over the past 10 years. It is also an important reminder of what we can accomplish when we are united in purpose.

When we released our Strategic Plan, there is no way we could have known the challenges we would face in 2020 as a result of the COVID-19 pandemic. But our hard work prepared us to weather the crisis.

Looking ahead, I am confident UMass Lowell is well positioned to continue progressing and will ascend to even greater heights as a public research university that opens the doors to opportunity for all students.

Sincerely,

Jacqueline Moloney
Chancellor

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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.

PILLAR II

13 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.

PILLAR III

19 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.

PILLAR IV

25 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 national and international levels. 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.

PILLAR V

35 ENTREPRENEURIAL STEWARDSHIP IN HIGHER EDUCATION

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

RANKINGS & RECOGNITION

Over the past decade, UMass Lowell has made enormous gains in every metric, and external ranking bodies have taken note. Here are some highlights.

ACADEMICS

- UMass Lowell has been ranked among the Best National Universities since 2010 and is one of the top 100 public universities in the United States. (*U.S. News & World Report*)
- The university's online programs are ranked among the best in the nation, with the graduate program in criminal justice ranked No. 3 in the nation and the graduate program in education and the MBA ranked No. 1 in New England. (*U.S. News & World Report*)

ACCESSIBILITY

- UMass Lowell is ranked among the 2020 Best Colleges for Veterans. (*U.S. News & World Report*)
- The university is ranked a top performer in the nation for social mobility of economically disadvantaged students. (*U.S. News & World Report*)
- UMass Lowell is ranked No. 3 in the nation among public institutions for increasing the graduation rate for students from underrepresented populations. (*Education Trust*)
- For four consecutive years, UMass Lowell has been ranked the No. 1 higher education institution among the Top 100 Women-Led Businesses in Massachusetts. (*The Commonwealth Institute and Boston Globe Magazine*)

AFFORDABILITY

- Forbes ranks UMass Lowell as one of America's Best Value Colleges.
- Money magazine ranks UMass Lowell as one of the Best Colleges for Your Money.
- UMass Lowell is No. 10 in the nation on the 50 Most Affordable Online Colleges ranking. (*AffordableColleges.com*)

ENROLLMENT

- Each year between 2015-2019, UMass Lowell was named one of the 10 fastest-growing public doctoral universities in the country. (*The Chronicle of Higher Education*)

RETURN ON INVESTMENT

- UMass Lowell is ranked No. 1 among public research institutions in New England and No. 30 in the nation for mid-career salaries of its graduates. It is ranked No. 1 in Massachusetts and No. 2 in New England for starting salaries. (*PayScale.com*)
- The university ranks 29th among public research universities in the U.S. for graduates' return on investment and No. 1 among New England public research universities for 20-year ROI. (*PayScale.com*)
- UMass Lowell is ranked in the top 10% in the nation for lifetime ROI for graduates, and the top public research university in Massachusetts for lifetime ROI, based on data from the Center on Education and the Workforce at Georgetown University. (*College Scorecard*)

SUSTAINABILITY

- UMass Lowell was rated No. 1 among Massachusetts colleges and universities for sustainability. (*Association for the Advancement of Sustainability in Higher Education*)
- UMass Lowell ranks No. 16 in the nation on the Sierra Club's Cool School ranking of the greenest campuses.
- The university is recognized as a Green College for its commitment to sustainability, a healthy campus life, preparation of students for careers in a green economy and environmentally responsible policies. (*Princeton Review*)



TRANSFORMATIONAL EDUCATION

The university has improved the quality and breadth of our academic programs. We have revised the curriculum, invested in technologies for active learning and engaged teaching, overhauled the advising program and built new programs for experiential education.

Fall 2020 enrollments were at an all-time high. We have significantly improved our student retention and graduation rates. Our honors program was elevated to an Honors College and its enrollment has more than quadrupled since 2010. We have expanded support services for at-risk populations, including students with learning disabilities, first-generation students and our student-veterans. We have strengthened mental health and food insecurity support services.

Beyond the classroom, students have more opportunities for hands-on learning through such initiatives as the Immersive Scholars Program, the growth of the Professional Co-op Program and a greatly expanded slate of study abroad options.

We have created a vibrant campus life with the build out of new residence halls and the creation of living-learning communities. We have expanded recreational and extracurricular activities and developed more leadership development opportunities for students.

We have strengthened our graduate programs and created support services and training to help graduate students advance in their academic and professional careers.

We have leveraged technology to improve instruction and learning and provided training for faculty to learn best practices for incorporating these tools in the classroom. We are recognizing excellence in teaching, research and outreach with new faculty awards.

As part of our efforts to create a campus culture that is inclusive, welcoming and open to all, we have strengthened programs to support students from underrepresented backgrounds. We have increased diversity among our student body, outpacing our 2020 goal.

*An increased focus on student success
boosted our six-year graduation from 51%
to 69% in 10 years.*

