



# UMASS LOWELL 2020

## A STRATEGIC PLAN FOR THE NEXT DECADE



University of  
Massachusetts  
Lowell

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# A REPORT TO THE UNIVERSITY AND COMMUNITY APRIL 2009

## EXECUTIVE SUMMARY

### Overview

Building on 115 years of outstanding teaching, valuable research and deeply rooted community engagement, UMass Lowell is poised to realize its potential to achieve new levels of excellence and accomplishment. As evidence, the rise in all major indicators in recent years demonstrates the capacity of this University to make much needed contributions to the region, the Commonwealth, the nation and the world.

Over the past year and a half, the campus community came together to articulate a vision of UMass Lowell in the year 2020 and to map out the blueprint to get there. The following pages lay out the thoughtful, detailed and farsighted vision and goals that emerged from the work of more than 200 faculty, staff and students—informed by feedback from the entire campus. This report includes brief executive summaries of the full reports from each of 11 committees. A plan for assessment and benchmarking is detailed in the final section of the report.

### What will UMass Lowell be like in 10 years?

UMass Lowell 2020 sets out a comprehensive strategy that will differentiate the University by its excellence in student recruitment and retention, teaching and learning, internationalization, inclusiveness as a community, interdisciplinary collaborations, research and scholarship, entrepreneurship and innovative approaches to administration, technology and facility infrastructures. Much will be accomplished through an expansion of partnerships with corporations, the public sector and other universities.

The themes that emerged from each committee convey a vision for a university that will be distinctive in its approaches to curriculum, pedagogy and extracurricular experiences. Undergraduate and graduate students who achieve a UMass Lowell degree will be able to contribute to the world's complex business, community and cultural challenges because of the quality of their education. Differentiators of the UMass Lowell student experience will be widespread cross-disciplinary learning experiences, intensive involvement in research labs, co-op and other applied learning opportunities. Notably, UMass Lowell students will continue to uphold the reputation of today's alumni as being tenacious, innovative, hard-working and well-prepared individuals ready to contribute to their professions, communities and families.

UMass Lowell graduate and research programs will be strengthened in quality and quantity, and new programs will be developed, including distinctive doctoral programs that are interdisciplinary. By 2020, UMass Lowell will have continued the current upward arc of research and scholarship, including creative work. There will be greater external funding from all sources and the University will have strengthened collaboration with other UMass campuses and with industry. The University will also enhance the quality and experience of graduate and undergraduate students through their participation in research projects.

Globalization has made the world a small place and the need to succeed in that world has become critical. Future UMass Lowell alumni will be globally competent through meaningful and substantive international learning experiences, including traditional study abroad and experiential learning.

Strengthened engagement with industry and businesses, nonprofit organizations, K-12 schools and municipalities will be an even more central to academic and scholarly activity on campus. These efforts will enrich the intellectual, personal and cultural development of students as well as foster economic development in the region and the state.

UMass Lowell will become an example for how fine public universities can maximize the precious resources it receives from the state, its students and supporters to give back to its community. UMass Lowell will become even more well-known for its entrepreneurial approach to management and will include efficient and effective budgetary, technical and facility infrastructure. A sustainable financial plan that maps out strategies for controlling costs while increasing revenue will support well-maintained facilities, including a robust and reliable information technology infrastructure and a secure and environmentally friendly campus.

Finally, the University will improve its rankings and will be nationally and internationally recognized for its academic and research excellence. UMass Lowell will be known as a comprehensive university that has strength in science and engineering as well as the arts, social sciences, business, health and education. The University will have a well-established set of indicators to measure its success, including financial statements, student performance, satisfaction surveys and support from alumni.

## Reports from the Committees

The reports of the 11 committees that developed the vision and recommendations for UMass Lowell 2020 are grouped in the following order.

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# Committee on Undergraduate Education and Student Success

Co-chairs: Charlotte Mandell and Fred Martin

## Vision

The Committee on Undergraduate Education and Student Success envisions that UMass Lowell will become nationally recognized for its quality of student learning and its undergraduate programs by 2020. This vision will be realized by improving student learning through curricular reform and expanded models of pedagogy as well as through improving student success with enhanced support mechanisms and opportunities for engagements.

