

JACQUELINE FIDLER MOLONEY, Ed.D.

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PROFESSIONAL EXPERIENCE

Chancellor, University of Massachusetts Lowell, 2015-present

Serves as the leader and chief administrator of a nationally ranked public research university with a bold entrepreneurial spirit and a strong culture of sustainability. Develops strategy for programs concerning academic, organizational and operational functions on campus, and oversees their execution. Operates as lead fundraiser and directs fiscal and physical planning activities. Serves as a liaison to the business community to address workforce development needs, forge partnerships and ensure the university's continued role as an economic driver regionally, nationally and globally.

Select Honors:

- Ranked number 4 of the Top 100 Women-Led Businesses in Massachusetts by the Commonwealth Institute and Boston Magazine, 2017
- Recognized as one of seven Women Who Mean Business by the Boston Business Journal, 2017
- Honored with award for Most Outstanding Achievement in Online Learning by an Individual from the Sloan Consortium (now Online Learning Consortium), 2009

Select accomplishments:

Fundraising and Donor Relations

- Oversaw the launch of the university's first comprehensive fundraising campaign, *Our Legacy, Our Place: The Campaign for UMass Lowell*. The campaign is well ahead of its goal, having already raised more than \$113 million of the 2020 goal of \$125 million.
- Guided the fundraising and associated naming of the College of Sciences in honor of John and William Kennedy, the College of Health Sciences in honor of Roy Zuckerberg, the School of Nursing in honor of Susan and Alan Solomont and UMass Lowell's MakerSpace in honor of Lawrence Lin.

Financial Management and Capital Improvements

- Oversaw a more than \$200 million increase in total gross revenues since 2010 to support the expanding reach and scope of the university's mission.
- Led the continued physical transformation of the campus, with the opening of 14 buildings over the last decade and a doubling of the university's square footage. New facilities include the Mark and Elisia Saab Emerging Technologies and Innovation Center, University Crossing student center, Pulichino Tong Business Center and three new residence halls, including a model public-private partnership.
- Earned the Gold Standard for Sustainability through the STARS evaluation process,

which includes an assessment of sustainability practices across academics, engagement, operations and administration. UMass Lowell is one of only three universities in the state to achieve this distinction.

Enrollment Management and Student Life

- Delivered a 50 percent increase in student enrollment within the space of a decade while also achieving unparalleled gains in selectivity, diversity, and graduation and retention rates. The surge in enrollment helped earn UMass Lowell the distinction of fastest growing public doctoral university in New England and fifth fastest-growing in the nation from the Chronicle of Higher Education.
- Recognized by INSIGHT into Diversity, the oldest and largest diversity magazine in higher education, with a Giving Back award for outstanding commitment to social responsibility, involvement with students, faculty, staff and the community and a commitment to serving underrepresented populations.
- Completed UMass Lowell's transition to Division I NCAA athletics for all River Hawk teams.

Research and Academic Enterprise

- Grew research and development expenditures by more than 20 percent since 2010, and fostered hundreds of public-private partnerships with firms ranging in size from startups to Raytheon.
- Founded UMass Lowell's nationally leading Online and Continuing Education program, which continues to draw increasing numbers of students from all 50 states and countries around the world. More than half of OCE's revenues of nearly \$50 million in FY 2017 were reinvested in UMass Lowell's academic programming.
- Established a business incubator and executive education program at a new satellite campus in Haverhill to provide ease of access to midcareer professionals and to help strengthen the economic vitality of the community's downtown.
- Secured a \$3.5 million National Science Foundation grant to close the gender gap in STEM faculty, as part of Making WAVES (Women Academics Valued and Engaged in STEM); serves as primary investigator.

Tenured Faculty, University of Massachusetts Lowell Graduate School of Education, 1994-present

Taught courses including Leadership in Higher Education, Building Community in Higher Education, General Psychology and Women and Psychology. Regularly invited to present or keynote at national conferences. As a principal investigator, received more than \$6.5 million in foundation grants.

Executive Vice Chancellor, University of Massachusetts Lowell, 2007-2015

Served as deputy to Chancellor Marty Meehan and critical member of a leadership team that transformed UMass Lowell into a top-tier national research university. As a result, UMass Lowell was recognized as the second-fastest-rising institution on the U.S. News & World Report's national universities list and the top public research university in New England for early- and midcareer salaries earned by its graduates, according to national surveys.

