



**University of Massachusetts Lowell
Chancellor
Lowell, MA**

THE SEARCH

The University of Massachusetts President and Board of Trustees seek a visionary, creative, and entrepreneurial leader for the position of Chancellor to lead the University of Massachusetts Lowell at a time of tremendous opportunity and growth.

Ranked the 88th top public university in the country according to U.S. News & World Report, UMass Lowell has nearly 18,000 students and about 1,000 faculty in five colleges that offer 135 undergraduate, 50 master's, 28 doctoral degree programs, and 31 certificates in business, education, engineering, fine arts, health, humanities, sciences, and social sciences. Programs are accredited at the highest levels and incorporate vigorous hands-on learning and personalized attention. With deep and mutually reinforcing ties to the technological and cultural nexus of Greater Boston, UMass Lowell has enjoyed dramatic growth in research funding, private giving, and student applications over the past several years. As total enrollment has increased – 16 percent in the past decade – so have the academic qualifications of UMass Lowell students, with a combined SAT of 1236 and 3.66 average GPA for incoming freshmen and more than 2,000 students in the Honors College. Some 40 percent of the undergraduate student body and 30 percent of graduate students identify as racially and ethnically diverse. UMass Lowell has total annual research expenditures exceeding \$92 million, in large part due to innovative partnerships with industry. The University's growing popularity and its distinctive focus on learning through experience continue to make it a university on the rise.

Hundreds of millions of dollars of investments in facilities and full-time faculty have come online at UMass Lowell in recent years. At the same time, the University's commitment to financial aid and accessibility has increased. Independent sources such as Business Insider and Payscale.com have recognized UMass Lowell for providing a best value education and a high return on investment. UMass Lowell is the top college or university in Massachusetts for sustainability efforts, according to the Association for the Advancement of Sustainability in Higher Education. The University capitalizes on its Greater Boston location—just 30 miles from downtown Boston—and its burgeoning national reputation by connecting students with internships, co-ops, service learning, and other experiential learning opportunities, along with a major emphasis on international experiences. The University is clustered along the Merrimack River in the heart of Lowell, the birthplace of the American Industrial Revolution, and now a remarkably diverse city with a thriving arts scene. Campus life revolves around a 7,800-seat sports-and-entertainment arena, NCAA Division I athletics, and more than 250 student organizations and numerous musical ensembles.

As the chief executive officer of UMass Lowell, the Chancellor will lead the institution by managing and leveraging key human and financial resources to reach new levels of excellence. The Chancellor will continue to nurture and expand the academic reputation of the University and collaboratively plan its future. The Chancellor will represent the University within the five-campus UMass System to public-policy and private-sector leaders, alumni, and the state, national, and international higher education community. The successful candidate will have outstanding communication and interpersonal skills, unquestioned integrity, strong administrative abilities, high energy, political astuteness, a deep commitment to diversity, a sense of humor, and a personal style that engenders trust and respect. An exceptional record of achievement in the scholarly world, industry, or governmental environment and a doctoral degree or equivalent are required.

The executive search firm Isaacson, Miller has been retained to assist UMass Lowell in this recruitment. All inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document.

THE UNIVERSITY OF MASSACHUSETTS LOWELL: HISTORY AND CONTEXT

For more than 125 years, the University of Massachusetts Lowell has been educating students to compete in the real world, solve real problems, and help real people. The University began as the Lowell Normal School, founded in 1894 to prepare students to become teachers, and the Lowell Textile School, founded in 1895 to train technicians and managers for industry. Over the next 80 years, both institutions extended their offerings to meet the growing needs of the region. Lowell State and Lowell Tech, as they were known, merged in 1975 to form the University of Lowell. In 1991, the campus became part of the University of Massachusetts system. U.S. News and World Report has ranked UMass Lowell as the No. 1 public research university in Massachusetts for lifetime ROI. Other UMass campuses include Amherst, Boston, Dartmouth, and the Chan Medical School in Worcester.

Massachusetts produces America's highest percentage of high school graduates who go on to a four-year, post-secondary education. UMass Lowell has a proud history of contributing to that access mission, providing education in a variety of fields to dedicated students throughout Massachusetts – including many first-generation college students – and working closely with industry as well as state and local government to contribute to the economic health of the region. UMass Lowell graduates earn the highest mid-career salaries of all four-year public research institutions in New England, according to PayScale.com.