TOTAL ENROLLMENT

FALL 2010	FALL 2020	2020 GOAL
14,686	18,369	19,000

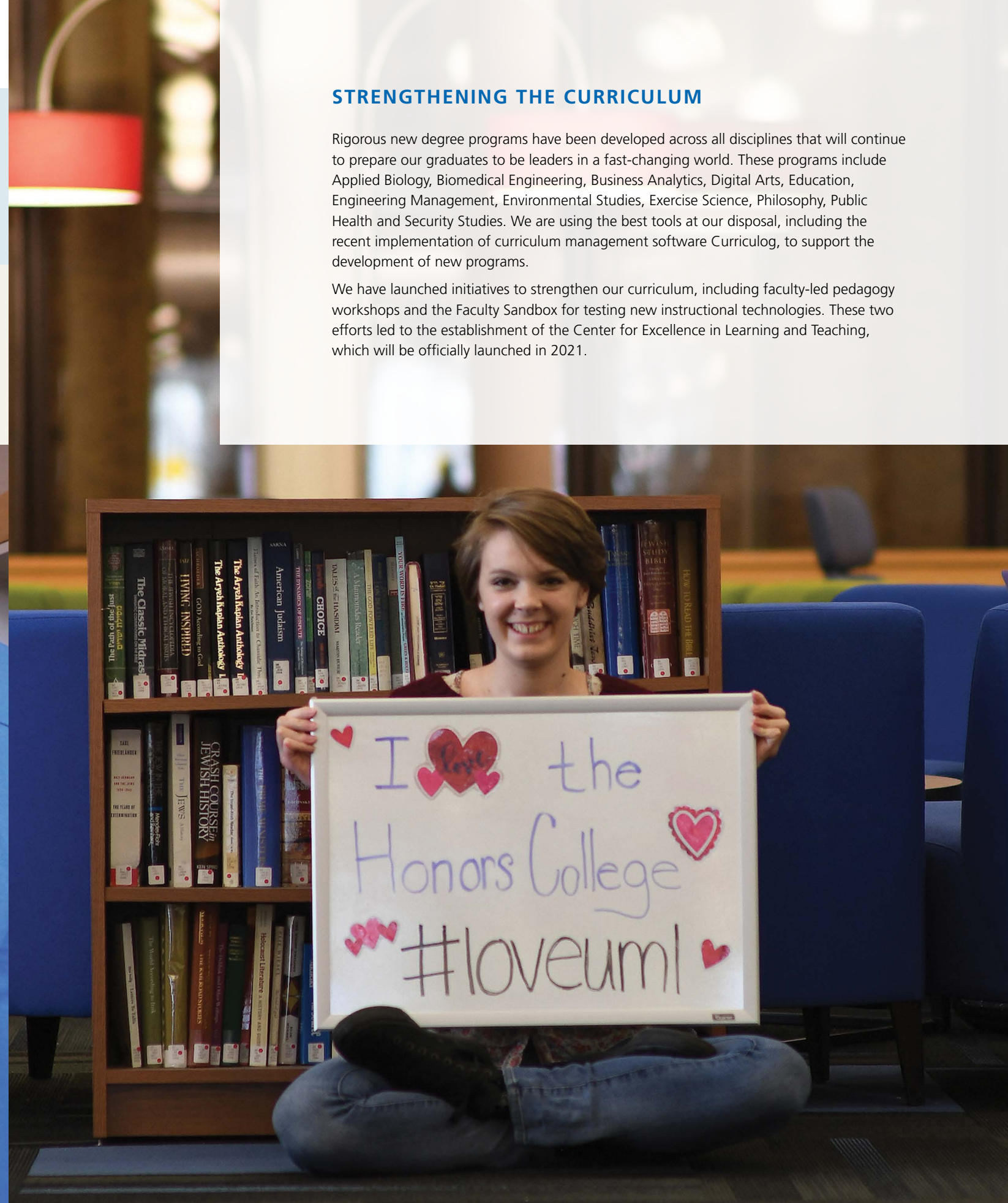
SIX-YEAR GRADUATION RATE

FALL 2010	FALL 2020	2020 GOAL
51%	69%	60%

STRENGTHENING THE CURRICULUM

Rigorous new degree programs have been developed across all disciplines that will continue to prepare our graduates to be leaders in a fast-changing world. These programs include Applied Biology, Biomedical Engineering, Business Analytics, Digital Arts, Education, Engineering Management, Environmental Studies, Exercise Science, Philosophy, Public Health and Security Studies. We are using the best tools at our disposal, including the recent implementation of curriculum management software Curriculog, to support the development of new programs.

We have launched initiatives to strengthen our curriculum, including faculty-led pedagogy workshops and the Faculty Sandbox for testing new instructional technologies. These two efforts led to the establishment of the Center for Excellence in Learning and Teaching, which will be officially launched in 2021.



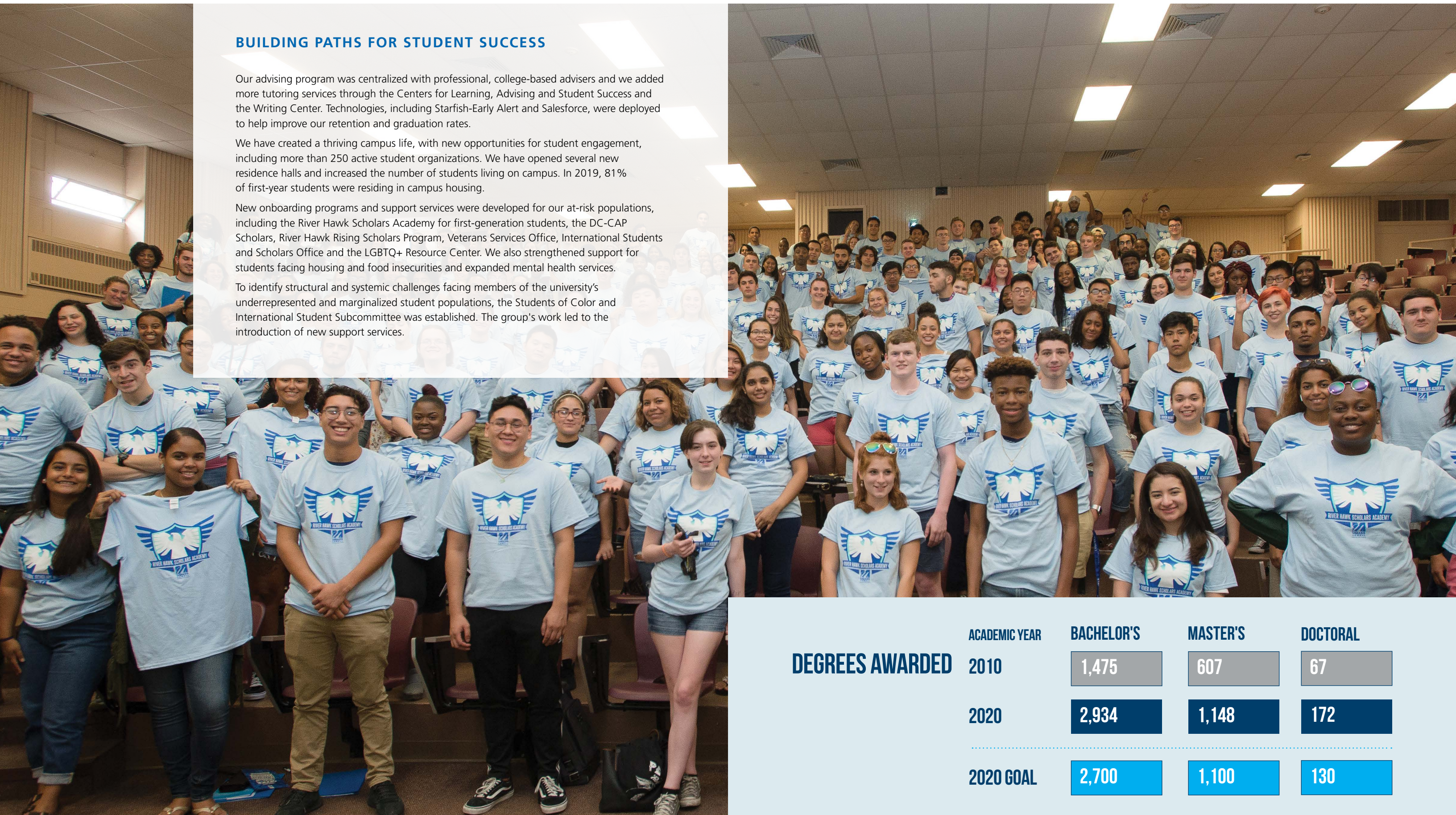
BUILDING PATHS FOR STUDENT SUCCESS

Our advising program was centralized with professional, college-based advisers and we added more tutoring services through the Centers for Learning, Advising and Student Success and the Writing Center. Technologies, including Starfish-Early Alert and Salesforce, were deployed to help improve our retention and graduation rates.

We have created a thriving campus life, with new opportunities for student engagement, including more than 250 active student organizations. We have opened several new residence halls and increased the number of students living on campus. In 2019, 81% of first-year students were residing in campus housing.

New onboarding programs and support services were developed for our at-risk populations, including the River Hawk Scholars Academy for first-generation students, the DC-CAP Scholars, River Hawk Rising Scholars Program, Veterans Services Office, International Students and Scholars Office and the LGBTQ+ Resource Center. We also strengthened support for students facing housing and food insecurities and expanded mental health services.

To identify structural and systemic challenges facing members of the university's underrepresented and marginalized student populations, the Students of Color and International Student Subcommittee was established. The group's work led to the introduction of new support services.



DEGREES AWARDED

ACADEMIC YEAR	BACHELOR'S	MASTER'S	DOCTORAL
2010	1,475	607	67
2020	2,934	1,148	172
2020 GOAL	2,700	1,100	130

FOSTERING THE SUCCESS OF OUR FACULTY

UMass Lowell faculty are accomplishing extraordinary work in the classroom, in research labs, in the community and in their interactions with students. To recognize their work and increase visibility of their accomplishments, the university created a series of annual faculty awards for teaching, research, advising, mentoring and engagement.

Events such as the annual Faculty Symposium provide another outlet for recognition of faculty work. A Faculty Honors Wall at University Crossing was created to showcase those who have achieved international and national honors such as NSF Career Awards, Fulbright Scholars and society fellows.

LEVERAGING ACADEMIC TECHNOLOGY

Members of the academic technology team collaborated with faculty representatives from each college to explore educational technology that could help improve teaching and learning.

Instructional technology has been standardized across campus and the university has invested in new Technology-Enhanced Active Learning classrooms that encourage participatory, team-based learning. Fully 100% of our classrooms are smart classrooms. We have also invested in the technology infrastructure to support the growth of our Graduate, Online and Professional Studies program, which is now one of the largest in the Northeast.