Select accomplishments:

Strategic Planning and Management

- Led the development and implementation of UMass Lowell 2020, a 10-year strategic plan. Established a collaborative planning model that engaged more than 250 faculty, staff and students as well as external advisory boards in the planning process.
- Oversaw a comprehensive reorganization of university management, implementing a more student-focused and entrepreneurial management structure.
- Restructured the university's financial management, creating a more efficient organization that increased operating revenues by 103 percent, eliminated a structural budget deficit, replenished financial reserves and implemented a sustainable multiyear financial plan.

Enrollment Management and Student Life

- Established the Division of Online and Continuing Education, and grew it to \$43 million operation with 42 degree and certificate programs and more than 20,000 enrollments annually.
- Oversaw the redesign of the enrollment management operation, which led to dramatic increases in student enrollment, diversity and retention. Over the course of eight years, overall enrollment grew by 48 percent and the number of new students from diverse backgrounds increased by 115 percent. The average SAT score of incoming freshmen rose 80 points during that time.
- Restructured and managed the Division of Student Affairs to improve the student experience. Oversaw the development of robust student life initiatives to enhance campus life, including supporting an active student government, more than 200 student organizations, Division I athletics and an increase in the resident student population to nearly 50 percent.

Economic Development and Entrepreneurship

- Created the Office of Economic Development and Entrepreneurship, which secured more than \$10 million in external funding and established partnerships with numerous public and private organizations.
- Established the DifferenceMaker Program, which engaged more than 3,000 students annually in entrepreneurial programming and raised more than \$500,000 since its inception.
- Represented the chancellor's office on numerous system and statewide economic development initiatives, including the Massachusetts Medical Device Development Center (M2D2) and the Massachusetts Life Sciences Center.
- Served as the primary liaison to the Deshpande Foundation and the principal investigator for a \$5 million grant to create the Merrimack Valley Sandbox and the Deshpande Symposium.
- Co-chaired the Deshpande Symposium for Innovation and Entrepreneurship in Higher Education, the only national conference of its kind, and grew it from an audience of 75 to 300 attendees from more than 100 colleges and universities across the globe.

Endowment-building and Community Relations

- Provided leadership in restructuring the Office of University Advancement and continued

guidance to the Advancement team.

- Served as a key fundraiser, secured major gifts and worked to increase the endowment from \$34 million to \$78 million in less than a decade. In that time, UMass Lowell recorded \$123 million in gifts and pledges and increased the number of endowment funds from 243 to 411.
- Served as a liaison for the chancellor on numerous “town and gown” initiatives that involved thousands of university stakeholders. These efforts helped UMass Lowell earn the designation of being a community-engaged university by the Carnegie Foundation. The university made five consecutive appearances on the President’s Higher Education Community Service Honor Roll.

Capital Improvements

- Worked with the chief financial officer and Office of Facilities Management to develop the campus master plan.
- Contributed to capital projects including the acquisition of two buildings and the construction of six buildings, including the Mark and Elisia Saab Emerging Technologies and Innovation Center, the Health and Social Sciences Building and two new residence halls. In all, 10 new buildings opened on campus during tenure.

Dean of Online and Continuing Education (OCE), University of Massachusetts Lowell, 1994-2007

Established the Division of Online and Continuing Education, a nationally renowned model for professional education and outreach programs and the Northeast’s largest online program by a public university. Grew program from \$6.5 million in annual revenue to more than \$43 million. Managed all aspects of administration and quality assessment, including budgets, reports, projections and university audits. Oversaw all aspects of faculty recruitment and development, online student services with more than 20,000 enrollments annually. Developed and implemented the division’s strategic plan to create a wide range of undergraduate, graduate, corporate and online programs for adult learners and the region’s businesses and organizations. The program received numerous regional and national awards, including prestigious awards from the Sloan Consortium.

Select accomplishments:

- Regularly exceeded ambitious financial targets and returned approximately \$25 million in net revenue to the university’s operating budget.
- Led in the development of corporate partnerships with companies including Analog, Nypro, Gillette and Raytheon. Earned repeated placement in the “Top 10 Computer and Software Trainer List” by the Boston Business Journal and received several University of Continuing Education Association Awards.
- Expanded high-quality education programs targeted to meet the market needs of adult learners and working professionals in the region. Signature degree completion programs and graduate programs were continuously revised according to market needs.