Over the past five years, the University has improved by several measures. Applications have increased by over ten percent and the verbal and math SAT average score for incoming first-year students increased by 32 points. The University has moved up in the National Science Foundation (NSF) Research Rankings with expenditures growing 35 percent from 2016 to 2020. UMass Lowell's growing popularity and reputation has also led to its rise in the U.S. News & World Report rankings. The University is ranked among the Best National Universities and is one of the top 100 public institutions in the United States. The University has added 95 new tenure-track and tenure-upon-hire faculty since FY 2011 and has pursued several capital projects and campus acquisitions. Private support for UMass Lowell has more than doubled since 2009 and the University has secured a record number of annual private donations and pledges in each of the past three years.

The University has also seized opportunities for visibility and fundraising around the Chancellor's Speaker Series. The popular series presents individuals of national and global renown who symbolize excellence in their respective fields. Notable speakers in recent years have included Oprah Winfrey, Meryl Streep, Stephen King, and Billy Joel.

Academic Programs

UMass Lowell has five colleges and schools that offer 135+ undergraduate, 50 master's, and 28 doctoral degree programs:

- The Robert J. Manning School of Business
- College of Fine Arts, Humanities and Social Sciences
- The Zuckerberg College of Health Sciences
- The Kennedy College of Sciences
- The Francis College of Engineering

In addition, the University houses the Honors College, which was elevated from an honors program in 2014. UMass Lowell's Honors College is administered by a dean and a team of full-time and part-time staff. The UMass Lowell Honors Council, consisting of Honors Faculty and Honor Student Representatives, oversees and reviews the program's curriculum and coursework. The University currently offers 4 associate's, 16 baccalaureate, 66 master's, 36 post-graduate degree programs, and 71 certificate and graduate certificate programs through the Division of Graduate, Online and Professional Studies; of those, two associate's, 9 bachelor's, 22 master's degree programs and 18 graduate certificates are offered fully online. All programs offered through the Division are coordinated through their respective academic departments. Full-time, tenured faculty coordinators drawn from those departments oversee the academic offerings. More than 50 percent of the Division's offerings are delivered online; those online programs are the recipients of international honors for quality. The Division works with UMass Lowell's colleges, schools, and departments to provide the resources necessary to deliver high-quality programs to students, supports all of the University's web-enhanced, blended and online courses, and provides extensive faculty development and support.

UMass Lowell is accredited by the New England Association of Schools and Colleges (NEASC) and holds accreditation in professional programs from: the Accreditation Board for Engineering and Technology (ABET), the Association to Advance Collegiate Schools of Business (AACSB), the Commission on Accreditation of Physical Therapy Education, the Commission on Collegiate Nursing Education, the National Association of Schools of Art and Design, the National Accrediting Agency for Clinical Laboratory Sciences, the National Association of Schools of Music, and the National Council for the Accreditation of Teacher Education.

Faculty

UMass Lowell's faculty, more than 600 of whom are full-time, are internationally respected researchers and scholars. They address real-world challenges ranging from the need for clean and sustainable energy to developing the next generation of medical technologies. They examine a wide range of topical issues, from diversity in the workplace to the environmental health impacts associated with childhood asthma.

UMass Lowell researchers collaborate between departments, colleges, and schools and enjoy a

history of substantive partnerships with corporations and research institutes. They have projects funded by the National Science Foundation, National Institute of Occupational Safety and Health, Department of Defense, Department of Education, and many other granting agencies. Last year, research funding totaled \$92 million. UMass Lowell has become a thought leader across and between disciplines and is focused on building Centers of Excellence at the confluence of multiple fields of study in Engineering, Science, Health Professions, Humanities, and Business. UMass Lowell faculty are also known for their commitment to teaching and student success, forming long-lasting relationships with students. More than half of classes have 20 or fewer students.

The faculty are represented in collective bargaining agreements by The Massachusetts Society of Professors and the Union of Adjunct Faculty, Local 1596, UAW. Both unions have enjoyed positive relationships with the University.