The hallmarks of a greatly improved teaching and learning environment include an enriched curriculum, experiential learning and robust first-year programs.

## Goals

**Recruit and retain academically qualified and diverse undergraduate students who benefit from the University's intellectually challenging environment.**

- Increase the diversity of the student body by recruiting underrepresented, international and out-of-state students.
- Enhance articulation agreements with public community colleges.
- Facilitate the use of media-driven technologies, such as the web and social network media, to improve student recruitment and retention.
- Design and implement strategies for improving enrollment retention, such as expanding the orientation process and developing learning community programming.
- Identify and address the top three causes for students failing to enroll for other than academic reasons.
- Ensure affordability by building the scholarship endowment and the strategic use of scholarship funds.

**Enhance student success by increasing academic support beyond the classroom and enriching campus life with an emphasis on learning.**

- Enhance support for all new students (both first-year and transfer students) by building support programs, such as learning communities, that connect students with each other and with professors in their majors sooner than they otherwise would in the sequenced curriculum.

- Improve students' performance in gateway courses, especially those with high failure rates.
- Engage students in greater participation in campus life and encourage partnerships between student-life staff and faculty to identify opportunities for service learning through campus and community events.
- Strengthen student support by expanding opportunities for and access to advising and tutoring within departments, in support centers and using improved technology.

**Create curricula and programs that foster excellence in teaching and learning and create a climate in which intellectual achievement is honored and encouraged.**

- Develop a 21st century general education program that may include features such as global studies and pluralism, civic engagement, experiential learning, information literacy and inter-disciplinarity.
- Strengthen experiential learning and community engagement in academic programs by incorporating cooperative education, service learning, research opportunities, "city as lab" and practica.
- Promote interdisciplinary learning and programs by encouraging interdepartmental collaboration with a focus on real-world challenges.
- Enhance learning through research and discovery by integrating research opportunities into the undergraduate experience.
- Continue to develop and expand the Commonwealth Honors Program.

**Improve pedagogy by creating a culture that fosters innovation, examination and assessment of teaching and learning.**

- Enhance strategies and support for pedagogical development across the curriculum.
- Advance the use of technology to assess and improve student learning with such innovations as smart classrooms and web-enhanced teaching.
- Develop systematic assessment of student learning outcomes and satisfaction to guide pedagogical innovation and policy.

## Committee on Graduate Education and Academic Programs

Co-chairs: Donald Pierson and Robert Giles

### Vision

The Committee on Graduate Education and Academic Programs envisions that UMass Lowell will become increasingly recognized nationally and internationally for the quality of its graduate programs by 2020. To realize this vision, we must attract and produce outstanding scholars across many disciplines. The current graduate programs must be strengthened, in quality and quantity, and new graduate programs must be developed. The committee developed a guiding idea to accomplish this vision: *“Building internationally recognized graduate programs one student at a time.”* The phrase “one student at a time” intends to convey not a sense of cautious gradualism in growth, but rather attention to the care and nurturing that must be invested in successfully recruiting, educating and graduating students and reaping recognition for accomplished alumni.

### Goals

**Improve public awareness of UMass Lowell’s growing number of graduate programs.**

- Enhance the content, functionality and marketing elements of the website for all academic and graduate research programs.
- Emphasize interdisciplinary, global and experiential opportunities.
- Develop a corporate, non-profit and public sector network for building academic programs.
- Encourage corporate- and philanthropic-sponsored endowed fellowships.

**Increase graduate enrollment by expanding recruitment of domestic and international students.**

- Develop a student ambassador outreach program.
- Increase funding for graduate teaching and research assistantships.
- Expand alumni involvement with student recruiting.
- Advise all undergraduate and prospective students about Plus One and other programs.
- Further develop global partnerships.
- Develop co-ops and internships with active faculty participation.

Leverage existing academic activities to develop new degree programs, including distinctive doctoral programs, especially those that are interdisciplinary.

- Facilitate opportunities for faculty to organize new programs.
- Develop forums for departmental and interdepartmental dialogue on graduate education.
- Develop systematic assessment of student learning, student satisfaction and career placement to guide curriculum and policy development.
- Review and analyze existing academic programs measuring enrollment and scholarly activity.
- Establish university-wide graduate faculty focus groups to connect programs, efforts and activities.