Executive in Residence, UMassOnline, University of Massachusetts system, 2000-2007

Served on the team that founded the university system’s online education program, first as the interim chief academic officer and then as executive in residence. Worked with the CEO to

cultivate and develop new programs and partnerships and represent UMassOnline in Sloan Foundation activities, including serving on the Sloan-C Board of Directors and chairing the Sloan-C International Conference for Distance Learning. Served as principal investigator for UMassOnline for a 2007 systemwide grant of \$650,000 from the Sloan Foundation to develop a national model for blended learning programs that combine online and in-person education.

Dean of University College and Director of the Centers for Learning, University of Massachusetts Lowell, 1990-1994

Appointed as founding director of Centers for Learning and Academic Support Services (CLASS) to integrate a wide variety of academic services for students. The program improved student retention and, after four years, the university created University College to expand these efforts and to incorporate Continuing Education under one umbrella. The college played a major role in stabilizing enrollments on campus by providing support services to faculty and students and won recognition across the region for innovation. Created the following programs as director: Academic and Educational Computing, Advising Center, Freshman Programs, Lowell Connections (bridge program with Middlesex Community College), Tutoring Programs, Faculty Teaching Center and the Honors Program. Spearheaded several universitywide initiatives, including the creation of two scholarship endowments; the New England Association of Schools and Colleges (NEASC) Interim Self-Study, an important component of the university's accreditation; and two major university-wide councils, the Council on Teaching and Learning and the Council on Communications.

Director of the Freshman Programs, University of Lowell, 1986-1990

Served as founding director of comprehensive retention program, which expanded to become CLASS as described above. Conducted numerous studies on retention that enhanced student performance and created a conference on student retention.

Assistant Director of Admissions, University of Lowell, 1985-1986

Developed a recruitment plan for high schools and for recruitment of students from diverse backgrounds.

Director of Talent Search and College Prep, University of Lowell, 1984-1985

Developed and managed program to help disadvantaged high school students transition to college, including successful expansion of program funding from \$80,000 to \$300,000.

Director, Indochinese Refugees Foundation, 1981-1982

Led the development of a comprehensive social service agency serving thousands of refugees who resettled in Lowell from Southeast Asia.

Citizen Advocacy Coordinator, Lowell Association for Retarded Citizens, 1976-1979

Coordinated the development of education and support programs for individuals with intellectual and developmental disabilities.

EDUCATION

Ed.D., University of Massachusetts Lowell, 1992

Master of Arts in Social Psychology, Goddard College, Vermont, 1980

Bachelor of Science in Sociology (Psychology minor), cum laude, University of Lowell, 1975

GRANT FUNDING

- Principal investigator: \$3.5 million National Science Foundation grant to close the gender gap in STEM faculty, as part of Making WAVES (Women Academics Valued and Engaged in STEM)
- Co-principal investigator: \$150,000 for Deshpande Foundation Grant for a symposium on entrepreneurship
- Principal investigator: \$1 million Deshpande Foundation Grant to establish the Merrimack Valley Sandbox
- Principal investigator: \$650,000 Sloan Foundation Grant for a systemwide effort to develop blended learning programs
- Principal investigator: \$45,000 Sloan Foundation Planning Grant to expand blended learning
- Co-principal investigator: \$85,000 Sloan Foundation grant for Sloan-C summer workshop
- Principal investigator: \$45,000 Sloan Foundation grant to develop an online teaching institute
- Co-principal investigator: \$45,000 Sloan Foundation grant to develop an online multimedia program
- Co-principal investigator: \$250,000 for Board of Higher Education Grant for the Lowell Connections
- Principal investigator: \$250,000 for President's Office Grant on web-enhanced instruction
- Secured equipment gift from Nortel Bay Networks assessed at \$250,000

PUBLICATIONS

Moloney, J., Turner, L., & Forman, D. (2014). University of Massachusetts case study, transformational change through clear leadership. In Gentle, P., & Forman, D., *Engaging leaders: The challenge of inspiring collective commitment in universities*. (pp. 37-41). New York, NY: Routledge.

Moloney, J., & Tello, S. (2012, September 18). The Entrepreneurial university [Special section]. *The Lowell Sun* pp. A23.