Use of the Blackboard learning management system jumped from 40% to 80% across campus and the introduction of VLabs, which enables remote access to the university's software, has significantly enhanced teaching and increased students' access to academic resources.



CULTIVATING ACADEMIC EXCELLENCE IN GRADUATE EDUCATION

In our efforts to continue building highly competitive master's degree programs and expand our internationally recognized Ph.D. programs, we launched several initiatives, including a two-day teaching assistant training program and on-campus and virtual graduate and international student orientation sessions.

Graduate recruiting, admissions and student services and the International Student and Scholars Office were transitioned to the new Division of Graduate, Online and Professional Studies. This move streamlined and improved coordination of services. With the opening in 2020 of the Graduate and Professional Studies Center, our graduate and international students now have one-stop access to a host of services specifically designed to meet their needs.



GLOBAL ENGAGEMENT & INCLUSIVE CULTURE

UMass Lowell has made great strides toward our goal of becoming a university of choice for students, faculty and staff from diverse backgrounds. We surpassed our 2020 goals for the enrollment of undergraduate and graduate students of color and met or exceeded our goals for faculty and staff diversity. This success has been supported by enhanced recruitment and retention programs.

To ensure that our progress is sustained, a Council on Social Justice and Inclusion was established. It serves as a strategic and coordinating body for our institutional priority of an inclusive campus. Under its aegis are two university-wide task forces: one on Diversity, Equity & Inclusion and the other on Gender and Sex-based Discrimination Prevention. With representatives from across the university, these groups are building on the work accomplished under our Strategic Plan and are following up on the recommendations of the university's Sexual Harassment Task Force, which were advanced in January 2020.

The university has been recognized as a leader in higher education for its diversity and inclusion efforts. In 2018, UMass Lowell was the first institution in the United States to sign onto the International Universal Declaration of Humankind Rights and Duties.

The American Association for the Advancement of Science honored the university for its commitment to diversity, equity and inclusion in STEM and for furthering positive change in the institution's relevant policies and practices.

In 2020, the university was recognized as a Top Employer by Diversityjobs for dedication and commitment to building a diverse workforce and culture.

*Our student body is increasingly diverse.
In 2020 40% of undergraduates were
students of color.*



FOSTERING A CULTURE OF INCLUSION

The Office of Multicultural Affairs was established to support and advocate for students and to lead diversity-related programming for the university. To support the growing number of students who come to UML from other countries, the International Students and Scholars Office was created. It provides specialized services starting before students arrive on campus until after they complete their academic or research programs.

As the campus edged closer to surpassing our 2020 goals for diversity and inclusion ahead of schedule, focus began to shift toward strengthening our campus culture and climate as the next critical step in our work. Feedback from students, faculty and staff indicated a common desire and need for increased cultural competency skills across the campus.

Several programs were developed to help increase awareness of the positive impact that a diverse and inclusive workforce and learning community have on students, faculty and staff. We added learning and development programs on such topics as creating a respectful workplace, developing cultural competence, fostering bystander awareness and understanding Title IX. Several employee resource and network groups, including the Out & Ally Network and the Diversity & Inclusion Network have been established.

A web portal (uml.edu/diversity) was developed to provide an information clearinghouse for all of the university's diversity-related resources.

The establishment of the Council on Social Justice and Inclusion will ensure that this important work remains at the forefront of university priorities and efforts going forward.

CULTIVATING AN EQUITY CLIMATE

Training, mentoring and education were provided to help improve the climate for women and members of other underrepresented groups on the faculty through the Making WAVES (Women Academics Valued and Engaged in STEM) initiative. Funded by the National Science Foundation, the initiative's goals were to disrupt microaggressions, create innovative mentoring programs and promote equitable policies and practices.

As part of the initiative, the administration and faculty collaborated to develop new protocols for assessment for faculty promotion and tenure review. New policies were introduced for faculty who have experienced career disruptions to support them on their successful trajectory to tenure and promotion.

Leaders of the Making WAVES initiative worked with four of our academic departments on strategic planning, goal setting and accountability related to equity and inclusion.

INTERNATIONAL STUDENTS

TOTAL UNDERGRADUATE

FALL 2010

64

FALL 2020

394

2020 GOAL

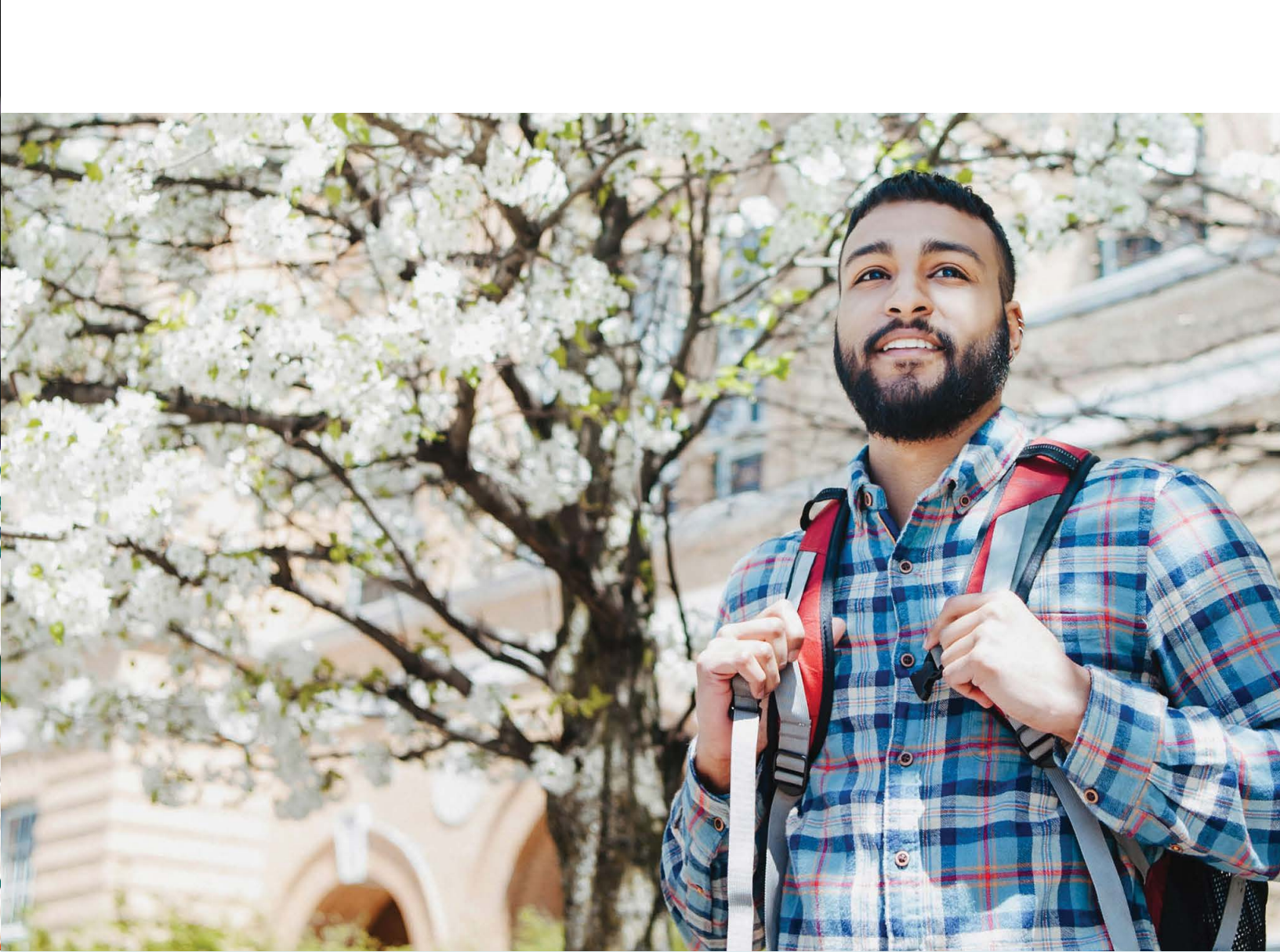
525

TOTAL GRADUATE

390

614

800



TITLE IX: ENSURING A SAFE AND RESPECTFUL ENVIRONMENT FOR ALL

The university has strengthened its commitment to the equitable and transparent enforcement of Title IX while maintaining a focus on education and prevention. Additional resources have been dedicated to the Equal Opportunity and Outreach office and training and education programs have been expanded.