**Require each academic department to draft and continually update a strategic plan that is consistent with the overall Graduate Education plan.**

- Establish a committee to promote, support and coordinate new opportunities.

## **Committee on Research and Scholarship**

Co-chairs: Julie Chen and Partha Chowdhury

### **Vision**

The Committee on Research and Scholarship envisions that UMass Lowell will develop national and international recognition as a research university by enhancing research and scholarship, including creative work, across the campus. The University will foster development of scholarship across disciplines and increase external funding from all sources. The University will strengthen collaboration with other UMass campuses and with industry. The University will also enhance the quality and experience of graduate and undergraduate students through their participation in research projects.

### **Goals**

**Ensure that all faculty have the opportunity and resources to successfully pursue scholarship.**

- Improve faculty connections internally and externally.
- Foster interdisciplinary research.
- Strengthen infrastructure and support for research, including research facilities and administrative and technical support.
- Ensure quality mentoring programs for faculty.

**Increase visibility and recognition.**

- Improve the University website and faculty and researcher database.
- Enhance acknowledgement of excellence and achievement in scholarship.
- Increase national and international conferences at UMass Lowell.
- Strengthen the University's position in the Carnegie classification as a doctoral research center.
- Build visibility to funding agencies and foundations.

**Recruit graduate students nationally and internationally.**

- Ensure graduate student funding is competitive.
- Recruit high-quality graduate students, including from underrepresented groups.
- Encourage professional development for students by having them participate in activities such as national professional meetings and student research symposia.
- Encourage participation of undergraduate students in research and discovery.

**Create a standing committee to advise on all issues related to research and scholarship.**

# Committee on Corporate Partnerships and Urban Engagement

Co-chairs: Steve Tello and Oneida Blagg

## Vision

The Committee on Corporate Partnerships and Urban Engagement envisions that UMass Lowell will strengthen its engagement with the community. Strengthened engagement with industry and businesses, nonprofit organizations, K-12 schools and municipalities should be a central theme of academic and scholarly activity on campus. These efforts will enrich the intellectual, personal and cultural development of our students as well as foster economic development in the region and the state. The University's partnerships with the Lowell National Historical Park, area school systems and other major community groups are particularly significant because of the unique opportunity they afford for analysis of the role of innovation in the transformation of cities. With better communication to the community and the creation of a mechanism to oversee economic development efforts on campus, UMass Lowell can, by 2020, have more and stronger partnerships with a wide range of community groups and industry.

## Goals

**Embrace “Partnerships and Engagement” as a central theme of academic and scholarly activity at UMass Lowell.**

- Develop and communicate a campus-wide definition of “community-engaged scholarship” that acknowledges the range of activities across disciplines that involve corporate and community partnerships.
- Ensure that undergraduates participate in at least one community-engaged learning experience during their academic career.
- Create a University climate and environment that welcomes partners to campus and demonstrates the value the University places on partnerships and engagement.
- Catalog, promote and facilitate existing and future partnerships among the University, the city of Lowell and our numerous Lowell-based partners.

**Improve the coordination, communication and marketing of University partnership and engagement activities and capacity to internal and external stakeholders.**

- Designate and communicate the contacts, offices and entry points to assist internal and external stakeholders in connecting to the numerous partnership opportunities and resources of the University.
- Elevate the value and visibility of Corporate Outreach, which in collaboration with the Office of Community and Cultural Affairs, will serve as a University entry point for external stakeholders.
- Complete the upgrade of the University's website to increase capacity to efficiently and quickly update, locate and communicate the range of partnership and engagement activities across the University.
- Develop a partnership and engagement database that helps to connect internal and external stakeholders to partnership opportunities.

**Utilize the varied talents and disciplines of the University community to foster economic development across the region and the state.**

- Identify teaching and research strengths of the University and align them with the needs of the region's economy, which can be understood by engaging in regional development dialogue and initiatives.
- Continue to develop courses and professional programs that teach students the skills required to successfully compete and contribute to current and anticipated economic needs.
- Support capacity-building programs to help strengthen regional K-12 schools.
- Develop and maintain a vibrant technology transfer and commercialization capability and support innovation and entrepreneurship in small and medium businesses with pilot facilities, technical assistance and business support.
- Support consulting, research and exchange programs for faculty and service-learning and internship opportunities for students that enhance university-community partnerships.



