

UMASS LOWELL 2020
STRATEGIC PLANNING COMMISSION
RETREAT

November 7, 2017

COMMITTEE REPORTS



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Transformational Education Committee

Pillar I: Transformational Education

- *Continue to create innovative curriculum and programs that foster academic excellence.*
 - *Continue to build opportunities for students to participate in experiential learning and community engagement.*
 - *Pursue innovations in teaching and learning to foster student success.*
 - *Respond to economic and workforce development needs by expanding access to the university's high-quality programs on campus, at satellite sites and online.*
 - *Integrate sustainability and climate change literacy in learning and research.*
 - *Provide a world-class co-curricular experience that promotes healthy, mindful, responsible and civically engaged students who are prepared to lead and create positive impact.*
 - *Cultivate a vibrant campus and community experience.*
 - *Continue to build highly competitive disciplinary and interdisciplinary master's programs that position graduates to advance their careers and become leaders in existing and emerging industries.*
 - *Expand the university's internationally recognized Ph.D. experiences by providing excellent classroom, lab, research and teaching opportunities to produce outstanding scholarship and thought leadership.*
 - *Enhance experiential and international learning opportunities to enrich the graduate student experience.*
 - *Create a system for the assessment and continuous improvement of all programs.*
 - *Strengthen our commitment to academic excellence by creating new venues for enrichment, support and celebration of our faculty.*
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Accomplishments

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

- Core curriculum and essential learning outcomes in place
- Degree pathway revisions
- Honors College established with a dean overseeing programming
- Interdisciplinary and interdepartmental collaboration

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

- Expansion of industry co-ops, research co-ops, community co-ops
- Service learning designated courses

- Expansion of DifferenceMaker program
- Preparation for community engagement embedded in the core essential learning outcomes (ELOs); inclusion of diversity, cultural awareness, social responsibility and ethics
- Applied and integrated learning core ELO in every department

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

- Mini-grants for new course ideas
- Faculty development committee intersession workshops
- Teaching and Learning Symposium
- Enhanced advising and academic support
 - Reorganization of academic affairs
 - Starfish Early Alert
 - Solution Center
 - Advising affinity group
 - Centers for Learning and Academic Support Services (CLASS)
- Learning commons in library
- Focus on the partner library

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

- Increased summer programming
- Satellite campus in Haverhill
- Closer linkage between CE and Academic Affairs
- Expansion of web-enhanced instruction by moving it to IT

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

- Climate change teach-in
- Undergraduate minors: Environment and Society, Climate Change and Sustainability
- Undergraduate and graduate courses
- Climate Change Coalition – student group

6. Provide a world-class student experience that promotes healthy, responsible and civically engaged students who are prepared to lead in the 21st century

- Establishment of a robust student wellness cluster
- Expanded leadership training and development opportunities in Student Affairs

7. Cultivate a vibrant campus and community experience

- Division I status
- Living-Learning Communities (LLCs) developed: 17 first-year LLCs and 6 upper-class LLCs
- Adoption of E² LOs – Enriching Essential Learning Outcomes—to connect classroom learning with aligned events and experiences
- Growth of club offerings and campus recreation options

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

- Security Studies
- Public Administration
- Health Care Innovation and Technical Entrepreneurship
- Pharmaceutical Sciences
- Project Management for Life Sciences
- Higher Education Administration
- Energy Engineering

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

- Ph.D. degrees added in Criminal Justice, Global Studies, Business, Education, Psychology
- Classroom and lab upgrades: ongoing

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

- Mini-grants for new course ideas
- Faculty Development Committee intersession workshops
- Teaching and learning symposia
- International partnerships established
-

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

- Revisions of AQAD (Academic Quality Assessment and Development) for 2017 onwards
- NSSE data of student satisfaction
- Core curriculum adoption as preparation for first-ever general education assessment program
- Participation in state and national assessment projects
- Making curriculum advising available to departments

2017 Subcommittee Priorities

Subcommittee	Priority
Student Success	Retain high-risk students Onboard new students Coordination of advising
Curriculum Enhancement	Center for Learning and Teaching Design capstone experiences in the majors
Work Readiness	-----
Faculty Success	Establish a Center for Innovation and Success with a focus on mentoring and high-impact pedagogies Develop strategies to recognize service in workload agreements Improve guidance for promotion to professor (NTT and TT)
Faculty Honors	-----
Graduate Education	New graduate certificates
Academic Sustainability	Create a culture of sustainability by reaching into the curriculum.

Events:

- Symposium on Teaching, Learning and Research

Student Success Mini-Grants awarded to:

- Mazzen Ghaziri and Ainat Koren (DifferenceMakers in nursing)
- Nikolay Lepeshkin (Physics flipped classroom)
- Susan Tripathy and Kavitha Chandra (Vibes and Waves in Action)
- Ellen Wetmore (Mural)
- Gena Greher (Drums)
- Jay Weitzen and Don Bowden (ECE lab/Analog Discovery)
- Mary Gormley (Writing Center online tutoring)

Academic Sustainability Committee

Pillar I: Transformational Education

- *Integrate sustainability and climate change literacy in learning and research.*
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Accomplishments

The Academic Sustainability Committee met three times in FY17. The committee is staffed by the Office of Sustainability with representation from different sectors across the campus. The committee has sizeable representation from UMass Lowell's Climate Change Initiative (CCI).

- The committee assisted with the academic components of the interim update to UMass Lowell's Climate Action Plan, as well as the submission of a comprehensive annual report to Second Nature.
- The committee assisted and supported the Office of Sustainability hiring of Shanna Thompson from the College of Education to serve as the instructor for a sustainability and climate change-focused freshman seminar. Over the past year, Shanna has worked with the committee to develop a standard format for the seminar and with LibGuides to assist with further adoption.
- The committee assisted in the development of the freshman seminar module and presentation that will be offered this fall semester on a soft basis, with a more formal rollout scheduled for the spring 2018 semester through the Manning School of Business.
- Using UMass Lowell's Association for the Advancement of Sustainability in Higher Education (AASHE) STARS gold submission as a starting point, Office of Sustainability staff are working with committee members to identify a more refined list of sustainability-focused course offerings. The intent is to have these courses available as options in the existing Environment and Society and Climate Change and Sustainability minor programs.
- The committee recognizes the importance of working closely with the Provost and his team to identify opportunities to introduce sustainability learning outcomes and enhance sustainability curriculum within course selections.
- The committee supports the new greenhouse and community gardens on East Campus as a viable means and destination to integrate education, student-faculty engagement and learning opportunities. It is an area that demonstrates UMass Lowell is a living laboratory.

Financial Wellness Committee

Pillar I: Transformational Education

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

Accomplishments

The Financial Wellness Committee was a newly created strategic planning committee in academic year 2016-17. The committee established three subcommittees—Financial Planning, Peer-to-Peer Advising and Academic/Financial Planning—and collectively, the groups met 14 times throughout the year. The strategic priorities and key goals identified for the subcommittees include:

- Create a comprehensive campus-wide financial wellness program (e.g., basic money management skills)
- Enhance financial planning tools and resources (e.g., how to pay for college)
- Enhance integration of academic and financial advising models

Committee activities and discussions focused on the following areas:

Money Management Mentor Program

Peer-to-peer advising program:

- Student participants will be certified by local credit union on financial wellness and basic money management skills
- Student participants will conduct workshops and presentations and represent money management mentors at campus events
- First group of money management mentors being trained during fall 2017

New Student Financial Planning Sessions

- Piloted in spring 2017
- Financial Aid and Solution Center hosted 54 families for one-on-one counseling on building a financial plan for college
- Of the 54 families served, 74 percent of the students had a sustainable financial plan before fall classes began
- Developed an interactive cost planner to help students and families calculate cost, financial aid and remaining balance with additional financing options
- 2018 goal is to expand these sessions and distribute cost planner to all students

Financial Planning Tools/Resources

- Cash Course integrated in first-year seminar courses (online instructional models to build basic money management skills)

- Financial Aid TV GetAnswers provides online videos about various financial aid processes, including loans, how to apply, satisfactory academic progress and financial wellness
- Videos are integrated across UML website

Academic Advising/Financial Wellness Integration

Conducted financial wellness updates for professional advisors to discuss the impacts of students prolonging their education via dropping courses, withdrawing, attending less than full time, changing majors and adding majors/minors.