Moloney, J., Hickey, C., Bergin, A., Boccia, J., Polley, K., & Riley, J. (2007) Elements of successful local blended programs in the context of the Sloan-C pillars. *Journal of Asynchronous Learning Networks*. 11(1).

Moloney, J., & Oakley, B. (2006). Scaling online education: Increasing access into higher

education. *Journal of Asynchronous Learning Networks*. 10(3).

Tello, S., & Moloney, J. (2006). Linking assessment to institutional transformation. *The Sloan-C View*. 5(4).

Moloney, J., Dion, S., Hickey, C., & Siccama, C. (2005). Transforming graduate students through service learning. *Academic Leadership*. 20(11).

Moloney, J., & Tello, S. (2003). Achieving quality and scale through transformative assessment: A case study. *Elements of quality online education: Into the mainstream, volume 5 in the Sloan-C series*.

Moloney, J., & Tello, S. (2003). Principles for building success in online education. *Syllabus*, 16(7) 15-17.

Moloney, J. (1994). Elements and issues of planning a cross-disciplinary general education curriculum. *Journal of General Education*, 43(2), 73-89.

Moloney, J. (1991). Changing beliefs about the under prepared student. In N. Wyner (Ed.), *Current Perspectives on School Culture*. Boston, MA: Brookline Books. Moloney, J. (1994). Spotlight on UMass Lowell. *MFDC Exchange*, 4(2).

Moloney, J. (1992). *Reforming general education: A study of the elements considered by college faculty to plan a cross-disciplinary curriculum* (Unpublished doctoral dissertation). University of Massachusetts Lowell, Lowell, MA.

SELECT PRESENTATIONS

Nevertheless, We Persist: Moving Forward Together, invited keynote, Lowell Women's Week, Lowell, MA, February 2018

Women in Leadership, invited keynote, Annual Woman of the Year Gala, India New England News, Burlington, VT, June 2016

Innovation and Entrepreneurship as a Means to Institutional Transformation, Fulbright Seminar invited keynote, May 2015

Innovation and Entrepreneurship as a Means to Institutional Transformation, chair, Plenary Panel, Symposium for Entrepreneurship in Higher Education, June 2014

Guiding Framework for the Entrepreneurial University, invited panel presenter, Symposium for Entrepreneurship in Higher Education, June 2013

Finding Your Voice, keynote, Annual Women Student Leaders Conference, UMass Lowell, 2013
UMass Lowell: A Public Enterprise for Entrepreneurship and Innovation, Massachusetts Board of Higher Education Trustees Retreat, 2013

Rebooting the New Talent Economy, invited panelist, Eastern Association of College and University Business Officers (EACUBO) Annual Meeting, 2012

Boundless Opportunities, Online Programs, invited, Internet2, Chicago, 2007

Strategies for Scaling Online Programs, Sloan-C International Conference, pre-conference workshop, Orlando, 2006, 2007

Strategies for Online Teaching and Learning, keynote, Wentworth Institute of Technology, 2006
Assessment for Excellence. Online Workshop, invited by Sloan-C 2005, 2006, 2007

New Dynamics of Teaching with Technology, keynote, University of Illinois, 2005

From Innovation to Mainstream and Administrative Strategies for Expanding Online Programs: Pre-Conference Workshop, co-chair, plenary panel, Sloan-C 10th Conference, 2004

Engaging Faculty in Online Education, keynote, University Council for Educational Administration (UCEA) Executive Series, 2004

The Not-For-Profits' Approach to Online Higher Education, invited panelist for UBS Global, 2004

Getting Started: Online Course and Program Development, Sloan-C International Conference, 2003

Achieving Quality in Online Education through Transformative Assessment, invited, Sloan-C Research Workshop, 2003

Principles for Building Success in Online Education, Syllabus Conference, Boston, 2002

Strategies for Expanding Online Education, invited, New York City Regional ALN Meeting, 2002

Faculty Victorious; Surviving the Dot-Com Threat, keynote, Bridgewater State University, 2001

Pleasant Surprises With Web-Enhanced Teaching, keynote, Gordon College, 2001

It Takes A Village: To Move a Course Online, Sloan-C Conference, Orlando, Fla., 2001

Accommodating Changing Student Profiles, keynote, Fisher College Faculty Convocation, 2001