Students

UMass Lowell is home to almost 12,900 undergraduates, just under 5,000 graduate students, and more than 3,000 continuing education students. The students are valued by faculty, staff, and employers for their work ethic and ability to seize the opportunities with which they are presented. Students within the Commonwealth account for a major share of the student population, with 80 percent of undergraduate and 60 percent of graduate students coming from in-state. Nearly 40 percent of undergraduates are students of color. Students can take part in NCAA Division I athletics and more than 250 active student organizations and musical ensembles. Pre-pandemic, 81 percent of freshmen lived on campus, and all freshmen are enrolled in learning communities. The freshman retention rate is 82 percent.

Learning also extends outside the classroom. UMass Lowell is a leader in experiential learning, offering opportunities for students to work closely with businesses through a variety of co-op programs involving more than 200 employers and industry partners, in addition to service learning and research. Opportunities include:

- Paid co-ops and internships with business and industry leaders in students' chosen fields
- Study abroad programs in more than 20 countries
- Service and community projects in the Merrimack Valley and worldwide
- Research assistantships with cutting-edge researchers

Staff

UMass Lowell benefits from a large cadre of experienced, long-term, non-faculty employees who are deeply committed to the success of the University and student learning. The level of interaction, support, and guidance that students receive from staff outside the classroom distinguishes UMass Lowell from many universities. Many are long-time residents of the city of Lowell, helping to further solidify bonds between the campus and the community.

In total, UMass Lowell employs 1,082 non-faculty staff. They are members of six unions and a non-unit group who have historically had positive relationships with the administration. While some financial parameters are set at the state level, each campus is responsible for negotiations and operating within the terms of the agreements:

- International Teamsters Union Local 25 - University Police
- SEIU Local 888 – Professional/Administrative Unit
- MTA Classified/Technical - Classified and Technical Staff
- MTA Maintenance & Trades - Maintenance and Trades Staff
- MTA - Projects/Grants - Grants and Contracts
- Local 1596 UAW - Teaching Assistants and Research Assistants
- Non-Unit Professionals - Executive Managerial and Confidential Employees

Alumni

UMass Lowell has more than 100,000 living alumni, more than half of whom live in Massachusetts. Alumni giving has increased in recent years, with more than 11 percent of alumni donating \$8.4 million in FY 2021. Notable alumni include Lisa Brothers '84 – President and CEO, Nitsch Engineering; Jerry Colella '78 – President and CEO, MKS Instruments Inc.; Bonnie Comley '81 – Vice President, Stellar Productions International Inc.; Charles Hoff '66, Hon. '04 – Chairman, the Hoff Foundation, Inc.; John Kennedy '70 – former president and CFO, Nova Ventures Corp.; Robert Manning '84, Hon. '11 – Chairman and CEO, MFS Investment Management; Martin Meehan '78 – President, University of Massachusetts, former UMass Lowell chancellor and former member of Congress; Richard Miner '86, '89, '97 – General Partner, Google Ventures Inc. and Co-founder, Android; John Pulichino '67, Hon. '14 – CEO, Group III International Ltd; Kimberly Sawyer '89, EVP and Deputy Director, Sandia National Labs; Roy Zuckerberg '58, Hon. '99 – Senior Partner, Samson Investment Partners, Inc.

In 2020, UMass Lowell completed its first-ever comprehensive fundraising campaign, “Our Legacy, Our Place: The Campaign for UMass Lowell,” raising more than \$165 million (against an original goal of \$125 million). Through the campaign, the University’s endowment increased by 70 percent. Of the total, more than \$20 million was raised for scholarships and approximately 7,000 of those scholarships were distributed over the course of the campaign.

Athletics

After completing the required four-year transition process, the NCAA approved UMass Lowell as an “active” member of Division I, effective in the fall of 2017. This milestone recognition was achieved by combining a strong legacy of athletic success with the recent transformation across campus that has brought a surge of national and international attention, a rise in national rankings and a spirited new energy that impacts everyone associated with UMass Lowell. Athletics are an important part of student life at UML and a source of pride that helps connect the University with alumni and the community. Competing in the America East Conference and the Hockey East Association, the University sponsors 14 men's and women's Division 1 teams. The River Hawk athletic teams have won 16 NCAA Championships, 7 team/9 individual, in school history. Seven student-athletes have been Olympians; 401 have been named All-Americans and 34 have achieved Academic All-American status. Nine coaches have been national coaches of the year.