Goals for 2017-2018

- Expand peer-to-peer mentoring program
- Expand new student financial planning sessions
- Coordinate planning efforts and integrate activities with campus academic advising initiatives to provide students with a comprehensive academic and financial planning support system.

Global Engagement and Inclusive Culture Committee

Pillar II: Global Engagement & Inclusive Culture

- *Become a university of choice for students from diverse backgrounds by strengthening recruitment and retention programs.*
 - *Build on successful recruiting and retention strategies to support increased diversity and excellence in faculty and staff.*
 - *Support students, faculty and staff in developing more effective inclusive practices and behaviors.*
 - *Continue to strengthen international partnerships that enhance faculty, staff and student experiences and collaborations.*
 - *Support the five-year, NSF-funded Making WAVES initiative (Women Academics Valued and Engaged in STEM) to improve the climate for women and members of other underrepresented minority groups on the faculty.*
-

Accomplishments

Continued to work on programs and priorities to make UMass Lowell a university of choice for students from diverse backgrounds

- Support of students and communities with vulnerable or targeted status (e.g., international, DACA, LGBTQ, Muslims)
 - Identify opportunities for funding to support Diversity, Equity & Inclusion (DE&I) campus initiatives.
 - Explore opportunities for corporate or other sponsors to fund campus DE&I initiatives.
 - Collaborative effort last spring/summer to provide proactive strategies (e.g., webinars and virtual support platform) to prospective international students to alleviate any undue anxiety about studying in Massachusetts following the travel bans, etc.
- Continue to support campuswide education, awareness and infusing cultural competence at all levels (faculty/staff/student engagement, speaker series).
- Campus Visibility and Ease of Resource Navigation:
 - A new diversity web portal was developed and launched December 2016: www.uml.edu/diversity. It houses all campus diversity-related efforts and serves as an important clearinghouse of resources.
 - i. A calendar feed was added to coordinate and further highlight diversity programming on campus.
 - Current Employee Resource Groups (ERGs) have both added staff/faculty networks to the diversity portal to enhance efforts to network and support onboarding and maintain a welcoming climate.
 - i. Out & Ally Network: sponsored by the LGBTQ-ERG
 - ii. Diversity & Inclusion Network: sponsored by the Diversity & Inclusion ERG
 - Enhance environmental markers (arts and artifacts, including visuals across campus, bias hotline, conduct code).

Built on successful recruiting and retention strategies to support increased diversity and excellence in faculty and staff

- Commitment to move the diversity and inclusion needle forward:
 - Faculty/staff: disaggregation of data, increase representational diversity in workforce, enhance diversity retention and hiring practices and related efforts
 - Students: continue to increase student representational diversity and persistence (retention and graduation rates)

Supported students, faculty and staff in developing more effective inclusive practices and behaviors

- Continue to collaborate with WAVES Advance Institutional Transformational Internal Advisory Board (see below) and SEA Change Advisory Committee.
- In partnership with the National Center for Transformation and Equity, administered a campuswide culturally engaging campus environment (CECE) survey to students last fall followed by an on-campus site visit by CECE consultants in October 2017 to discuss survey results and begin to develop action plans for advancing equity and inclusion practices.
- Ongoing conversations with Aramark including SGA and Cultural Council of student leaders to continuously expand and increase culturally diverse food options at campus dining and catering.
- Collaborate with Academic Affairs in expanding and supporting the development of an inclusive curriculum.
- Exploring opportunities for further campus engagement in DE&I, e.g., community DE&I summit.
- Discussing plans for the development of a DE&I strategic plan as sub-plan to 2020 to articulate campus DE&I goals (potentially in collaboration with SEA Change initiative).

Continued to strengthen international partnerships that enhance faculty, staff and student experiences and collaborations

- English as a Second Language (ESL) Program will continue to be discussed for potential development as a structural program to meet the needs of the students and the campus.
- A proposed new International/Cultural Living-Learning Community for fall 2018 is currently being researched and vetted for possible inclusion of potential and returning study abroad students as well as international and domestic students.
- Further strategies are needed to support and expand the study abroad experience and debunk common student myths such as affordability perceptions or increased credit load.

Equity Climate Committee

Pillar II: Global Engagement and Inclusive Culture

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

Accomplishments

Making WAVES: ADVANCE Institutional Transformation

Year One of the Grant:

1. Established buy-in from wide range of campus leaders and groups
 - Chancellor Moloney serves as PI and integrated the Making WAVES initiative into the university's 2020 Strategic Plan.
 - Internal Advisory Board (Equity Climate Committee), part of the 2020 Strategic Plan with representation across colleges and ranks.
 - Hosted a Provost Speaker Series on WAVES-related topics.
 - WAVES presented to the Deans' Council and met individually with every dean.
 - Regular meetings held with the deans of Engineering, Science and FAHSS.
 - Faculty Development Council (FDC) agreed to co-sponsor WAVES activities, and WAVES was presented to the full FDC.
 - The Massachusetts Society of Professors faculty union met with WAVES team members and agreed to co-sponsor WAVES activities.
 - Faculty Senate meetings with WAVES members resulted in a nonbinding resolution in support of WAVES.
2. Hosted highly visible campus-wide events to educate the broader campus community about the Making WAVES initiative
3. Created a personnel infrastructure for the ADVANCE program by clarifying the organizational structure within the team and reporting relationships with the administration and hiring a project manager, a postdoctoral fellow, two evaluation doctoral students and a doctoral student to work on the social science addendum
4. Established offices in visible locations on both campuses: Center for Women and Work moved to a house with dedicated WAVES offices on South Campus and a WAVES office has been established on North Campus.

Progress on Goals

Disrupt microaggressions:

1. Awareness Campaign
 - Improved WAVES/ADVANCE web page.
 - Presented subtle gender bias (SGBI) survey results from fall 2015 and facilitated small group discussions at semiannual College of Engineering retreat.
 - Rolled out microaggressions blog on web page.
 - Formal WAVES Events, including project kickoff, “Women’s Works,” Provost’s Speaker Series, and keynotes at Faculty Research, Teaching and Creative Works Symposium and Lowell Women’s Week.
2. Groundwork for Bystander Training
 - Consulted with experts on bystander training and conducted interviews with faculty about current bystander behaviors and possible barriers to action.
 - Conducted campuswide SGBI survey.
 - Consulted with experts on bystander training.
 - Hosted meetings to coordinate with other campus entities (Student Affairs and HR/EOO) that conduct bystander training.
3. Identify Cadre of Equity Leaders
 - Deans nominated faculty interested in doing bystander training.
 - Identified faculty to serve as Equity Leaders for first year.
4. Daily Diary Study to develop new methodological approach to measuring microaggressions
 - Baseline and daily measures developed; pilot study conducted with members of WAVES team.
 - Nationwide rollout of finalized survey coincided with the WAVES presentation at the annual ADVANCE/Association for Women in Science workshop (AWIS), fall 2017.

Provide alternative support mechanisms:

1. IDEA (Interdisciplinary Exchange and Advancement) Mentoring Groups
 - Soliciting input about current mentoring initiatives, asking what exists and what is working.
 - Drafted a survey to assess mentoring needs.
2. 50/50 Lectures and Mentoring Opportunities
 - Hosted two 50/50 lectures, where half of the lecture is about the scholar’s area of technical expertise and half is about their career path.