## **Committee on Fostering an Inclusive Campus Community**

Co-chairs: Nina Coppens, Oliver Ibe and Jennifer Nolan-Andrino

### **Vision**

The Committee on Fostering an Inclusive Campus Community envisions that a commitment to diversity in all of its complexity will be a core institutional value at UMass Lowell. This commitment will be grounded in the understanding that diversity is inclusive of all identities, including those of race, class, gender, sexual orientation, religion and ability status. By 2020, the University will have developed a campus community where all will feel appreciated, respected, connected, valued and engaged with the larger life of the campus.

### **Goals**

#### **Create a systemic approach for fostering diversity and inclusion.**

- Encourage collaboration across the campus that identifies best practices, commonalities, strengths and weaknesses, and programs that complement each other.
- Provide opportunities for team building by coordinating a University-wide network of individuals and offices that recruit and provide services to students, faculty and staff of color.
- Conduct a diversity audit and disseminate information to increase awareness of resources, efforts and initiatives already in place.
- Identify ways to strengthen links between existing programs to improve the institutional climate.
- Develop and execute a comprehensive communication plan for diversity.

#### **Increase the diversity of students, faculty and staff from underrepresented communities.**

- Develop and support internal and external pipelines for recruitment and retention.
- Develop programs and initiatives that foster a healthy climate in which faculty and staff of color can thrive.
- Develop monitoring to increase diverse hiring at the departmental level and across the University.
- Increase the understanding at the departmental level that retention is essential to recruiting efforts.

- Develop a networking/mentoring program for faculty and staff from underrepresented communities.
- Evaluate and assess the UMass Lowell website and update so “diversity” is more accessible and visible.

#### **Develop and sustain an inclusive campus climate.**

- Conduct a climate survey every three years that will inform the development of departmental diversity/inclusion action plans.
- Develop and implement a comprehensive system of education and training focused on effectively organizing and leveraging inclusion/diversity for students, faculty and staff.
- Ensure that there is a connection between efforts focused on fostering an inclusive campus community and efforts targeting the internationalization of UMass Lowell, such as the developing NAVITAS Program at UMass Lowell and various developing partnerships with other post-secondary institutions in other countries.
- Create common, accessible, central gathering spaces for students, faculty and staff to promote connections.
- Create a standing Oversight/Advisory Committee for Fostering an Inclusive and Diverse Campus Community.

## **Committee on International Partnerships**

Co-chairs: Krishna Vedula and Jie Wang

### **Vision**

The Committee on International Partnerships envisions a rich array of international partnerships for UMass Lowell that will help our students become globally competent as well as bring more international students to campus. These partnerships will offer our students meaningful and substantive international learning experiences, including traditional study abroad and experiential learning. The partnerships should cut across disciplines in scholarship, research, economic development projects and public diplomacy. Successful international partnerships at UMass Lowell will leverage global and innovative thinking, faculty passion and infrastructure.

### **Goals**

#### **Increase international student enrollment by highlighting what is distinctive about our programs.**

- Feature innovative bridge programs such as the Plus One master's program.
- Strengthen transfer articulation agreements with other universities.
- Increase international visibility in various media, including an improved website.
- Analyze how students have been recruited and by whom.
- Foster a welcoming and supportive environment on campus and in the community for international students.
- Create an ESL program for new international students.

#### **Develop and increase study abroad programs.**

- Establish key international collaborations with universities in countries that have connections to regional immigrant communities.
- Develop study-abroad programs at those locations.
- Continue to work with private study-abroad providers for other destinations.
- Engage alumni and area residents, particularly those with ties to certain locations, to finance study-abroad opportunities.
- Standardize a system for awarding of academic credit for study-abroad coursework.

#### **Build international partnerships that enhance faculty and student exchange and collaboration.**

- Develop joint degrees between international academic institutions.
- Increase awareness of campus international activities internally and externally.
- Establish an annual forum to present summaries of international activities.
- Create innovative programs such as online and hybrid programs, an international institute for faculty and an international college for students.
- Build on existing strengths such as the Assistive Technology Program.