The NCAA Division I hockey team plays in the Hockey East Association competing with national powerhouse programs such as Boston College, Boston University, Northeastern University, and the University of Massachusetts Amherst. In 2013, the men's ice hockey team reached the Frozen Four for the first time in the University's history. UMass Lowell ranks No. 16 in the NCAA for annual hockey attendance, averaging more than 4,400 fans per game, and broke the single-season average attendance record at the Tsongas Center in 2014-15.

In addition, students participate in more than 30 active club sports and a robust intramural program with 18 sports.

Finance and Budget

UMass Lowell has a FY2022 operating budget of \$520,147 million and an endowment exceeding \$120 million. In October 2021, UMass Lowell received combined gifts totaling a record \$23 million in philanthropic support – a 100 percent increase in five years.

The University has benefited from increasing enrollment with tuition/fee revenue and residence life/food service revenue expected to grow nine percent (net of financial aid) and six percent respectively next year. The current undergraduate in-state tuition at UMass Lowell is \$15,698 and undergraduate out-of-state tuition is \$33,624, with more than \$200 million awarded in financial aid last year.

Facilities

The physical campus has developed extensively over the last decade-plus as the University has transitioned from a commuter school to a more traditional residential campus. Campus life revolves around a state-of-the-art recreation center and a 7,800-seat sports-and-entertainment arena. In 2009, UMass Lowell purchased and refurbished a downtown hotel for student housing and built two residence halls (adding 980 suite-style beds), a student center, a new food court, and parking garages. Since its opening twelve years ago, the UMass Lowell Inn & Conference Center (ICC) has provided world-class facilities for conferences and other opportunities for industry engagement. The \$80 million Mark and Elisia Saab Emerging Technologies and Innovation Center opened in October 2012 and houses research facilities enhancing UMass Lowell's partnerships with the corporate scientific community, and the \$40 million Health and Social Sciences Building, which opened in April 2013, is home to the School of Nursing, School of Criminal Justice and Criminology and the Department of Psychology. UMass Lowell's \$40 million Pulichino Tong Business Center became the new home of the Manning School of Business in 2017. The UMass Lowell Innovation Hubs – located in both Lowell and Haverhill – focus on linking start-up innovators and entrepreneurs with the research development, business mentoring, and financial resources needed to develop a new venture in the greater Merrimack Valley.

Location

Lowell is a 40-minute commuter rail ride from Boston. The birthplace of Jack Kerouac and the Industrial Revolution, Lowell's history is evident in the city. Former mill buildings and cobblestone streets now add charm to a bustling downtown that is steps away from the UMass Lowell campus and boasts a thriving arts scene, a population rich in cultural diversity, and a flair for festivals. The Merrimack River winds through the city center and more than 1,000 acres of nearby state forests offer opportunities for hiking, biking, and cross-country skiing. UMass Lowell enjoys a close and

mutually supportive relationship with the city of Lowell, Massachusetts and is the second-largest employer in the area.

UMass Lowell Strategic Plan

UMass Lowell unveiled its first-ever strategic plan in 2010 with ambitious goals to leverage its legacy of academic excellence and become one of the top public research institutions in the country. The plan, which began under the leadership of former chancellor and current UMass President Marty Meehan, was shaped by the contributions of hundreds of faculty, staff, and students. Over the last 12 years, UMass Lowell has made significant progress on many of the original goals and, in many cases, exceeded the benchmarks the University had originally set. Academic programs have been strengthened, enrollment has continued to grow, student retention has improved, and the University has created new opportunities for hands-on learning. The research enterprise has flourished and newly formed partnerships with industry have driven economic growth. The campus has been modernized, with new residential, academic, and administrative buildings, and the University has emerged as a national leader in sustainability in higher education and created an innovation ecosystem on campus through its support for entrepreneurship. The University has surpassed its fundraising goals, expanded support for scholarships and other critical needs, and advanced toward its vision of creating a campus culture that is open and inclusive for all.

The University created the annual *UMass Lowell Report Card* to benchmark progress toward the goals set in the 2020 Strategic Plan. Systematic analysis of the Report Card and other industry measures of financial health are used to guide the university's multi-year financial and capital planning to support academic program development and the expansion of research.