Promote equity accountability:

1. Transparency in evaluations
 - Proposed the adoption of new decision-making guidelines for all important personnel decisions. Met with Faculty Senate leadership and MSP leadership to garner support.
 - Procedures already adopted by many departments.
 - Meetings held to further the adoption of these procedures (e.g., Deans’ Council, chairs’ training workshop, department personnel committees).

- Conducting fall 2017 survey of department and/or personnel committee chairs to determine current use of protocol guidelines.

2. Service equity

- Coordinating actively with rollout of digital faculty profiles (Digital Measures).

Dissemination and Evaluation:

1. Dissemination

- Presentations of WAVES work were given at American Psychological Society, Society for Community Research and Action, and at annual ADVANCE/AWIS workshop in fall 2017.

2. WAVES external evaluation

- The WAVES external evaluator was on campus in September to interview administrators, department chairs, internal advisory board members and WAVES team members.

3. WAVES internal evaluation

- Internal evaluation briefings and reports have been completed for several events and activities, including the 50/50 lecture series (two), the Provost's speaker series (two) and the SGBI summary.

International Experience Committee

Pillar II: Global Engagement & Inclusive Culture

- *Become a university of choice for students from diverse backgrounds by strengthening recruitment and retention programs.*
 - *Continue to strengthen international partnerships that enhance faculty, staff and student experiences and collaboration.*
 - *Support students, faculty and staff in developing more effective inclusive practices and behaviors.*
-

Accomplishments

The committee identified three priority areas and created subcommittees for each:

- English as a Second Language (ESL)
- International Living Community (ILC)
- Study Abroad

The committee also recommended that a new bullet item be added to Pillar II, point 4:

“Develop and promote a living-learning environment that supports domestic and international student engagement and interaction.”

1. English as a Second Language (ESL)

- Improve efficacy of current Navitas academic English model, with official UMass Lowell oversight of academic structure and outcome.
- Recommend creating a UMass Lowell-owned ESL program.
- Identify appropriate UMass Lowell department to oversee the ESL program (Online and Continuing Education, World Languages, English, Education, or develop an Applied Linguistics major with experienced faculty in this area).
- Create a business plan with a revenue-generating feature to support new department. Suggestions include:
 - A summer English program for international high school students preparing them for a U.S. college career
 - Short-term English programs tailored to international employers
- Create a marketing campaign for Navitas recruiters, current MOU partners and others to highlight options.
- Recommend the development of a TA training and support program and require a minimum level of English proficiency in the TA offer letter and TA/RA contract.

2. International Living Community (ILC)

- An ILC would increase cultural diversity by integrating international, domestic, returning study abroad students and exchange students as well as other students who are passionate about world cultures.

- This would provide an opportunity for international students to practice English within their living community.
- Propose that the international experiences house be located in Bourgeois Hall, with an initial community size of 50-100 students (30 World Passport Living-Learning Community participants and 20-70 international and domestic students).
- Expand the existing Pair Up program through the Office of Multicultural Affairs to connect and provide international and domestic students a multicultural experience that would include sharing both American and non-American cultures.

3. Study Abroad

- Rapid expansion of international experience options at UMass Lowell since 2012 now requires a strategic plan to prioritize and focus on productive partnerships and programs and a careful mapping of international experiences to the student curriculum.
- Recommend the formation of an advisory panel for international learning experiences with representation from Study Abroad, Residence Life, Registrar, Financial Services, ISSO and representatives from each college (among others as needed) to work on the following:
 - Create a marketing strategy to illustrate international experiences as a value item, similar to the professional co-op program and “work ready” campaign.
 - Establish policy/guidelines and workflows to support and sustain international learning experiences and maintain best practices.
 - Review academic policies to support student participation in international experiences.
 - Review existing websites and create and maintain sustainable websites that foster faculty/student/staff research and exchange.

Title IX Committee

Pillar II: Global Engagement & Inclusive Culture

- *Become a university of choice for students from diverse backgrounds by strengthening recruitment and retention programs.*
 - *Build on successful recruiting and retention strategies to support increased diversity and excellence in faculty and staff.*
 - *Support students, faculty and staff in developing more effective inclusive practices and behaviors.*
-

Accomplishments

Grant Received

Student Affairs secured a \$10,000 Avon Foundation grant to engage men in the reshaping of rape culture.

Case Coordination

- Managed a number of Title IX concerns or complaints filed, both internally and with the Massachusetts Commission Against Discrimination. This includes interim measures and recommendations to the administration regarding sanctions and remedies.
- Coordinated weekly update meetings with the Office of Student Conduct on its Title IX cases. This ensures review of decisions and oversight for campus patterns and confirms consistency of sanctions.
- Student Conduct received 8 percent more reports than the previous year; however, investigations increased by 25 percent. This is because, during the current year, full cooperation was received from all complainants, providing vital information about respondents at a higher rate.
- Student Conduct conducted an assessment of complainants' experiences with the conduct process. Almost all respondents reported that they felt they were given the opportunity to provide all information related to the incident, that their thoughts were considered during the process, and that they were very supported during the process.

Training and Information Provided to the UMass Lowell Community

- New employee orientation, offered on most Mondays, includes presentation and materials on preventing and responding to sexual violence.
- Online Intersections: Supervisory Version of Preventing Harassment/Title IX training via LawRoom; completed by 1,240 participants.
- Online Intersections: Non-Supervisory Version of Preventing Harassment/Title IX training via LawRoom; completed by 330 participants.
- In-person Title IX workshops: employees who signed up via Workplace Learning & Development offerings; faculty advisors; Campus Recreation; Transportation and FAHSS TAs/RAs.
- Online Clery training via LawRoom; completed by 91 participants.
- In-person Clery trainings for living-learning community advisors and staff and for club sport coaches.

- Supervisory Leadership Development, Part 6: Legal Liabilities, Diversity Awareness and Policies and Resources, included training content addressing Title IX.
- In-person Bystander Awareness workshops.
- On the Diversity web portal: In partnership with others, we created the gender equity and Title IX page and the LGBTQ page. The gender equity and Title IX page includes information about the Intersections training and suggested syllabus language. The LGBTQ page includes a subpage on information regarding transgender, including process and forms for indicating name and gender change for university records.
- On our website, reorganized information into two subpages, sexual harassment and sexual assault; also created a subpage for gender.

Training Received

- Student Conduct increased the number of trained student conduct investigators from five to 10. This is in addition to replacing two investigators who left due to attrition.
- Representatives of HR/EEO participated in the student conduct process training.
- Staff members from HR/EEO and Student Affairs participated in Bring in the Bystander training.

Policy and Procedure

- Updated the flowchart of processes for student conduct and employee complaints.
- Instituted the Statement on Restroom and Locker Facilities.
- Updated and reviewed the Consensual Relationships policy.
- Collaborated with system campuses regarding the University of Massachusetts Harassment Prevention policy, definitions and policy implementation standards.
- Created a large-print version of the guidelines on sexual harassment, sexual discrimination and sexual misconduct.
- Drafted the sexual harassment, sexual discrimination and sexual misconduct policy in the new format. It is under review.
- Made minor edits to the guidelines on sexual harassment, sexual discrimination and sexual misconduct procedure.