#### **Enhance fundraising for international partnerships.**

- Pursue funding institutions and international partners to support visiting international scholars and UMass Lowell faculty abroad.
- Reach out to alumni and individuals within the Lowell communities for scholarships, summer employment, housing for international students and study-abroad students.
- Partner with Fortune 500 companies, multinational corporations and government agencies on specific programs they promote and support.
- Create scholarships for international students.

## Committee on Financial Planning and Budget Review

Co-chairs: Kathryn Carter and Steve O’Riordan

### Vision

The Financial Planning and Budget Review Committee envisions that UMass Lowell will secure and deploy resources that support investment in academic programs and facilities, consistent with the overall campus strategic plan.

### Goals

**Increase understanding of the budget and budget process by the entire University community.**

- Increase transparency, expand campus involvement and improve communication related to budgeting.
- Develop improved executive level and management reports and reporting tools to disseminate important budget information.
- Establish a standing committee to review annual budgets and long-range financial plans.

**Foster the empowerment and accountability of budget managers at various levels.**

- Simplify and adopt best practices in budgeting processes.
- Improve budgeting practices and increase accountability and ownership of budget decisions at the department level.
- Implement an all-funds approach to budgeting, which takes into consideration all aspects of University operations, not just those funded from state appropriations and student fees.
- Develop an Administrative Policy Advisory Group to ensure that changes to budgeting practices and administrative policies are developed.
- Ensure development of business plans for all University initiatives.

**Develop and maintain a goal-oriented balanced budget supporting strategic priorities and contingencies for future uncertainties.**

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

- Expand revenue by growing enrollment, enhancing retention, developing new academic programs, expanding online and continuing education programs, enhancing research funding, fundraising and continuing to increase efficiencies and monitor budget expenditures for centrality to the mission.
- Develop a plan to increase enrollment in a manner that is consistent within the University’s mission and capacity to serve those students effectively.

**Apply principles of organizational development to provide a framework for managing the change process, to assess and solve campus problems and to achieve greater effectiveness.**

- Develop a systemwide application of behavioral sciences to the planned change and development of organizational strategies, structures and processes.
- Include diagnosis, data collection, analysis, feedback, action planning and plan implementation as well as evaluation and follow-up as part of the organizational development process.
- Implement strategic organizational restructuring to meet the strategic goals of the campus overall.
- Use principles of organizational development for effective workforce management, including performance management, attrition management and succession planning.
- Create change management project teams and prioritize organizations for systematic review.

# Committee for Facilities Renewal and Campus Master Planning

Co-chairs: Joanne Yestramski and John Ting

## Vision

The Committee for Facilities Renewal and Campus Master Planning envisions a campus efficiently and effectively maintained and upgraded. The campus will be secure, energy efficient and environmentally friendly. The development should be integrated and holistic, fostering a one campus/one academic community that also engages with its urban setting. A “framework” approach will be used that is dynamic, data-driven and is based on a rolling sequence of plans. The development process will be participatory, technically supported and focused on a blend of pragmatic and visionary elements.

## Goals

**Build mechanisms and approaches that recognize and support UMass Lowell as a one campus/one academic community, in all its interactions and mix of participants.**

- Create a sound and sustainable rolling master plan and facilities renewal plan that drives organizational development and activities to foster a single academic community.
- Strengthen the transportation system to create ease of movement around campus and with the city.
- Establish a functional wayfinding system, including signage.

**Build on Lowell’s collaborative tradition and practice 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 and interior and exterior places.
- Incorporate the river more fully as an icon and feature of the campus/city.

**Renew, modernize and right size campus facilities.**

- Renew and enhance energy systems and infrastructure for sustainability and savings.
- Renew and reconfigure academic services such as learning commons, academic conferencing and improved dining, bookstore and athletic/arena space.
- Enhance the residential experience and capacity by providing campus housing for 50 percent of undergraduates.