In April 2019, Chancellor Moloney convened the Task Force on Sexual Harassment to review the university's Title IX policies and procedures, educational efforts, climate and culture and communication on these issues and to make recommendations for improvement. The task force had broad representation from across the university, with students, faculty, staff, administrators and unions participating. The Executive Cabinet received the task force recommendations, many of which will be adopted and implemented through the ongoing follow up work of the Diversity, Equity & Inclusion Task Force and the Gender and Sex-based Discrimination Prevention Task Force.

In light of the significant changes in the state and federal laws related to Title IX, there is ongoing review of university policy and practices to ensure they are respectful, fair and transparent and that the complaint and resolution process remains accessible to all members of the university community.

STUDENT BODY DIVERSITY

UNDERGRADUATE STUDENTS OF COLOR

2010

26%

2020

40%

2020 GOAL

32%

GRADUATE STUDENTS OF COLOR

19%

29%

26%

WORKFORCE DIVERSITY

FACULTY OF COLOR

2010

21%

2020

31%

2020 GOAL

30%

STAFF OF COLOR

13%

18%

17%



INNOVATIVE RESEARCH & ENTREPRENEURSHIP

The university has grown its research enterprise over the past decade, with an expanded portfolio, new state-of-the-art facilities, the recruitment of new faculty and more hands-on research opportunities for students. From 2010 to 2020, total research and development expenditures grew 55% to \$92.2 million, exceeding our 2020 goal of \$80 million.

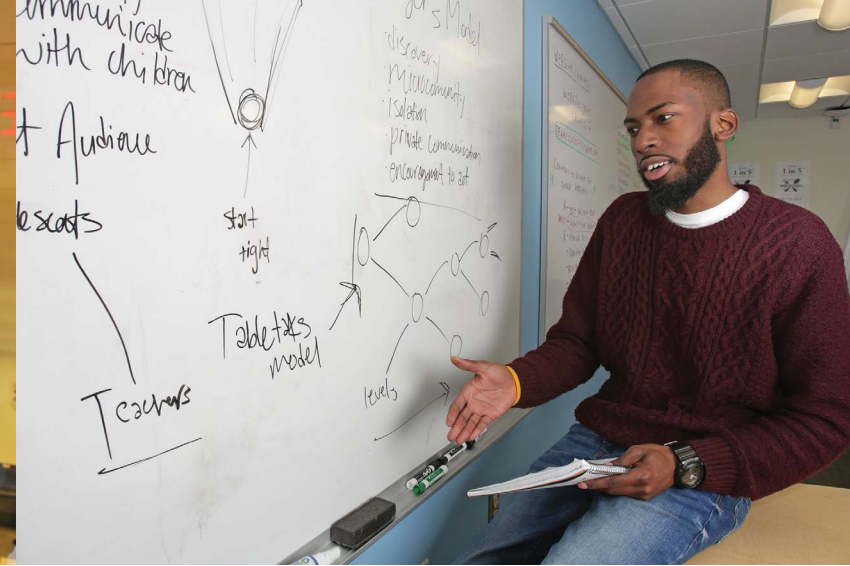
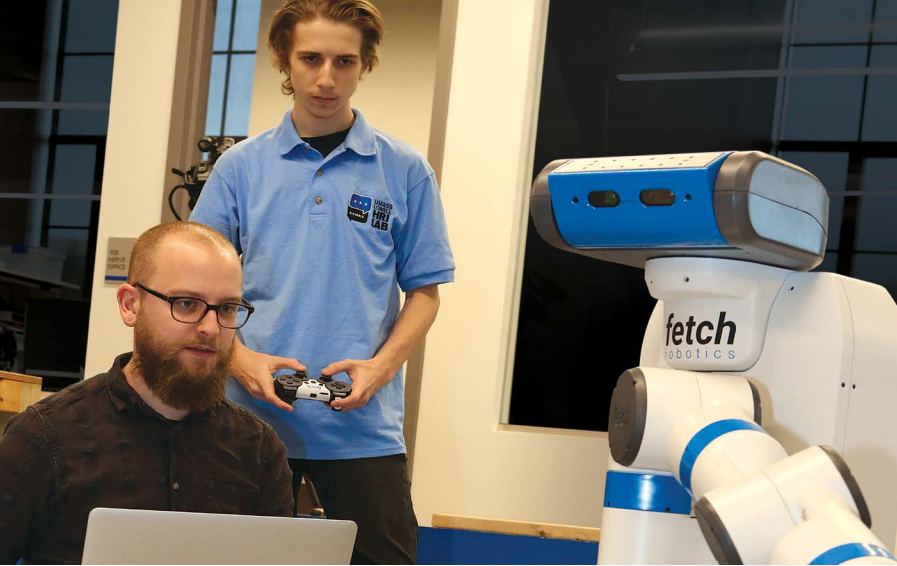
We have invested in new research facilities, including the \$80 million Mark and Elisia Saab Emerging Technologies and Innovation Center, which builds on the university's strengths in plastics engineering, nanotechnology, life sciences and electro-optics and is home to five of the university's 10 Core Research Facilities.

Our Core Research Facilities, which include the Fabric Discovery Center, the New England Robotics Validation and Experimentation Center and the Nanofabrication Lab, offer access to more than 100 instruments and specialized services to hundreds of other universities, government agencies and businesses.

We have forged new partnerships such as the Raytheon-UMass Lowell Research Institute, which is focused on the advancement of emerging technologies including flexible and printed electronics. The HEROES (Harnessing Emerging Research Opportunities to Empower Soldiers) initiative, a research and development collaboration with the U.S. Army Combat Capabilities Development Command Soldier Center that was launched in 2013, is advancing technology to improve the safety of U.S. troops on the battlefield.

The expanded Massachusetts Medical Device Development Center and the Innovation Hubs in downtown Lowell and Haverhill provide a host of services, from business development help to prototyping and fabrication labs, to a range of startups and emerging businesses. With these efforts, the university is playing a central role in cultivating entrepreneurship and fostering an innovation economy in the region.

In 10 years, R&D expenditures grew by 55% to \$92.2 million, far exceeding the 2020 goal of \$80 million.



PUSHING THE BOUNDARIES OF KNOWLEDGE

We have identified several areas of strength in our research endeavors, including biotechnology and life sciences, cybersecurity, flexible electronics and smart textiles, robotics, public health and energy. Our faculty have been awarded significant grants to pursue projects in these disciplines.

We now have more than two dozen research, engagement and seed centers whose work contributes to generating new discoveries and pushing the boundaries of knowledge on everything from terrorism and security studies to climate change. New standards for the development of research centers have been introduced that encourage interdisciplinary collaboration between faculty from across the university.

Research partnerships within academia, government agencies and industry are flourishing and continue to break ground. The HEROES initiative last year was awarded more than \$8 million in federal funding to support 23 projects on everything from wireless sensor networks to advanced materials. The newly established Rist Institute for Sustainability and Energy brings together our energy research centers, Climate Change Initiative and Office of Sustainability to create integrated research, education, policy, and action programs, with the city-university partnership serving as a living lab for faculty and students. The institute got off to a strong start, winning, in collaboration with Stony Brook University, a \$7.4 million award from the U.S. Office of Naval Research for energy resilience research.

Students have more opportunities than ever to work on research projects. Initiatives such as the Immersive Scholars program are providing students from all colleges with opportunities to conduct research alongside faculty members as early as their first year.