University Research and Engagement Centers Committee

Pillar III: Innovative Research and Entrepreneurship

- *Increase research expenditures to \$90 million per year by developing significant partnerships and multidisciplinary centers and by increasing proposal success rate.*
 - *Raise national and international awareness of research quality by increasing visibility of research accomplishments and supporting faculty for external honors and awards.*
 - *Enhance the quality of the research experience for students and increase student participation in research.*
 - *Grow the innovative and entrepreneurial spirit of our students, faculty and staff and facilitate the translation of research discoveries for public benefit, encouraging the creation of new programs, services and products that change the world.*
-

Accomplishments

- All research and engagement centers delivered presentations in spring 2017 to the deans highlighting activities, accomplishments, challenges and strategic plans. Outcomes were used to help the committee develop a 2017 action plan.
- Research and engagement centers annual report forms were updated in summer 2017 to focus more on strategic planning and SWOT analysis. Committee continued to work on improving processes for evaluation of new center proposals and for annual and periodic reviews of existing centers.
- Worked with the vice chancellor for research and innovation and the associate vice chancellor for research administration and institution compliance to secure resources to support action plan.
- Committee held two listening sessions in fall 2017 with research and engagement center directors and leadership to discuss action plan. Outcomes were used to modify plan and areas of focus.

Primary Goals for 2017-2018

- Launch initiatives to promote and support strategic planning activities among the research and engagement centers.
- Continue to refine the processes for review and evaluation of new center proposals and for annual and periodic reviews of existing centers.

Action Plan for 2017-2018

Based on the feedback from the center and institute directors on the committee's priorities for the coming year, the committee has worked in close coordination with Vice Chancellor Julie Chen and Associate Vice Chancellor Anne Maglia to develop institutional mechanisms to:

- Improve the internal and external visibility of the university's centers and institutes.
- Support centers and institutes in their community building and organizational development efforts.

- Expand incentives for collaboration across centers and institutes to engage in interdisciplinary projects.
- Expand the range of university resources available to both emerging and established centers and institutes to promote their long-term strategic growth and fiscal sustainability.

Activities to address these needs include:

- Deployment of dedicated resources (FTEs, skills, funds, etc.) to assist centers in enhancing their marketing and external visibility, including support for workshops and events.
- Investment of new resources to support collaborative proposal development among centers and institutes.
- Launch of a new capacity-building initiative designed to support centers and institutes in meeting their most pressing strategic challenges. Initiative will include both broad-based opportunities open to all centers (e.g., series of seminars and workshops) as well as more targeted consultation resources targeted to specific areas of strategic need, including community building, organizational capacity and governance, financial sustainability, external stakeholder engagement and cultivation of leadership, particularly among junior faculty.

Dissemination and External Visibility Committee

Pillar III: Innovative Research and Entrepreneurship

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

Accomplishments

- Brought together a group that represents faculty, staff and administrators from each of the university's schools and colleges to discuss new avenues to get the word out about the university's excellence in research.
- Identified several opportunities—some that would not require tremendous change, others that would need a large commitment of time and resources.

Recommendations include:

- **Events and conferences**
 - Hosting events for the campus and community that showcase the work of UMass Lowell faculty and draw high-profile speakers to campus so that influential researchers and others see first-hand the research facilities and other resources the university offers.
 - Launching a speakers bureau featuring UMass Lowell faculty that would make them available to speak at other universities and to community organizations and others about research.
 - Creating a “common hour” on campus that would allow faculty to attend meetings and events.
 - Providing “conference to go” packs featuring a backdrop, materials for faculty and student recruitment, a tablecloth and other items needed to set up a fully branded booth in exhibition halls.
- **Website**
 - Expanding faculty knowledge and use of Digital Measures. We believe a significant number of faculty would benefit from a better understanding of how Digital Measures works.
 - In addition to posting them by individual faculty member, identifying a place where faculty publications and presentations could be listed together on the website.
- **Media and marketing**
 - Developing a guide to help faculty determine what kind of marketing materials best suit their project (printed or electronic brochure, email, printed invitations vs. evites, etc.) and the timeline for completion of each type of material.
 - Developing means by which faculty can communicate about what they want to promote that makes the process as easy and fast as possible for them.
 - Exploring opportunities to expand coverage of research-related events and programs by using student interns, particularly in shooting photos and videos.

Goals for 2017-2018

- Determining feasibility of the ideas identified.
- Gauging interest among faculty in efforts such as the speakers' bureau, work in the community and media outreach and to determine feasibility of the ideas.

Action Plan for 2017-2018

- Consulting with the Digital Measures team on ways to improve faculty use.
- Collaborating with the university's media relations team on media training sessions for faculty and other opportunities for faculty to engage in external promotion.
- Working with marketing to determine the feasibility of creating the conference-to-go packs, including cost.
- Seeking input from those involved in conference planning on campus to make the process easier to navigate for faculty members.

Performance Metrics

Some of the possible metrics that could be used to benchmark the external visibility of faculty research include:

- Tracking the number of media mentions of faculty members' research and expertise over the course of a fiscal year.
- Tracking social media engagement that promotes faculty members and their research-related work with students.
- Tracking the number of events and conferences featuring faculty research held over the course of a fiscal year.
- Tracking the number of off-campus conferences where faculty researchers present about their work and participate in exhibition halls each year.
- Tracking the number of faculty who use Digital Measures.

Intellectual Property and Technology Transfer Committee

Pillar III: Innovative Research and Entrepreneurship

- *Raise national and international awareness of research quality by increasing visibility of research accomplishments and supporting faculty for external honors and awards.*
 - *Grow the innovative and entrepreneurial spirit of our students, faculty and staff and facilitate the translation of research discoveries for public benefit, encouraging the creation of new programs, services and products that change the world.*
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Accomplishments

Outreach

1. On campus:

- e-Bites on intellectual property were presented by the Office of Technology Commercialization (OTC) on both campuses. Another e-Bite event is planned for November with the theme of “Contracting with Industry and Academia, including Protection and Commercialization of IP.”
- Met incoming faculty at receptions.
- Attended new faculty presentations.
- A one-pager on intellectual property for students was generated by OTC and provided to DifferenceMakers.
- **External** (to industry, alumni, regional associations, service providers)
 - OTC has participated in industry partnering sessions at the Association of University Technology Managers 2017 conference.
 - OTC presented three UML technologies at the TechConnect World Innovation Conference in Washington, D.C., and had follow-up discussions with interested companies.
 - UML technology on the detection of skin cancer margins was presented at the Early Stage Life Sciences Technology Conference.
 - “Proof-of-Concept Funding: Impact on Innovation Culture” was presented by OTC at the Sixth Annual Deshpande Symposium for Innovation & Entrepreneurship in Higher Education.
- **Event/Conference co-hosting and organization**
 - Co-hosting Energy Innovation Forum in October 2017 with the Mass Clean Energy Center and UML Emerging Energy Institute.

Education/Communication

- Presentation on protection of intellectual property in May 2017 by law firm McCarter & English.
- Workshop speaker identified on “How to pitch your science.”
- Communication processes were discussed including sharing e-Bite slides, creating a master calendar to share events, sharing news stories on faculty achievements and a repository of presentations, webinars, etc., for future reference.

Resource Development

- Developing an interest/expertise grid
 - Plans for a speaker series on the state of the art in various industries.
 - Develop a grid of various internal resources, e.g., prototyping or testing/validation facilities and business plan writing support.
 - Build networks with contract research, regulatory consultants and manufacturing organizations.

Measuring Achievements

- Increase in number and quality of intellectual property disclosed to OTC.
- Increase in company interactions, pitches to funding agencies, etc.
- Amount and types of follow-on commercialization funding received by faculty.
- Produce annual report and distribute to interested alumni.

Future Goals

- Continue to highlight stories of successful technology on the website and in other settings.
- An annual innovation showcase to be launched first in a targeted, invitation-only manner.
- A gap fund with criteria for proof of concept/product development investments in UML intellectual property.

