

# 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:

- UMass Lowell ranked highest in higher education and among Top 15 overall in Commonwealth Institute's and Boston Globe's Top 100 Women-led Businesses in Massachusetts, 2017, 2018, 2019, 2020
- Honored with the Ray Stata Award from the Massachusetts High Technology Council in 2019
- 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 university's first comprehensive fundraising campaign, *Our Legacy, Our Place: The Campaign for UMass Lowell*. The campaign raised more than \$165 million against an initial goal of \$125 million.
- Guided the fundraising and associated naming of the Pulichino Tong Business Center in honor of John Pulichino and Joy Tong; the College of Health Sciences in honor of Roy Zuckerberg; the School of Nursing in honor of Susan and Alan Solomont; a new science and engineering building in honor of James Dandeneau; a new engineering building in honor of Bhupen and Ramika Shah and a new Institute for Sustainability and Energy and the DifferenceMaker program in honor of Brian and Kim Rist.
- More than doubled the university's endowment to \$102 million.

### ***Financial Management and Capital Improvements***

- Led efforts to rapidly close a budget gap of more than \$80 million, preserve essential academic and student services and ensure financial stability throughout the COVID-19 pandemic.

- Oversaw a more than \$145 million increase in total gross revenues since 2010 to support the expanding reach and scope of the university's mission.
- Led the physical transformation of the campus with the construction, acquisition or renovation of 19 buildings over the last decade. New facilities include the Mark and Elisia Saab Emerging Technologies and Innovation Center, the University Crossing student center, the Pulichino Tong Business Center, and the expanded Coburn Hall.
- Earned the highest rating for total campus sustainability of any Massachusetts college or university from the Association for the Advancement of Sustainability in Higher Education.

### ***Enrollment Management and Student Life***

- Delivered a 25 percent increase in student enrollment over the past decade while also improving selectivity, diversity, and graduation and retention rates. During this surge in enrollment, UMass Lowell was the fastest growing public doctoral university in New England and was consistently named among the fastest-growing schools in the nation by 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 elevation to Division I NCAA athletics for all River Hawk teams.
- Increased the percentage of fully accessible buildings on campus to 96 percent.
- Joined the JED Campus initiative and increased overall supports for student mental health, wellness and crisis response.

### ***Research and Academic Enterprise***

- Grew research and development expenditures by more than 55 percent since 2010, and fostered hundreds of public-private partnerships with firms ranging in size from startups to Fortune 500 companies.
- Founded UMass Lowell's nationally leading Division of Online and Continuing Education—now called Graduate, Online and Professional Studies—which continues to draw increasing numbers of students from all 50 states and countries around the world.
- Established a business incubator and executive education program at a 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 course 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 or substantially renovated buildings opened on campus during tenure.

#### ***Dean of Online and Continuing Education, 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 course 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, LARC, 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 10<sup>th</sup> 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, 2003-2009
- 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**

- UMass Lowell ranked highest in higher education and among Top 15 overall in Commonwealth Institute's and Boston Globe's Top 100 Women-led Businesses in Massachusetts, 2017, 2018, 2019, 2020
- Ray Stata Award, Massachusetts High Technology Council, 2019
- Recognized as one of seven Women Who Mean Business by Boston Business Journal, 2017
- Giving Back Award, INSIGHT Into Diversity magazine, 2016
- 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