BRINGING INNOVATIONS TO MARKET

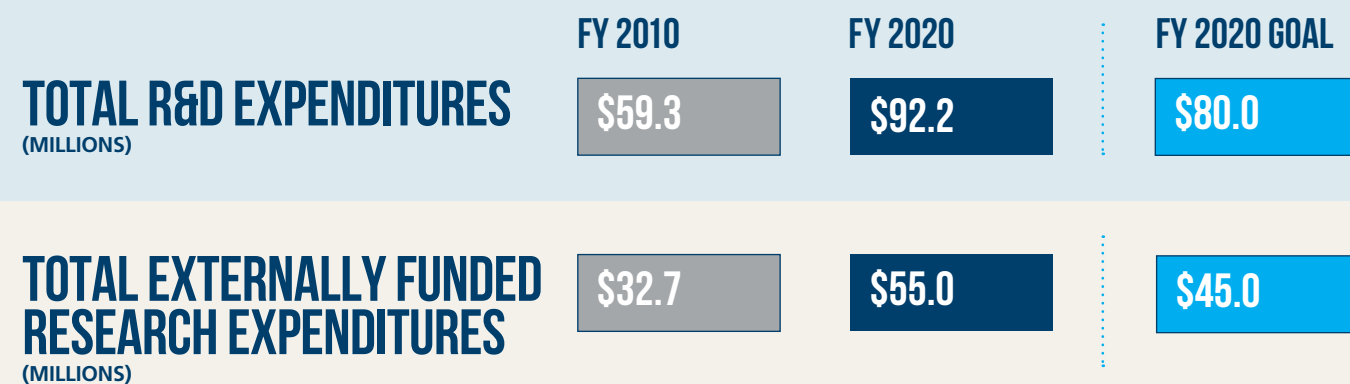
Entrepreneurship became an area of heightened attention for the university, with a focus on how to support the translation of faculty research and student innovations to commercialization. The biggest return to date on licensing of UML intellectual property occurred in 2016 with the sale of the startup Anterior to Allergan, a global pharmaceutical company, resulting in a \$3.8 million payout to UMass Lowell and the UMass system.

The Office of Technology Commercialization worked with faculty to provide them with a better understanding of the value of intellectual property and to raise awareness about the process for bringing their innovations to market.

The university was awarded 12 National Science Foundation Innovation Corps (I-Corps) Teams grants and an I-Corps Site grant. The program is designed to empower faculty, researchers and students to test the commercial potential of their research and ideas. It also prepares scientists and engineers to expand their focus beyond the laboratory to increase the impact of basic research.

The DifferenceMaker Program, which was launched in 2012, has engaged thousands of students from all disciplines in creative problem solving, innovation and entrepreneurship. Participants have raised more than \$5 million for their projects, formed 38 companies and filed for or been issued 10 patents.

To boost entrepreneurial endeavors on campus, the River Hawk Venture Fund was created with support from donors. It provides seed funding to promising faculty, student, and UML community startups.





13
RESEARCH
CENTERS

4
ENGAGEMENT
CENTERS

9
SEED
CENTERS

SHARING THE GOOD NEWS

Several initiatives were developed to showcase faculty research for audiences both on and beyond our campus, including a model for a speakers' bureau, the organization of on-campus events to highlight research and media training for faculty to help them effectively communicate their work to a broader audience.

Expanded outreach to media outlets has resulted in increased coverage of our researchers' work. In fiscal year 2020, there were 3,200 positive mentions about UMass Lowell research in media outlets around the world.



LEVERAGE OUR LEGACY AND OUR PLACE

The university has drawn on its roots in educational excellence and innovation and has leveraged its longstanding role as a driver of economic development to secure its future for generations to come.

We forged new relationships with private sector partners to drive growth and created new opportunities for research and hands-on learning. We have harnessed the power of our engagement with the community to offer students and faculty options for scholarship and learning beyond the classroom while contributing to the public well-being.

Our reputation has grown nationally and globally, supported by a coordinated effort to share with a wide audience information about the accomplishments of our faculty and students. We have attracted world-renowned leaders to our campus, from Oprah Winfrey to Nobel Peace Laureate Leymah Gbowee, from Meryl Streep to Billy Joel. Our progress has not gone unnoticed. We have advanced in numerous rankings and been recognized for everything from the quality of our academic programs to support of first-generation students.

Our elevation to Division I athletics has opened up exciting new opportunities for student-athletes and enriched campus life for students, alumni and supporters.

To support the ambitious goals set in our 2020 Strategic Plan, we publicly launched *Our Legacy, Our Place*, the university's first comprehensive fundraising campaign. We set an ambitious goal of raising \$125 million, and alumni, faculty, staff, students and friends responded, pushing us well past that. At the campaign's conclusion we had raised a total of \$165.2 million in support of student scholarships, faculty research, campus improvements and Division I athletics.

We have continuously improved the university's website, especially on mobile platforms, and developed web applications that engage prospective and current students, faculty, staff and external users.

The university's endowment grew from \$37.4 million to \$102.6 million over 10 years, surpassing our 2020 goal.



DRIVING ECONOMIC GROWTH

The university documented its expanding role as a driver of economic and community development in the report “The Innovation Effect: How UMass Lowell Benefits Lowell and the Region.” Our research found that UML generated \$854 million annually in regional economic impact while supporting more than 7,000 jobs in Massachusetts and New Hampshire.

With a focus on entrepreneurship across the university, UMass Lowell has helped cultivate an innovation ecosystem on our campus and in the region. Our Innovation Hubs, the Massachusetts Medical Device Development Center and the Rist DifferenceMaker Institute have supported startups and emerging businesses.

The university launched the Preferred Partnership Program to help businesses navigate and access the resources available at UML that can help them grow and prosper. Several divisions of the university are involved in this effort, including Advancement, Research, the Professional Co-op Program and Graduate and Professional Studies. The four-tiered program is determined by monetary contribution to the university, along with the number of engagement areas across campus. Our first two Premier members of the program—Raytheon and Kronos—were recognized at the first Celebration of Industry Partnership in April 2019. This initiative has grown to include 179 Preferred Partners, and Digital Federal Credit Union has become the third Premier-level member.

In recognition of our commitment to economic engagement, the Association of Public Land Grant Universities designated UMass Lowell as an “Innovation and Economic Prosperity University.” The university is one of 69 in the country to have earned this designation.

ENRICHING THE COMMUNITY THROUGH ENGAGEMENT

The university has continued to draw on its deep roots in service and community engagement to expand collaborations and activities with the public, private and nonprofit sectors.

The scope of our community engagement is broad. From creating insightful and dynamic programming with the Learning in Retirement Association here in Lowell to testing the safety and sanitation of drinking water for communities in Haiti through our Haitian Development Studies Center, our faculty, students and staff are making an impact. In ways large and small, these activities add incalculable richness to the economic, cultural and intellectual life of our partners, while creating life-changing learning experiences for our students and faculty.



**OUR LEGACY
OUR PLACE**
THE CAMPAIGN FOR UMASS LOWELL

BREAKING NEW GROUND IN PHILANTHROPIC SUPPORT

With more than \$165 million raised, the *Our Legacy, Our Place* campaign fueled the priorities of the Strategic Plan while breaking new ground in philanthropic support for UMass Lowell.

Ahead of the campaign's launch, consultants recommended a goal of \$100 million. University leaders set a bolder target of \$125 million. As support outpaced even the most optimistic projections, the target was raised again to \$150 million—and promptly exceeded.

The seven-year campaign attracted 47,000 individual donors, including nearly half of all staff and faculty, far exceeding the national average of 12% of faculty and staff donors at public institutions. Twenty UML-supporting families crossed the \$1 million threshold in lifetime gifts and pledges. In addition, the endowment increased by 70%. More than 215 new endowed funds were created, mostly for scholarships that will continue to help our students on their paths to success. Equally important, *Our Legacy, Our Place* laid the foundation for a culture of philanthropy that will serve the institution in future campaigns.