Research Infrastructure and Faculty Support Committee

Pillar III: Innovative Research and Entrepreneurship

- *Raise national and international awareness of research quality by increasing visibility of research accomplishments and supporting faculty for external honors and awards.*
 - *Grow the innovative and entrepreneurial spirit of our students, faculty and staff and facilitate the translation of research discoveries for public benefit, encouraging the creation of new programs, services and products that change the world.*
-

Accomplishments

- Planned for and held two town hall meetings attended by more than 100 faculty and staff. Facilitated discussion about mentoring, procurement, core facilities, research administration, compliance, intellectual property, computational resources, information access, marketing and events.
- Began development of comprehensive survey of faculty to be administered in fall 2017 via Qualtrics.

Goals for 2017-2018

- Continue working toward identifying and prioritizing what the most critical factors are that limit (or that if enhanced could promote) research productivity at the university through analysis of information gathered from the town hall meetings and survey.
- Propose potential initiatives that will address those challenges or needs and help promote growth and improvement in those areas.

Economic Development and Community Engagement Committee

Pillar IV: Leverage Our Legacy and Our Place

- *Create a comprehensive approach to engage the university and the community in economic development for the region, the Commonwealth, the nation and the world*
 - *Expand the university's leadership role in establishing innovative programs that support the creation of new industries and jobs in the region*
 - *Expand national recognition for the university's role as a public institution promoting innovation and entrepreneurship*
 - *Expand national recognition for the university's role as a public institution promoting community engagement at local, state, national and global levels*
-

Accomplishments

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

- A significant effort focused on the work of the Subcommittee on Corporate Engagement in identifying areas of engagement for the university with companies, identifying target industry sectors, analyzing university current and potential company engagement and prioritizing industry verticals and partners.
- Subcommittee on Corporate Engagement prepared a list of target companies within three regionally important industry verticals (Biotech/Pharma/Med Devices, IT/Software/Communications Services, Defense/Manufacturing/Instrumentation). Members of the subcommittee will work together to coordinate engagement with target companies in these three industry verticals. In an effort to facilitate information-sharing related to corporate engagement, subcommittee members began use of Salesforce to document communications and engagement with university corporate partners.
- The committee supported the work of the Global Entrepreneurship Experience program in the Manning School of Business. The program hosts more than 150 students from around the world on campus for a two-week experiential entrepreneurship course (with online pre- and post-work) that highlights the University's entrepreneurial ecosystem and Manning School faculty. The program also sponsors overseas entrepreneurship courses led by Manning School faculty in China and India.

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

- In partnership with the Lowell Development Finance Corporation, the university initiated the *Launch in Lowell* program, a low-interest subsidized loan program for startup companies affiliated with the university. Companies from M2D2 and Innovation Hub programs are eligible to receive a loan of up to \$100,000 if they commit to stay in Lowell upon graduation from these respective

incubator programs. The LDFC raised \$1 million from the region’s financial institutions and manages the loan program. Three startups received funding from the fund in 2017: Invisawear (DifferenceMaker graduate), Invitrometrix (university spinout) and Horsepower Technologies (IHub tenant).

- The University’s investment in two new technology startup incubators at 110 Canal St. in Lowell (IHub, M2D2 Biotech), along with the existing M2D2 program at the Wannalancit Business Center, continues to support a growing startup ecosystem. The growth in startup companies, private investment funds and the revenues to support operations are detailed in the table below.

	FY15	FY16	FY17
# of Startup Companies	15	37	60
# of FTE in Companies	N/A	32	107
# of UMass Lowell Interns	N/A	15	24
Private Investment Funds Raised (by startups)	\$32M	\$15.5M	\$40.6M
# of Sponsors	9	15	22
Sponsor Funds Raised	\$ 166,350	\$195,000	\$218,000

- Committee members served in leadership roles in the planning and conduct of the sixth Annual Deshpande Symposium on Innovation and Entrepreneurship in Higher Education. More than 300 faculty, staff and foundation representatives from across North America and beyond attended this year’s conference (June 12-14). Participants were treated to an evening at Lowell’s Mill No. 5 and were entertained by the world-renowned, Lowell-based Angkor Dance Troupe.
- The committee supported the university’s institutional membership in the National Academy of Inventors, VentureWell’s Pathways to Innovation, the United States Association of Small Business & Entrepreneurship and the APLU Council on Innovation, Competitiveness and Economic Prosperity.
- Prof. Jack Wilson, Committee Co-chair and UMass President Emeritus, endowed the Jack M. Wilson Center for Entrepreneurship in the Manning School of Business to promote the engagement of students and faculty in entrepreneurship and the entrepreneurial history so important to the UMass Lowell campus and UMass system.

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

- Following up on emerging national trends regarding of the importance of university engagement with their local communities, the committee recommended the development of a subcommittee on community engagement. Committee chairs met with faculty and staff currently engaged in community-based teaching, research and service projects to formulate goals for the new

subcommittee and to ensure representation from across campus. Robin Toof, co-director of the Center for Community Research & Engagement, and Sabrina Noel, assistant professor in Biomedical and Nutritional Sciences, will co-chair this subcommittee.

- The subcommittee's charge includes:
 - Examining how the university organizes and communicates community engagement activities.
 - Developing recommendations for improving coordination and communication of community engagement activities.
 - Developing proposed metrics for measuring the collective impact of engagement activities on students and community partners. This subcommittee will also manage the 2020 Community Impact Grant program.

- The committee administered the second annual 2020 Chancellor's Challenge Grant Program, which awarded 20 \$1,000 awards to students, faculty, staff and community members that proposed a project that advanced the strategic goals of the university. A sample of recipients of this grant program include:
 - Introduce a Girl to Engineering: A program that partnered the Francis College of Engineering with Girls, Inc. and Esperanza Academy to introduce 53 girls of high school age to a hands-on engineering experience.
 - Veils of Color for Lowell: An art installation in the Hamilton Canal Innovation District that utilized large hand-painted cloth veils to represent the local Dyers Building and the impact the industry had on the local canal system.
 - Pair-Up Program: An initiative organized by the International Student and Scholars Office that partners domestic and international students to encourage cross-cultural understanding and friendship. Thirty students attended a team-building retreat that helped strengthen their friendships and working relationships.

Campaign Executive Committee

Pillar IV: Leverage Our Legacy and Our Place

- *Leverage Our Legacy, Our Place campaign as the vehicle to strengthen and deepen broad philanthropic engagement in support of the university's mission and strategic priorities.*
 - *Build an engaged community of alumni, community, friends and corporate partners who work to advance the university's reputation.*
-

The Campaign Executive Committee is composed of 13 of the university's top advocates and supporters, representing each of our schools and colleges as well as the surrounding community. The committee advises the chancellor and vice chancellor for university advancement on issues impacting the *Our Legacy, Our Place* campaign and provides thoughtful counsel on university-wide topics.

Accomplishments

The committee recently met to review the progress of the campaign, which is now approaching \$112 million, toward the 2020 goal of \$125 million.

Members discussed resetting the goal and turning our focus to student support once the \$125 million goal is achieved, while also encouraging greater marketing of the various ways in which alumni, faculty, staff, parents and friends can give, including through vehicles such as IRA distributions, life insurance, bequests, stock options and more.

The committee is pleased with the university's progress and success in the campaign, and its members have become great ambassadors for the university through the *Our Legacy, Our Place* efforts.

Faculty-Staff Campaign Committee

Pillar IV: Leverage Our Legacy and Our Place

- *Leverage Our Legacy, Our Place campaign as the vehicle to strengthen and deepen broad philanthropic engagement in support of the university's mission and strategic priorities.*
 - *Build an engaged community of alumni, community, friends and corporate partners who work to advance the university's reputation.*
-

Accomplishments

FY17 solicitations and stewardship of faculty and staff:

- Solicited all faculty and staff who were prior-year donors by email, direct mail and phone.
- All faculty and staff who were non-donors were solicited by email and during Days of Giving in April.
- Forty payroll deduction forms were given out on Days of Giving.
- Stewardship: Beyond the regular thank-you letters and notes from advancement, deans and the chancellor, all faculty and staff were sent a special email message thanking them for achieving a new record of participation of 41 percent in annual giving. All Chancellor's Leadership Society donors were invited to a reception in Boston as well as the Celebration of Philanthropy, and ribbons for loyalty (True Blue Society) and CLS are on the name badges at advancement events. Twenty payroll deduction forms were given out during the faculty/staff picnic.