**Enhance security across the campus.**

- Invest in security technology, such as surveillance cameras, blue emergency lights and building access systems.
- Incorporate community policing, including the use of student interns.
- Continuously improve business continuity and emergency management plans.
- Coordinate effectively with city police.

## Committee on Information Technology

Co-chairs: Richard Zera and Holly Yanco

### Vision

The Committee on Information Technology envisions that UMass Lowell will become a leader in the use of information and instructional technology in order to sustain top-quality teaching, learning and research.

### Goals

**Build and sustain a robust and reliable information technology infrastructure that includes wired and wireless access to the networks protected by leading-edge security.**

- Expand network capacity by continually improving infrastructure while examining strategic options for outsourcing, virtualizing, configuring and developing policies focused on mission-critical needs.
- Develop and enhance high-speed, robust, reliable and ubiquitous data and voice networks, wired and wireless, for connectivity from any supported device.
- Plan network capacity for rich media and video content.
- Improve access to information through an enterprise solution.
- Monitor and provide for reliability, growth, coordination and currency of servers, network and other key infrastructure items.
- Secure resources against unauthorized access, misuse, manipulation or destruction by internal or external individuals or natural disaster.

**Support the information technology infrastructure, including communication and collaboration, eliminating duplication of effort and establishing resources for faculty, staff and students.**

- Provide a more comprehensive array of real-time electronic collaboration and communication tools, with support.
- Provide training in the use of hardware and software.
- Integrate academic technologies in the curriculum.
- Provide technology support to students when and where they need it.
- Regularly examine staffing levels in all areas of technology support as new technologies, increased users and increased facilities are added.

- Develop and integrate strategies to ensure maximum accessibility to technology for individuals on campus and online.

**Develop a system of management and control.**

- Establish a steering committee to facilitate creativity, efficiency, collaboration and planning for all aspects of information technology.
- Foster a collaborative working relationship among staff involved with both central and distributed/decentralized systems.
- Provide access to hardware and software so students can integrate computing tools into their learning and living experiences.
- Increase accessibility to documents while improving security, disaster recovery and business continuity capabilities.
- Collaborate with other UMass campuses and UITS and UMass Online where appropriate.

**Regularly examine hardware and software applications for academic and administrative systems to keep pace with changing needs.**

- Provide up-to-date software to ensure compatibility across applications as well as the appropriate hardware.
- Integrate enterprise technologies, including, but not limited to, learning management systems, administrative systems and library databases.
- Enhance the functionality and interfaces of systems to enable interoperability among multiple academic and administrative packages.
- Develop a multiyear plan to ensure that classrooms, labs and other instructional platforms are commensurate with pedagogical needs.

**Develop plans to keep abreast with changing mobile access technologies and needs.**

- Starting with mobile devices, plan for inclusion of emerging technologies.
- Ensure that collections, storage, access and availability are commensurate with the needs of faculty, researchers and students. Continue to evolve the resources of the library, including tools and capacities needed for online research, as well as further develop a "Learning Commons" approach.
- Regularly examine shared central administrative systems to ensure campus needs are being adequately addressed.
- Reduce the University's carbon footprint through improved energy use and efficiency.

## **Committee on University Advancement**

Chair: Robert Tamarin

### **Vision**

The Committee on University Advancement envisions that UMass Lowell can dramatically increase private revenues with new sources of funding in order to build long-term sustainable support for the institution. Increased fundraising and a strengthened relationship between the University and its alumni will help advance the University and its mission.

### **Goals**

**Develop and implement a Universitywide plan that includes a capital campaign to increase private philanthropic support for UMass Lowell.**

- Substantially grow the UMass Lowell endowment by 2020.
- Develop special initiative campaigns for the ETIC, South Campus academic building, and a new management school building.
- Develop a comprehensive planned giving program that significantly increases support from bequests and other planned gifts.
- Increase participation in annual giving, increasing the number and size of major and principal gifts.
- Create a financially sustainable model for supporting the development of the advancement plan, including adequate staffing and resources.