Thousands of alumni from around the world have renewed or strengthened their ties to the university through alumni events, advisory boards, an online community and other opportunities.



	FY 2010	FY 2020	FY 2020 GOAL
ENDOWMENT MARKET VALUE (MILLIONS)	\$37.4	\$102.6	\$100.0
OUR LEGACY, OUR PLACE CAMPAIGN TOTAL (MILLIONS)		\$165.2	\$150.0



SUPPORTING DIVISION I ATHLETICS

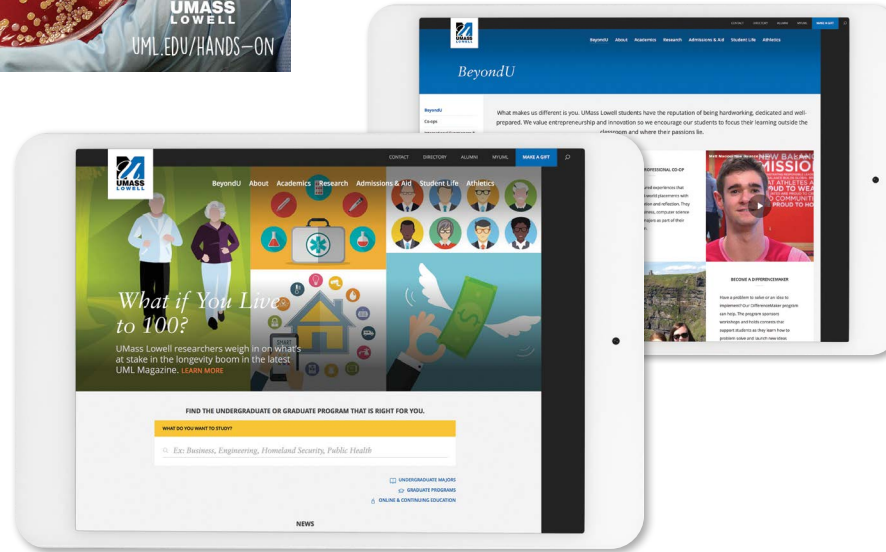
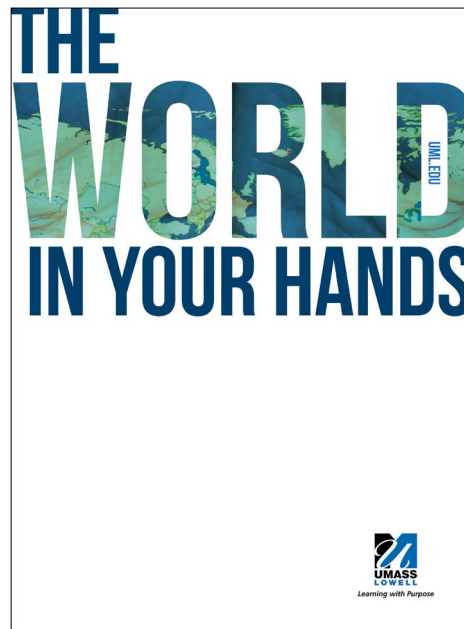
UMass Lowell became a member of Division I and the America East Conference in 2013, beginning a four-year reclassification process. When that process concluded, all of the university's athletic teams joined the men's ice hockey team, which had been competing in Division I since 1983, in being eligible for NCAA and conference postseason competition. Since the elevation to Division I, key outcomes achieved in our athletics program include the establishment of a sustainable financial model to support scholarships, coaching staff, recruitment, team travel and equipment as well as the upgrade of athletic facilities. In addition, academic support resources for student-athletes have been expanded.

Branding and fundraising efforts were stepped up through the United in Blue Fund and events that engage supporters, such as the River Hawk Roadshow, appreciation nights, alumni games and reunions.

The Athletics Department has launched programs to encourage student-athletes to use the power and appeal of sports to improve lives and strengthen communities. Some of the programs include the Spread Respect Forum on Diversity and Inclusion, the Better Together Mental Health Initiative and the ALL IN Campus Democracy Challenge.

#UNITEDINBLUE





LEVERAGING DIGITAL TECHNOLOGY

The university has continued to invest in upgrades to its website in an effort to ensure the best possible user experience. A new enterprise web content management system was adopted and the university's website was redesigned and continuous improvements have been made, specifically on mobile platforms.

More than 100 web-based applications have been developed that leverage mobile technology to engage prospective and current students, faculty, staff and external users. Those applications cover all aspects of university operations, from an online schedule builder to parking permits and art and music portfolio reviews. Regular monitoring of the website assures performance, accessibility and quality. The introduction of Siteimprove software in 2017 allows for the scanning of more than 20,000 web pages to make sure the website is accessible for visitors with disabilities. In 2018, UMass Lowell's website was recognized by Siteimprove as the No. 1 most accessible at a public college.

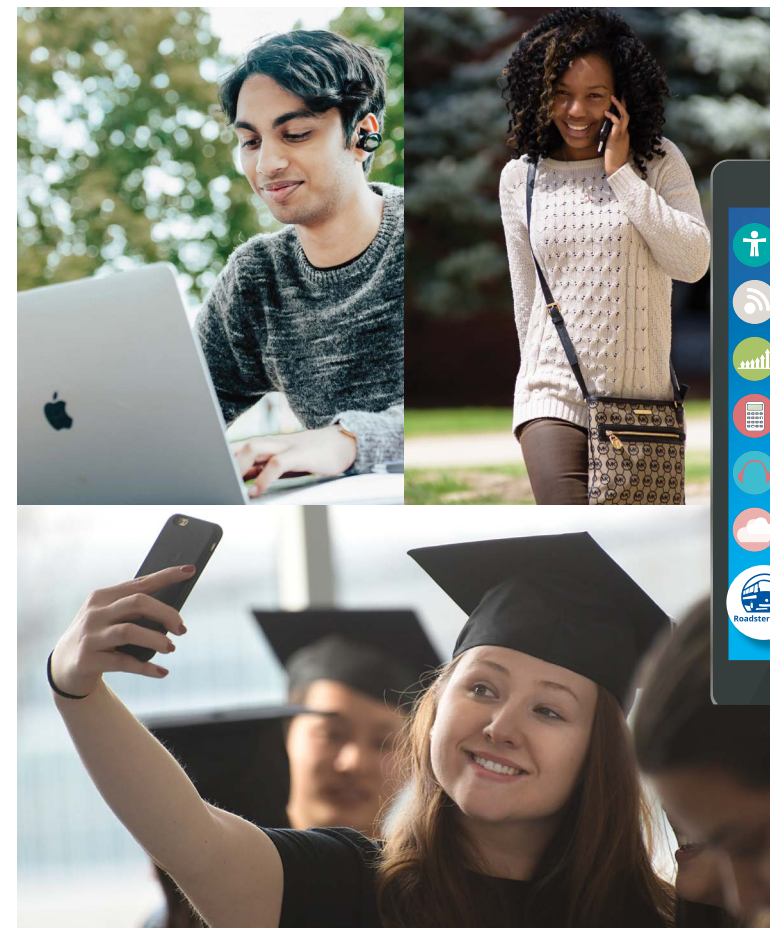


BUILDING A DATA-DRIVEN BRANDING STRATEGY

The university has created a unified and data-driven brand strategy that has helped to enhance awareness of UMass Lowell and to build its reputation, including through the U.S. News & World Report rankings. These efforts have also supported the university's overall growth and enrollment strategies.

U.S. News & World Report rankings have fluctuated due to a variety of factors, but the university continues to reside comfortably among its Top 100 publics. UML has consistently charted as one of the 10 fastest-growing public doctoral institutions in the country and has also landed on lists by Forbes, Money, Payscale.com, Insight into Diversity, Times Higher Education/Wall Street Journal, The Military Times, Sierra Club, Princeton Review, Business Insider and others.