Outcomes:

- FY17 faculty and staff giving rose from 36 percent to 41 percent, with 102 more donors than FY16.
- \$130,070 more was raised in FY17 than FY16.
- 13 percent of the donors from Days of Giving came from faculty and staff, totaling 298 donors.
- Faculty and staff donors before Days of Giving in April 2017 were 414. By mid-May, there were 591 donors. Many faculty and staff made a second gift to the university during Days of Giving.

Historical Data:

	2013	2014	2015	2016	2017	Difference Between FY16-FY17	YTD FY18
FACULTY #			237	237	259	22	96
STAFF #			252	280	360	80	174
TOTAL #	375	434	489	517	619	102	270

	2013	2014	2015	2016	2017	Difference Between FY16-FY17	YTD FY18
FACULTY \$			\$355,853	\$327,018	\$375,667	\$48,649	\$52,000
STAFF \$			\$131,604	\$161,716	\$246,652	\$84,936	\$25,000
TOTAL \$	\$299,148	\$462,407	\$488,158	\$493,798	\$623,368	\$130,070	\$77,000

Goals for FY18

- Set a goal to increase faculty and staff participation in annual giving exceeding 41 percent.
- Recruit faculty and staff network from departments across campus to serve as ambassadors to encourage others to give.
- Ask faculty and staff donors to share their stories, which will be videotaped and documented in writing to inspire others to give.
- Encourage payroll deduction from donors who gave via an event or a one-time gift.
- Organize lists of donors and non-donors by department for network members. This list would also include who gives via payroll deduction.
- Hold a luncheon meeting of the faculty and staff network on December 8, 2017 to share the charge with the network, ask people to share their donor conversion stories and give network members the tools to help inspire giving among their peers, including:
 - Email campaign to inspire giving (testimonials).
 - Show the impact of giving on departments and students (student financial aid).
 - Local asks—department by department to encourage giving.
 - Days of Giving: April 10-11, 2018.
- Develop a unique idea to thank donors.

- Ask deans and department chairs to recognize and thank donors from their departments.

Longer-term Strategy

- Work to instill culture of giving back among all faculty and staff through developing a longer-term strategy, including:
 - Network ambassadors in various departments continue to encourage others to give back by sharing their own stories; make giving back easy by facilitating knowledge of how to give back, ideally through payroll deduction, and discussing the impact of giving to various funds (scholarships, department discretionary funds or student funds).
 - Develop an online presence for faculty and staff giving, including how to give by payroll deduction, donor stories, impact stories and a list of funds by category.
 - Discuss ongoing giving with faculty and staff who will be retiring.
 - Include faculty and staff in planned giving information sessions.
 - Seek feedback from the network on how to deepen the culture of giving.

Marketing Committee

Pillar IV: Leverage Our Legacy and Our Place

- *Strengthen and expand awareness of UMass Lowell on regional, national and international levels.*
 - *Enhance the university's reputation with influential third parties, including producers of widely regarded rankings such as U.S. News & World Report.*
-

Accomplishments

Selection and Rollout of New Messaging

The World in Your Hands/The World in Our Hands was formally adopted to replace Work Ready, Life Ready, World Ready in early 2017.

- New admissions collateral has been created and is now in use.
- Advertisements now carry this theme.
- About 50 percent of campus buses were branded with this message.
- We have produced two national advertising campaigns on this theme.

We intend to finalize this process over the course of the academic year by hosting a series of "brand lunch" events.

National Campaign – Phase III

For the third year, we undertook a focused national advertising campaign during the spring months.

- Media: NPR, Inside Higher Ed, Chronicle of Higher Education and direct mail.
- More than 165 million impressions.
- Innovative "video book" mailer inspired direct inquiries from three national competitors (Northeastern, Carnegie Mellon and Western Michigan).

Publications

- UMass Lowell Magazine for Alumni and Friends introduced a complete redesign.
- Successful production continues on Today@UMass Lowell, NewsLine, Engineering Solutions, New Faculty Faces, college report cards, fundraising collateral, event promotions and other initiatives.
- Production of e-news stories by the writing staff increased 50 percent.

Digital

Social

- Hired university's first full-time social media coordinator last year.
- Decommissioned Google+ and Pinterest platforms while adding Snapchat.
- Introduced periodic Snapchat "takeovers" by students and student organizations.
- Successfully pilot-tested livestreaming, most notably at Commencement.

Video

- Features completed on Economic Development, Cambodian basketball players, the Pulichino Tong Business Center, alternative spring break and others.
- Successfully pilot-tested short-form faculty "expert" videos.

Student Recruitment

- Continuous production of print, digital and other promotional communications.
- Organized and hosted a reception for guidance counselors from around the country.
- Increased emphasis on yield and growing the overall pool of prospective students.
- Dramatically increased support for graduate admissions, including a 12-month regional advertising campaign.

Communications/PR

- Issued a new media training guide.
- More than halfway to fiscal year goal of 5,000 media mentions.
- Amassed 1,108 top-tier mentions, more than double the annual goal.
- Among the national outlets publishing positive coverage of UMass Lowell were the Washington Post, CBS News, the Associated Press, ESPN, Forbes, USA Today, Politico, the Chicago Tribune, the Boston Globe and Christian Science Monitor.

Awards

Thus far in 2017, University Relations staff has won 26 national awards for their creative and strategic communications work.

Web Advisory Committee

Pillar IV: Leverage Our Legacy and Our Place

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

Accomplishments

UMass Lowell Catalog

Completed the conversion to the new responsive template: More than 1,000 pages and 4,000 virtual course pages are pulling from SiS.

Calendar

Overhauled the calendar of events application, resulting in a 26 percent increase in user sessions and 22 percent increase in users.

Research Websites Usability Study

After the completion of the overall uml.edu usability study, the user experience consultant conducted a full study and testing of the research centers' and institutes' websites with key research audiences. Representatives from various UMass Lowell research centers and institutes and the Web Advisory Committee observed the study. Subjects, recruited from the community, industries and foundations, were asked to complete tasks on the website that had been chosen by the usability committee. Recommendations were made, and an action plan was created and is being implemented.

508 Accessibility Compliance

Section 508 requires that individuals with disabilities have access to and use of information and data that is comparable to that provided to the public who are not individuals with disabilities.

Web Services obtained Siteimprove software to review and scan more than 20,000 web pages to assist in campus progress toward compliance. Our goal is to become AA-compliant by the end of 2017. All videos on uml.edu have been captioned since the fall of 2015. Compliance with the section 508-based standards is required by Jan. 18, 2018.

Web Application Development

We are in the process of creating seamless and branded experiences that are not possible with non-customizable third-party vendors. These applications save time and money by providing solutions for improved business functions and the overall student experience.

NOW Student Schedule Builder

Released Schedule Builder, which allows students to enter criteria for their next semester into a simple form and obtain a list of all potential course schedules that meet individual needs. Since launch, more than 8,000 students have built over 200,000 schedules using the software. A third-party solution with this functionality could have cost the university tens of thousands of dollars annually.