**Develop and implement a Universitywide student-alumni engagement program.**

- Develop a program that engages students as future alumni from their first year on campus by implementing best practices in student engagement, such as educating students on the importance of alumni support and stewardship of the institution.
- Ensure that alumni are prominently recognized for their achievements.
- Meet alumni “where they are” by developing regional engagement strategies as well as using social and professional networking sites.
- Foster engagement among faculty/staff, students and alumni through mechanisms such as inviting faculty/staff and students to alumni events and asking students and alumni to serve on committees.
- Develop a systematic approach to use alumni engagement to transfer into long-term philanthropic support.

**Create a culture of philanthropy across the campus.**

- Develop and implement a structured communications strategy regarding philanthropy.
- Build engagement and philanthropic activities into student-affairs programs and service-learning activities.
- Ensure that alumni, faculty/staff and friends are prominently recognized for their philanthropy throughout the campus.
- Engage and educate members of the campus community in the advancement process.

**Create a framework for engaging corporate partners.**

- Expand reach of University into the corporate community through professional organizations and networking.
- Develop a framework for engagement of alumni and senior executives through corporate receptions and special initiatives.
- Work closely with campus departments to assess current corporate relationships and broaden them to include philanthropic support.
- Develop opportunities for corporate giving through naming opportunities and corporate partners program.
- Brand and recognize the corporate giving program.

## Committee on Branding and Marketing

Co-chairs: Patti McCafferty and Gary Mucica

### Vision

The Branding and Marketing Committee envisions that by 2020 the University will be nationally and internationally recognized for its academic and research excellence. This will be accomplished by building a comprehensive marketing plan that promotes the UMass Lowell brand through consistent and effective messaging and increased visibility. Branding and marketing efforts should be consistent with the overall branding of the UMass system.

### Goals

**Develop a branding and messaging strategy across all programs to communicate a clear, consistent image of UMass Lowell to all audiences.**

- Conduct market research and develop the UMass Lowell brand, core messages and taglines.
- Integrate the branding and messaging in communications with all audiences.
- Implement the identity standards guide across campus to establish a consistent look for the University.

**Enhance the University's website so that it effectively promotes the campus and facilitates both internal and external communication.**

- Purchase and implement a new web content management system to make updates easier and timelier and to allow a greater use of web 2.0 features.
- Redesign the website to enhance the user experience and better market University programs.
- Develop a more comprehensive and user-friendly intranet site that allows faculty, staff and students to see the latest announcements and day's events at a glance.

**Strengthen use of all traditional and emerging communication vehicles.**

- Leverage the Internet as a primary marketing tool.
- Expand high-visibility advertising such as billboards, television, radio and targeted publications.
- Increase positive attention to the campus through a continued aggressive media relations strategy, including expanding relationships and coverage, for print, broadcast and web-based media in local, regional and national markets
- Enhance the University's visibility by bringing nationally recognized speakers, conferences and related events to campus.
- Develop strategies that will help raise the University's profile and improve its rankings overall, as well as for individual programs.
- Leverage enhanced campus life, including athletics, in marketing messages.

## **Assessment and Implementation**

### **Assessment and Continuous Improvement**

Now that the committees have completed their deliberations and set an ambitious agenda, the University will develop a plan for assessing our progress toward meeting the goals set forth. The commission met in the spring to focus on the development of a framework for institutional assessment that will lead to continuous improvement and movement toward our strategic goals.

A matrix of current benchmarking, assessment and accreditation data and reports has been assembled and cross referenced to the Committee recommendations. The next step will be to determine how to best organize and utilize data currently compiled and reported by the University.

### **Goals**

Establish a matrix of data that assesses University progress toward the strategic plan.

Benchmark the University's progress toward realizing the goals set forth in the UMass Lowell 2020 strategic plan by systematically tracking and analyzing data relative to the goals set forth in the plan.