Building brand unity was a major, early focus during 2020 Strategic Plan. "Learning with Purpose" and "Work Ready, Life Ready, World Ready"—UML's first market research-backed branding elements—became the university's signature messages. After five years, based on new research, "The World in Your Hands" messaging was developed, tested and adopted. Work has begun on an update to the messaging system.





ENTREPRENEURIAL STEWARDSHIP IN HIGHER EDUCATION

Over the past decade, an entrepreneurial spirit guided the university's financial planning, the use of resources and the design and growth of the campus and facilities.

Thoughtful master planning has set the stage for the physical transformation of the campus and supported the growth of enrollment and residential student life, the expansion of academics and the research enterprise, and the creation of facilities for Division I athletics, campus recreation and wellness opportunities for all.

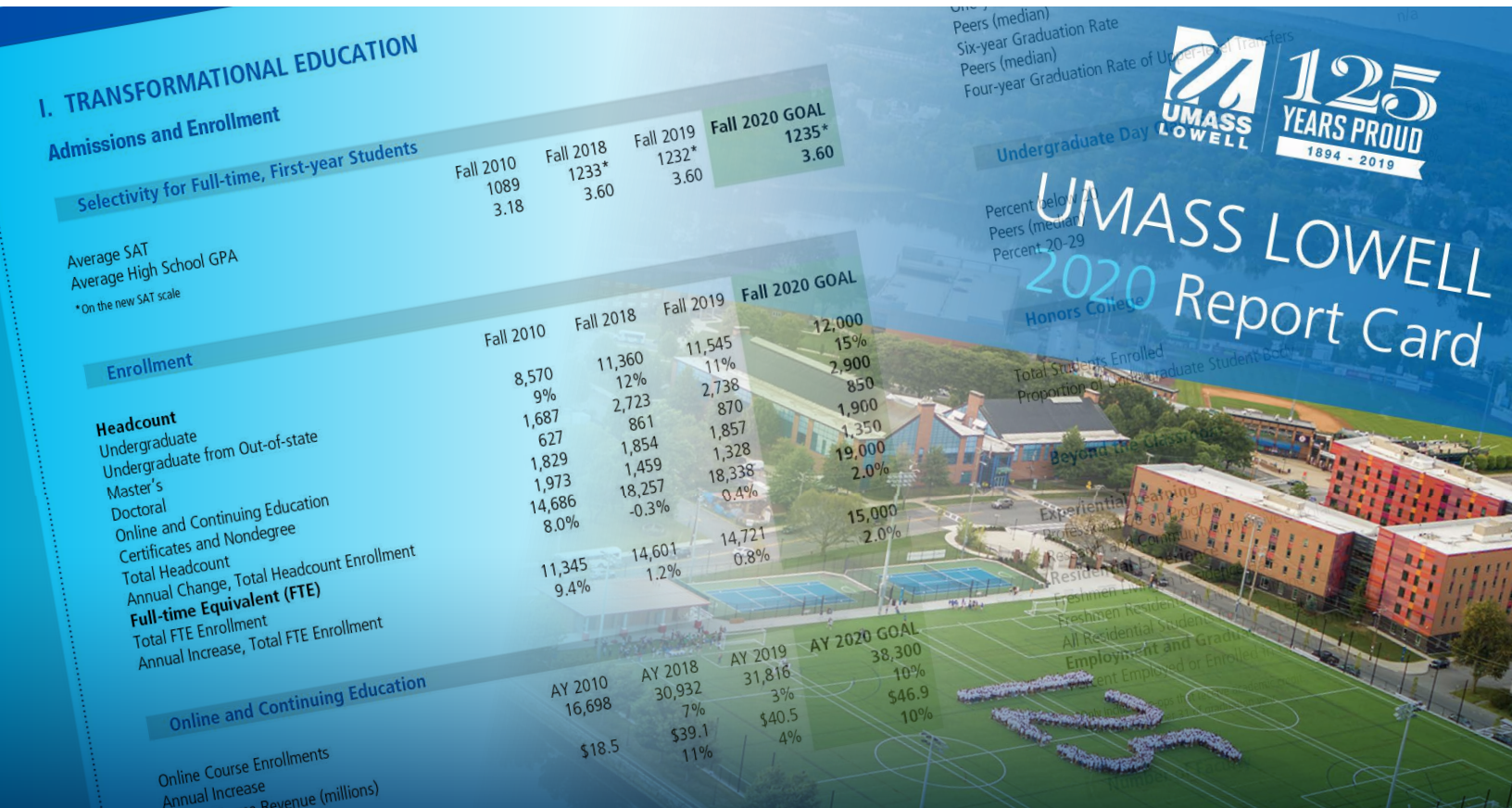
With vision matched by hard work, the university has become a nationally recognized leader in sustainability. We have launched numerous environmentally friendly initiatives, from energy conservation to an urban agriculture program, in our effort to be responsible stewards of our resources.

Our campus police department has been transformed, with an increased emphasis on training and a shift to a community policing model to ensure a safe campus for all. We have strengthened our emergency preparedness, partnering with local and state emergency management agencies to protect our campus community.

We have developed financial education programs and planning tools to help students and their families navigate personal finances and plan for college expenses.

We have surveyed, appraised and cataloged the university's rich art and archival resources and created a framework to preserve them for future scholarship and enjoyment.

The university's operating budget grew by 98% and non-state revenue increased by 86% in 10 years.



EMERGING AS A LEADER IN SUSTAINABILITY

The university has woven sustainability into every aspect of campus life, from academics to athletics, from research to operations. We are reaping significant benefits from these efforts and as a result, UMass Lowell has emerged as a national leader in sustainability in higher education.

The Climate Action Plan, adopted in 2012, established a goal for the university to be carbon neutral by 2050. Much progress has been made so far. The university has surpassed its 2020 targets for reducing greenhouse gas emissions.

The Office of Sustainability was established in 2015 to coordinate and spearhead activities and programs designed to contribute to the pursuit of carbon neutrality. Initiatives launched under its auspices include an urban agriculture program, expanded food waste composting and a Green Community partnership with the city of Lowell. The university took another major step toward its sustainability goals in 2019, with the establishment of the Rist Institute for Sustainability and Energy, which brought together the numerous efforts in areas from clean energy and energy resiliency to reduction of greenhouse gas emissions and water use.

In 2019, UMass Lowell was rated the No.1 campus for sustainability in Massachusetts and among the top 1% of universities worldwide by the Association for the Advancement for Sustainability in Higher Education. This reflects the cumulative impact of greenhouse gas emissions reductions, increased corporate and community sustainability partnerships, and increased teaching and research programs focused on climate change, renewable energy and sustainability.



TAKING AN ENTREPRENEURIAL APPROACH TO FINANCIAL PLANNING

The university's financial planning has been guided by the vision of deploying resources that support investment in academic programs and facilities consistent with the university's 2020 Strategic Plan. Central to this effort is the commitment to managing campus resources in an entrepreneurial manner, generating new revenue through enrollment growth, enhanced research funding, philanthropy and auxiliary enterprises, while controlling costs through increased efficiency.

Over the course of the decade, the campus experienced tremendous growth in everything from enrollment, to facilities to research operations. The operating budget grew by 98%. Non-state revenues increased by 86%.

The annual budget process was overhauled and a rolling, five-year financial plan was developed to support the university's ambitious growth plans and capital renewal program. An all-funds approach to budgeting that takes into account all aspects of university operations was introduced.

The university created the annual Report Card to benchmark progress toward the goals set in the 2020 Strategic Plan. Systematic analysis of the Report Card and other industry measures of financial health are used to guide our multiyear financial and capital planning to support academic program development and the expansion of research.