Faculty/Staff/Student Applications

- **One-day parking permits:** Total requested since 2011: 74,850. This fall, the application was modified to include payment charges for one-day parking permits. It has generated \$13,000 since the September launch, with an expectation of \$100,000 annually.
- **Print jobs:** Nearly 14,000 requests and 10,000,000 pages delivered.
- **Electrical and Computer Engineering Stockroom:** Manages 200,000 components. A shopping-cart feature is planned for easier management.
- **Sustainability Enrichment & Engagement Development (SEED) Fund:** An online application for grants used by students, faculty and staff. Awarded almost \$50,000 last year.
- **Lab inspections:** Paper-to-online process. Keeps track of any issues until resolved. Creates audit trail. Auto-generates Word document with embedded pictures.
- **Online advising scheduling application:** Has had over 7,000 sessions created and nearly 1,500 filled. Implementing solutions for all colleges this fall.
- **Online tutoring scheduling application:** In the last three years, this application has had more than 20,000 sessions created and over 6,000 filled.
- **Scan ID applications:** In response to a growing demand for applications for students to scan IDs to track attendance at events, shuttle rides and equipment checkout, Web Services created several applications that captured 75,000 scans and 10,000 users. The latest application integrates with Salesforce, tracking attendance and generating a badge for the event. Others include: equipment checkout at CRC and UCC; RoadsterLog (students getting on shuttles); Mission All In (athletics events); Student Affairs Enrichment ELO; Student Affairs check-in; DifferenceMaker check-in; and Freewheelers bike-borrowing.

Financial Planning Committee

Pillar V: Entrepreneurial Stewardship in Higher Education

- *Maintain a goal-oriented, multiyear financial plan to support strategic priorities put forth in UMass Lowell 2020 and contingencies for future uncertainties.*
 - *Continue to develop a transparent budget process.*
 - *Promote an enterprise-wide risk management mindset to ensure risks that could impact the goals outlined in the strategic plan are identified and assessed.*
 - *Set clear goals and high standards of excellence in performance across the university.*
 - *Enhance academic quality while supporting a financially sustainable future for the university.*
-

Accomplishments

The Financial Planning Committee met three times during Academic Year 2016-17. In addition to the meetings, the chancellor provided two budget updates to the campus community during the academic year, which reflected the work of the committee in 2016-2017:

- October 2016 Chancellor's FY17 Budget and Financial Planning Update: FY2017 funding allocations to major program areas were announced. Final allocations were based on the 2016-2017 committee budget meetings with each of the vice chancellors and major budgetary unit directors.
- June 2017 Chancellor's Budget Update: Update on state budget actions related to the funding of collective bargaining costs and campus action steps designed to close the budget gap, including controls on operating budgets and workforce management controls such as the establishment of an essential hiring review process and faculty retirement incentive program.
- Committee members reviewed and revised goals for the Entrepreneurial Stewardship Pillar and Report Card data and targets for our multiyear financial plan as part of the March 2017 Strategic Plan update.
- The February 2017 committee meeting was dedicated solely to the new enterprise risk management (ERM) priority adopted in the 2015-16 Strategic Plan update. We were joined by Jeff Hescoock, director of university emergency management and business continuity for the Amherst campus, who provided an overview of ERM for colleges and universities. Hescoock is both the lead ERM person for Amherst campus and the UMass system. He coordinates emergency planning and management activities across the UMass campuses and reports regularly to the President and Board of Trustees on campus and university efforts and readiness. He works closely with our campus leaders, Rich Lemoine, executive director of Administrative Services, Environmental and Emergency Management, and Rick Wood, director of the Office of Life Safety and Emergency Preparedness, who both also attended and provided the framework and "risk register" that is under development for the Lowell campus.
- Committee meeting agendas also included:

- Review of FY2016 year-end results (better than budgeted).
- Periodic updates on the progress and changes to the FY2017 campus budget, including new budget development model for Academic Affairs.
- Review of the campus multiyear financial plan and capital plan for FY2017 to FY2021.
- Review and discussion of FY2018 budget-planning assumptions, priorities, challenges and ideas for controlling costs and increasing revenues.

GOALS FOR ACADEMIC YEAR 2017-2018

- Provide leadership to address the FY2018 budget challenges and engage the wider campus community to identify entrepreneurial ways to reduce costs and grow revenues.
- Review campus-wide approach to enterprise risk management aimed at reducing risk in all aspects of academic, research and administrative operations.
- Provide support and advice to the executive leadership team and deans as we integrate the new college strategic plans into the larger campus budget and financial planning processes.
- Solicit input from committee members on new areas of analysis for committee attention and focus.

Facilities Renewal and Master Planning Committee

Pillar V: Entrepreneurial Stewardship in Higher Education

- *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.*
 - *Leverage the attributes of our legacy and place by building on Lowell's collaborative tradition and practice in developing the urban fabric of one campus/one city.*
 - *Using entrepreneurial strategies, renew, modernize and right-size campus facilities while addressing growth.*
 - *Confirm a sense of a safe, modern and welcoming campus community through enhanced security and technology across the campus.*
-

Accomplishments

- After discussing the strategic and fiscal climate, Chancellor Moloney and Senior Vice Chancellor Yestramski encouraged the committee to be advisory in nature as well as forward-looking and visionary while evaluating best practices and new priorities.
- Initial meetings focused on edits and updates for the vision, goals and objectives of the committee. This included discussions on interfaces with Sustainability, Climate Action Plan, Campus Safety and Art, which have become separate committees. It was collectively determined that only very minor updates should be considered for the committee's objectives, which resulted in the following:
 1. Build recognition and support for UMass Lowell as a one campus/one academic community, in all its interactions and mix of participants.
 2. Leverage the attributes of our legacy and place by building on Lowell's collaborative tradition and practice in developing the urban fabric of one campus/one city.
 3. Using entrepreneurial strategies, renew, modernize and right-size campus facilities while addressing growth.
 4. Confirm a sense of a safe, modern and welcoming campus community through enhanced security and technology across the campus.
- The UML strategic development plan was presented for understanding, context and comments.
- There was a focused effort to create meaningful metrics for the UMass Lowell Report Card. The three key areas of space utilization, accessibility and deferred maintenance (DM) were targeted. Although DM is considered extremely important and is an area of focus for the state, no easily understandable, simplistic measure was available (see table for new metrics).

- The balance of meetings was dedicated to space utilization. The importance of this topic was discussed in the context of cost avoidance of new construction, funding criteria for state capital, currently constrained space and new space standards. The registrar was asked to participate and has subsequently been added to the committee. Brainstorming sessions, which focused on different types of academic spaces (labs, classrooms, conference rooms, etc.) yielded a wide variety of nonconstruction alternatives worthy of consideration.
 - Furniture types/layouts
 - Space and classroom flexibility
 - Sharing of space
 - Storage reduction
 - Pedagogy—class use
 - Enhanced technology
 - Scheduling (off-peak)

- The Oct. 30 meeting was expected to focus on implementation ideas for improving space utilization. Possible future agenda items could include:
 - Near-term projects status and update (project management)
 - Annual call process and budgets
 - Master plans update
 - Facilities conditions deferred maintenance (sightlines)
 - Transportation improvements and interface with city/community
 - Cell coverage—Verizon Spider system
 - Work-order system—TRIRGA
 - Building liaisons
 - Art and Archives
 - Community volunteer projects
 - Pawtucket Street corridor
 - Review of life safety/fire protection status
 - Campus landscape master plan
 - ENEL Canal Bridges
 - ADA improvements
 - GIS campus mapping
 - Space utilization
 - Data analytics
 - Partnering to support workforce development
 - Teaching methods, pedagogy, technology and collaborative learning

Metrics for the 2017 Update to the 2020 Strategic Plan & Report Card

Facilities Management

	Fall 2010	Fall 2015	Fall 2016	Fall 2020 GOAL
Classroom Seat Utilization Index (WSCH/Classroom Seats*40)	.391	.423	.441	.475
Accessible Buildings on Campus (meet 4 basic code requirements)	24%	64%	83%	90%
Not Used				
Facility Condition Index (Est. Deferred Maintenance /Replacement Value)	n/a	0.54	0.53	0.50

Sources: Facilities Planning; Registrar; Sightlines, LLC.