Development and Delivery of Distance Education Programs, Syllabus 2000 and NorthEast Regional Computing Program (NERCOMP), 2000

Building On-line Programs, invited, Documentation and Training Conference at Boston

University, 2000

Crafting the Win/Win with Corporate Partners, invited, Region I UCEA, Burlington, Vermont, 1999

Web-Based Instruction for Faculty, Massachusetts Educational Computing, Boston, 1999

Partnerships & Consortia for Distance Learning, invited, New England Board of Higher Education, 1998

Trends and Paradigm Shifts for Continuing Education, invited, Region I, UCEA, 1997

Transforming the Academy by Empowering the Faculty, American College Personnel Association, 1995

Faculty Perspectives in Planning Cross-Disciplinary Curriculum, New England Educational Research Organization, 1992

COMMITTEE MEMBERSHIPS AT UMASS

- Co-chair of UMass Lowell 2020 Strategic Plan, 2010-2015
- Co-chair of Deshpande Symposium for Innovation and Entrepreneurship in Higher Education, 2012-2015
- Co-chair of North and South Campus Master Plans, 2008-present
- Chair of Mark and Elisia Saab Emerging Technologies and Innovation Center Fundraising Committee, 2011-12
- Co-chair of Inauguration Committee and Commencement Eve Gala, 2007-2008
- Chair of Search Committee for UMass Online Chief Executive Officer, 2008
- Chair of UMass Lowell Downtown Development Committee, 2008-10
- Sponsor, Search Committee for Provost, 2008
- Committee on Communications, Media and Information Technology, Chair, 2005
- UMass Lowell NEASC Accreditation Self-Study Steering Committee, 2002-2003
- UMassOnline Cross-Campus Advisory Council, 2001-2007
- President's Distance Education Study, 2000

PROFESSIONAL AND CIVIC ASSOCIATIONS

- Commonwealth of Massachusetts, Workforce Skills Cabinet, Regional Workforce Skills Planning Initiative member, 2017-present
- New England Board of Higher Education, Commission on Higher Education and Employability, committee member, 2017-present
- University of Maryland University College – Five Year Review of President Javier Miyares, Committee Member for Academic Effectiveness and Efficiencies, February 2017
- New England Board of Higher Education, New England State Authorization Reciprocity

- Agreement, committee member, 2016-2017
- Co-Chair of the Deshpande Symposium for Innovation and Entrepreneurship in Higher Education, 2013-2015
- Chair of Sloan-C International Conference, 2005-2006; Chair Elect Sloan-International Conference, 2004; Chair of Pre-conference Committee, 2007
- Pi Lambda Theta

BOARD MEMBERSHIPS

- America East Academic Consortium, Board of Presidents, 2017-present
- MKS Instruments, Board of Directors, 2016-present
- The Lowell Plan, Ex-Officio Board member, 2015-present
- UMass Foundation, Ex-Officio Board member, 2015-present
- Enterprise Bank, Board of Directors, 2010-present
- Lowell General Hospital, Executive Board, 2010-2016
- Greater Lowell Community Foundation, Board of Directors, 2003-2015
- American Textile Museum, Board of Trustees, 2008-2015
- Sloan Consortium, Board of Directors, 2003-present
- Merrimack Valley Venture Forum, Board of Directors, 2003-2005
- Girls Inc., Board Member, 1999-2005
- House of Hope, President, 1999-2002, and Board of Directors, 1995-2002
- Saints Memorial Medical Center, Board of Governors, 1995-1997

AWARDS

- Recognized as one of seven Women Who Mean Business by Boston Business Journal, 2017
- Bishop McNamara Award for Citizenship, 2015
- Merrimack Valley Food Bank Honoree, 2014
- UMass Lowell Distinguished Alumni Award, College of Fine Arts, Humanities and Social Sciences, 2014
- Lowell Sun Salute to Women Honoree, 2012
- House of Hope Outstanding Volunteer, 2011
- Inaugural Class of Sloan-C Fellows, 2010
- Sloan-C Most Outstanding Achievement in Online Learning by an Individual Award, 2009
- Woman of the Year Award from Girls Inc., 2008
- Salvation Army Award for community contributions, 2007
- Council on Teaching, Learning and Service as Scholarship Recognition Award, 2002
- UMass Lowell Honors Program Service Award, American Council on Education
- National Leadership Identification Program Award, 1996