NEW OR SUBSTANTIALLY RENOVATED PROPERTIES SINCE 2010

- 1 Saab Emerging Technologies & Innovation Center
- 2 Health & Social Sciences Building
- 3 University Suites
- 4 Riverview Suites West
- 5 Riverview Suites East
- 6 University Crossing
- 7 Pulichino Tong Business Center
- 8 McGauvran Center
- 9 Dandeneau Hall
- 10 Cumnock Hall
- 11 Perry Hall
- 12 Coburn Hall
- 13 UMass Lowell Inn & Conference Center
- 14 Tsongas Center at UMass Lowell
- 15 River Hawk Village
- 16 Charles J. Hoff Alumni Scholarship Center
- 17 839 Merrimack St.
- 18 North Campus Parking Garage
- 19 South Campus Parking Garage

RENEWING CAMPUS FACILITIES AND PLANNING FOR THE FUTURE

Since 2010, UMass Lowell’s footprint has grown from 3.1 million to 4.9 million square feet, an expansion that supports the transformation of the university into a residential campus with world-class research and academic facilities and a Division I athletics program. This growth was achieved while also making the university more energy efficient and making 96% of campus buildings accessible to persons with disabilities.

Since 2010, UMass Lowell’s campus added 19 new or substantially renovated buildings. Eight of them have been or will soon be LEED certified as sustainable buildings. No project more definitively symbolizes our vision of a unified campus community than University Crossing, which consolidated administrative offices, expanded student service and activity spaces and provided a single campus center as a point of pride for UMass Lowell.

Throughout the redevelopment of campus, UMass Lowell has embraced its connection to its host community and collaborated on mutually beneficial projects. We have integrated innovation hubs, residence halls and research institutes into the fabric of downtown Lowell and Haverhill, which has enriched the community while providing students and faculty with the advantages of a being part of a Gateway City.

With an eye toward preserving the university’s arts, artifacts and archives for scholarship and enrichment, our collections were surveyed and high-value materials were appraised. A collections policy was established for acquisitions and donations and a Student Art Purchasing Program was created under which the university buys at least two works of student art for display on campus each year.



LEED CERTIFIED BUILDINGS

UNIVERSITY
SQUARE FOOTAGE

2010

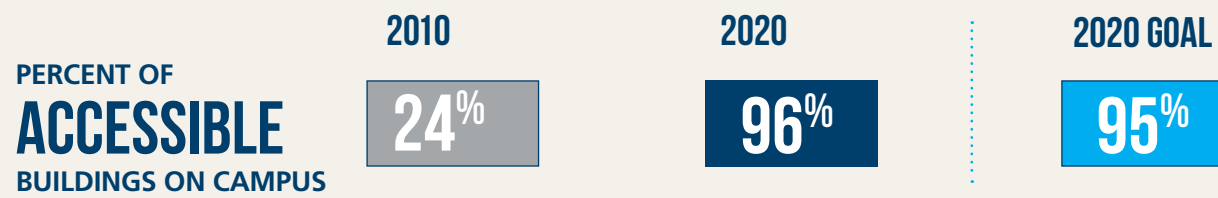
3.1 MILLION SQ. FT

2020

4.9 MILLION SQ. FT

2020 GOAL

4.9 MILLION SQ. FT



PROMOTING FINANCIAL WELLNESS AMONG STUDENTS

Several initiatives were introduced to help educate students and families about personal finances and how to plan and pay for college. The Money Management Peer Mentor Program trains students to run workshops on budgeting, credit, taxes and other related topics. Students can also meet individually with a mentor. Financial Aid Planning Sessions offer students and their families the opportunity to meet privately with a staff member to go over financial aid packages and develop a plan to pay for school. Hundreds of students and their families have participated.

PROTECTING CAMPUS SAFETY

The UML Police Department has transitioned to a community policing model, working in tandem with local law enforcement. The position of Campus Resource Officer was established to promote community policing programs. The net result of these efforts is a reduction in crime on and around campus.

Investments in the university's security infrastructure have greatly improved campus safety. In 2013, the university hired a full-time emergency preparedness and EMS coordinator. Since then, the university has developed relationships with local, regional and state emergency responders and has earned a reputation as a respected partner in emergency preparedness.



Jacqueline Moloney, Chancellor

Strategic Planning Steering Committee

Julie Chen
Luis Falcón
Joseph Hartman
Patricia McCafferty
Shortie McKinney
Noureddine Melikechi
Steven O’Riordan
Larry Siegel
Lauren Turner
Joanne Yestranski

2020 STRATEGIC PLANNING COMMITTEES

I. TRANSFORMATIONAL EDUCATION

Committee on Transformational Education: Eleanor Abrams, Julie Nash, Co-chairs
Academic Technology Committee: Michael Cipriano, Fred Martin, Co-chairs
Curriculum Enhancement Committee: Paula Haines, Jim Nehring, Co-chairs
Faculty Success Committee: Dhimiter Bello, Chair
Faculty Honors Subcommittee: Jennifer Percival, Richard Serna, Co-chairs
Graduate Education and Professional Studies Committee: Luis Falcón, Steve Tello, Co-chairs
Student Success Committee: Nicole Champagne, Kerry Donohoe, Larry Siegel, Co-chairs
Students of Color and International Students Subcommittee: Sue Kim, Leslie Wong, Co-chairs
First Year Experience and Onboarding/Transfer Subcommittee: Kerry Donohoe, Kerri Johnston, Co-chairs
Experiential Learning Subcommittee: Greg Denon, Julie Nash, Co-chairs
Mental Health Subcommittee: James Kohl, Paulette Renault-Caragianes, Co-chairs

II. GLOBAL ENGAGEMENT AND INCLUSIVE CULTURE

Committee on Global Engagement and Inclusive Culture: Noureddine Melikechi, Lauren Turner, Leslie Wong, Co-chairs
Equity Climate Committee: Michelle Haynes-Baratz, Jim Sherwood, Co-chairs
Title IX Committee: Ann Ciaraldi, Clara Reynolds, Co-chairs

III. INNOVATIVE RESEARCH AND ENTREPRENEURSHIP

Committee on Innovative Research: Anne Maglia, Matt Nugent, Co-chairs
Dissemination and External Visibility Committee: Sukesh Aghara, Christine Gillette, Co-chairs
Intellectual Property and Technology Transfer Committee: Xingwei Wang, Chair
Research Infrastructure and Faculty Support Committee: Matt Nugent, Susan Puryear, Co-chairs
River Hawk Venture Fund Investment Advisory Council: Jack Wilson, Frank Spinola, Co-chairs; Michael Laine, Fund Managing Director
University Research and Engagement Centers Committee: Matt Gage, Phitsamay Uy, Co-chairs

IV. LEVERAGE OUR LEGACY AND OUR PLACE

Economic Development Committee: Derek Berger, Arlene Parquette, Jack Wilson, Co-chairs
Community Engagement Subcommittee: Robin Toof, Sabrina Noel, Co-chairs
Corporate Engagement Subcommittee: Arlene Parquette, Greg Denon, Rachel DeMaster, Co-chairs
Campaign Executive Committee: John Pulichino, Chair
Intercollegiate Athletic Council: Brenda Evans, Kerri Johnston, Co-chairs
Marketing Committee: Bryce Hoffman, Sandra Richtermeyer, Co-chairs
Web Advisory Committee: Wael Kamal, Gerry Nelson, Co-chairs
Faculty and Staff Campaign Committee: Larry Siegel, Deb Finch, Bob Giles, Co-chairs

V. ENTREPRENEURIAL STEWARDSHIP

Art, Artifacts and Archives Committee: Barbara Jean Gilbert, Michael Millner, Co-chairs
Campus Safety Committee: Randy Brashears, James Kohl, Co-chairs
Climate Action Plan Committee: Tom Miliano, Chris Niezrecki, Ruairi O’Mahony, Co-chairs
Facilities Renewal and Master Planning Committee: Adam Baacke, Shortie McKinney, Jean Robinson, Co-chairs
Financial Planning Committee: Monica Galizzi, Steven O’Riordan, Co-chairs
Wellness Committee: Brenda Evans, Joyce McLaughlin, Co-chairs