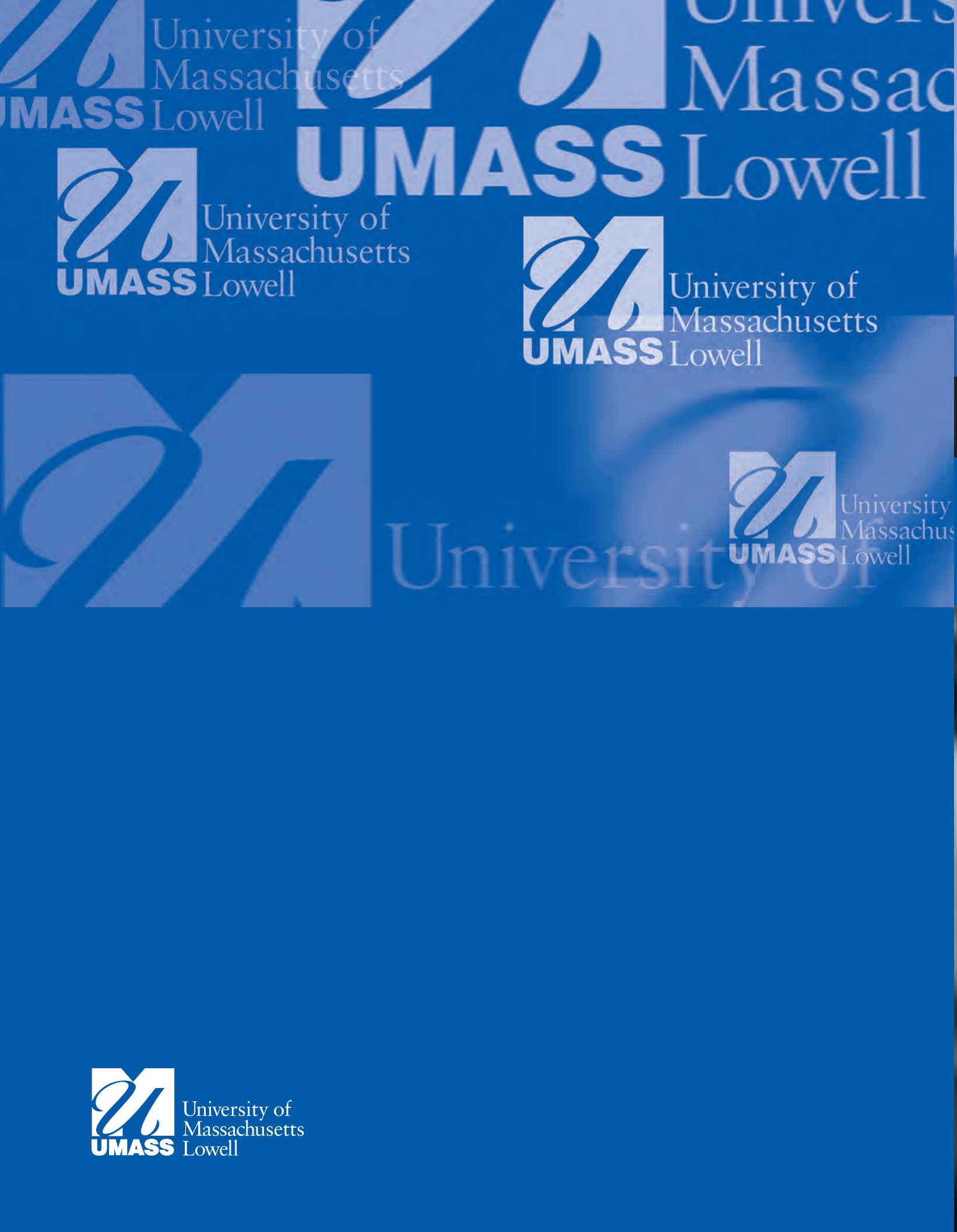
Create a process to engage the University community in analyzing the data to determine University progress toward stated goals.

### **Implementation**

Each vice chancellor will begin working with the various departments and divisions to create or enhance their own strategic plans that integrate the recommendations found in the UMass Lowell 2020 strategic plan. All vice chancellor's and administrators who oversee key areas that impact the budget already submit strategic plans to the budget committee on an annual basis to outline strategic funding requests and opportunities for expanding the revenue base. All funding decisions are now driven by consideration of how strategic investments in key areas such as expansion of tenure track faculty will improve the University's capacities to fulfill the vision set forth in UMass Lowell 2020.

It is expected that the executive committee of the commission, which is made up of the executive cabinet and the co-chairs of the committees, will continue to meet on a regular basis to determine what new or expanded committees are needed to implement the plan, how the commission will be engaged to monitor progress on the implementation of the plan and to fine tune and revise the plan in the future.





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