Assumptions and Methodology:

Classroom Seat Utilization – Weekly student contact hours/total number of available classroom seats * 40 hours/week. WSCH are provided by the registrar. Classroom seats are based on actual seating capacities of classrooms maintained jointly by the registrar and facilities FIS. Methodology is consistent with Dumont Janks’ *Strategic Plan for Public Higher Education in Massachusetts*. The .450 target is roughly equal to 67 percent room utilization with 67 percent average seat fill. A handful of very large lecture halls on campus that are a legacy of earlier pedagogical approaches skew this metric downward. Simply removing classrooms with capacities of more than 100 seats (22 percent of capacity, 12 percent of WSCH) from the calculation would have increased the UML metric by almost .06 in Fall 2016.

Accessible Buildings on Campus – Buildings are evaluated against four code-driven measures of accessibility (available accessible parking space within 200’-0” of an entrance or code-compliant dropoff area; accessible route from the parking to the building; accessible entrance; and accessible toilet room(s)). Metric is the percentage of buildings on campus that meet all of these standards (10/41 in 2010, 28/44 in 2015, 38/46 in 2016, and a projected 44/48 in 2020). Three buildings on campus are unlikely to ever meet these standards due to the overwhelming costs associated with doing so (and addressing all of the other code compliance that would be triggered by the investment): Mahoney, Alumni, and Ames. Concordia is only deficient because it lacks the requisite toilet room (although the adjacent Sheehy is fully compliant).

Not Used: Facility Condition Index – Generated by Sightlines, LLC from their assessments of deferred maintenance needs in all campus buildings. The metric is a ratio of the estimated costs of meeting deferred maintenance needs to the full replacement values of the buildings (hard construction cost). As a ratio, FCI does not need to be adjusted for inflation to compare year to year. Note that Sightlines uses a particularly expansive definition of deferred maintenance scope resulting in higher FCIs than some competing sources of similar data. This metric does not address site and campus infrastructure outside of buildings. The current capital plan and annual call funding levels are likely to result in an FCI of 0.70 in fall 2020. Achieving the goal of 0.50 would require an additional investment of \$86.6M annually for four years. Sightlines and their standards are used across the UMass system and will eventually be used by all Massachusetts higher education institutions.

Climate Action Plan (CAP) Steering Committee

Pillar V: Entrepreneurial Stewardship in Higher Education

- *Responsibly renew and enhance energy systems and infrastructure for sustainability and cost avoidance and meet the Climate Action Plan milestones.*
-

Accomplishments

- The CAP Steering Committee met four times in FY17. The Steering Committee is staffed by the Office of Sustainability with representation from different sectors across campus.
- The Committee oversaw the development of an interim update to the original Climate Action Plan, adopted in 2012, as well as the submission of a comprehensive annual report to Second Nature.
- The CAP committee structure was reorganized to be more reflective of the increasing sophistication of UMass Lowell's sustainability efforts. The following new subcommittees have been instituted this past year:
 - Renewable Energy/Energy Project Identification Committee
 - Transportation Enhancement Committee
 - Corporate Relations Committee
 - Local and Regional Mitigation and Resiliency Committee
 - MDI/Café Solar Carbon Offset Development Committee

Note: These five subcommittees will each evaluate the existing programs and enhancements that have been made to improve sustainability at UMass Lowell. They will look forward to identify new high-arching sustainability initiatives and goals for the university and what actionable items can be moved forward toward a STARS Platinum Rating and achieving carbon neutrality.

- The committee also instituted a change to annual reporting for the university's Greenhouse Gas (GHG) reporting that aligns with the university's Report Card.
- We have met our 2020 goal for GHG reductions and are expecting further decreases in emissions once we complete our FY17 GHG Analysis.
- UMass Lowell maintained its AASHE STARS Gold Rating for campus sustainability efforts this past year. In addition, we were also named to the Princeton Review's Green School List for 2017.
- The committee recognized and supported the regional transportation program for the university community with the Lowell Regional Transit Authority and Merrimack Valley Regional Transit Authority, as a means to reduce our Scope 2 GHG emissions and commuter vehicles driving to and from campus.
- The committee recognized and supported a partnership Between Mill City Grows and the university to establish a greenhouse and community garden on East Campus and a Dane Street community garden.

Art, Artifacts, and Archives Committee

Pillar V: Entrepreneurial Stewardship in Higher Education

- *Build recognition and support for UMass Lowell as a one campus/one academic community, in all its interactions and mix of participants.*
 - *Leverage the attributes of our legacy and place by building on Lowell's collaborative tradition in developing the urban fabric of one campus/one city.*
-

Primary Goal

- Recommend policies and actions that will help the university enhance and professionalize the incorporation of programs of exhibited art and archives that complement our legacy at key locations.

Accomplishments

- Developed and recommended a collections acceptance and management policy for the campus.
- Supported staff efforts to document and catalog campus art collections.
- Supported efforts to identify and introduce systems for the display of exhibition materials at University Crossing.
- Assisted in mounting the opening exhibit in the Pulichino Tong Business Center/Lydon innovation corridor.
- Began discussions of how to systematically incorporate art into major capital projects.

Next Steps

- Develop recommendations for how to implement the collections policy.
- Develop recommendations for a program of art in capital projects as well as specific art elements for Perry, Pasteur and Coburn.
- Evaluate opportunities for donations of art and archival materials to the campus.

Campus Safety and Security Committee

Pillar V: Entrepreneurial Stewardship in Higher Education

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

- Conducted an inventory of current initiatives driven by the departments that enhance the safety and security of the campus and surrounding areas.
- Established a student advisory group to engage the student voice in the shaping of campus safety and security as well as to disseminate information to key student leaders.
- Established a nonbinding peer review process for new campus safety and security-related initiatives. Most recently, the committee reviewed the university Police Department's proposal to include Tasers as a nonlethal tool that will allow police to subdue a suspect more effectively without affecting innocent individuals in the immediate area.
- Established a meeting structure that creates a forum for discussion on issues and initiatives that currently or potentially could affect campus safety and security. This forum includes standard presentations by the UMass Lowell Police Department, Information Technology, Environmental and Emergency Management and UCard, Access and Parking Services, in addition to ad hoc topics suggested by the membership.

Goals

- **Overarching Goal:** Continuously improve the safety of the diverse university community through a climate of respect, inclusion, community responsibility, enhancement of university infrastructure and strategic processes.
- **Sub-goals:**
 - Invest in evolving technology to maximize the safety of the university community.
 - Develop, maintain and deepen collaboration with public safety responders and government agencies.
 - Educate university members about campus resources and their individual role in community safety.
 - Advance the university's business continuity posture, disaster-recovery capabilities and emergency preparedness.

Key Areas of Focus

- **Inventory of current practice:** This year, our committee focused on developing goals and conducting an inventory to determine how the university is already addressing them. The results are helping us to determine gaps and opportunities for collaboration between the entities represented on the committee.
- **Opportunities for collaboration:** The individual offices represented on the committee are high-functioning and have, in most cases, well-developed plans and processes either already in place or in development. That made determining the purpose of the committee difficult because there was

limited “low-hanging fruit.” As a result, we are focusing on determining an overarching vision for campus safety and security by creating a forum for current initiatives (including how they connect to strategic goals and determining opportunities for collaboration).

- **Input and support for new initiatives:** Members of the committee share new initiatives to gather input and feedback. In addition, the committee will determine whether it supports the new initiative or will request additional information/changes to receive support. This is a nonbinding peer review process.
- **Student engagement:** The committee is working to engage students to incorporate the student voice in the creation of policies and procedures and to foster an accurate sense of campus safety throughout the university community.