For more information about the strategic plan and to view the annual report cards, please visit: <https://www.uml.edu/2020/documents.aspx>

THE UNIVERSITY OF MASSACHUSETTS

The Commonwealth of Massachusetts is recognized throughout the world as a center of excellence in higher education and is the birthplace of public education, largely as a result of Horace Mann's pioneering efforts during the early part of the 19th century. The nation's first college, first teachers college, first elementary school, and first high school were all born here. The University of Massachusetts is the Commonwealth's only public research university system. It consists of five campuses in Amherst, Boston, Dartmouth, Lowell, in addition to the UMass Chan Medical School in Worcester. The University also has a satellite in Springfield and a School of Law in Dartmouth. UMass is currently ranked as the No. 1 public university in New England and is among the world's top 100 universities, according to Times Higher Education World Rankings.

The University of Massachusetts was established in 1863 as the Massachusetts Agricultural College, located in Amherst. It became known as the Massachusetts State College in 1932 and in 1947 became the University of Massachusetts. The Chan Medical School and Boston campuses were established in 1962 and 1964, respectively. The Lowell campus and the Dartmouth campus were consolidated into the University in 1991. In the fall of 2021, the University of Massachusetts had nearly 75,000 students enrolled on its five campuses.

The University of Massachusetts is governed by a 22-member Board of Trustees that represents various interests of the public at large on a non-partisan basis. Seventeen members of the board are appointed by the Governor and five members are UMass students elected by the student body on each of the five campuses.

The Board of Trustees functions as a legislative body dealing mainly with general policies governing the University. The Board is not an administrative or management board. The Massachusetts General Laws allows it to act as an appeals body in certain rare instances.

The UMass President's Office provides leadership, financial management and oversight to the University and its five campuses, spearheads joint academic, financial, and economic development initiatives, and provides shared services in the areas of information technology, treasury, procurement, legal, auditing, and others to drive maximum efficiency and effectiveness on behalf of its 75,000 students. The office works with the Governor, Legislature, executive branch agencies, Congress, federal agencies, and professional organizations to build support for the university. Overall planning, policy development, and initiation of University-wide programs are carried out through the office by several departments that report to the President and Vice Presidents who are located in both Boston and Shrewsbury.

Leadership

Marty Meehan is the University's 27th president and first undergraduate alumnus to lead the five-campus University of Massachusetts system. A first-generation college student, he graduated cum laude from UMass Lowell in 1978 with a degree in education and political science. He was elected to the presidency in 2015 after eight successful years as chancellor of the University of Massachusetts Lowell, where he led the campus on its rise to top-tier national university status, improving its performance in every sphere of activity.

During the first year of his presidency, the University's enrollment reached a record 73,744 students and research expenditures rose to a high of \$629 million. Enrollment has since grown to more than 75,000 students with \$687 million in research expenditures. President Meehan made fundraising the centerpiece of his inauguration and generated \$1.7 million for scholarship funds on all five campuses. He also closed his congressional campaign committee and directed those funds be transferred to an educational foundation with a \$1 million scholarship donation made to his alma mater, UMass Lowell.

President Meehan embraced a career in public service early in his life, serving as the deputy secretary of state for securities and corporations from 1986 to 1990. In 1991, he became first assistant district attorney for Middlesex County, managing a staff of more than 150, including 80 prosecutors, and establishing an innovative "priority prosecution" policy that targeted hardened criminals.

Seeing an opportunity to expand his public service commitment and to serve his nation, President Meehan ran for U.S. Congress and was elected to represent the 5th Congressional District of Massachusetts in the U.S. House of Representatives in 1992. He served on the House Armed Services and Judiciary committees and established a national reputation for his legislative leadership, winning praise for his efforts to protect the public from the health risks of tobacco. President Meehan was a central figure in campaign finance reform and a major sponsor of the

Bipartisan Campaign Reform Act of 2002, known as the McCain-Feingold Bill in the Senate and the Shays-Meehan Bill in the House.

After serving 14 years in Congress, President Meehan was elected chancellor of UMass Lowell in 2007. He made quality, diversity, and access and affordability keystones of his vision to raise UMass Lowell's national and international reputation and impact. During his eight-year tenure, UMass Lowell climbed into the top-tier of U.S. News & World Report's best national universities and was the third-fastest-rising institution on its list.

In addition to his degree from UMass Lowell, President Meehan earned a master's degree in public administration from Suffolk University in 1981 and a juris doctor from Suffolk University Law School in 1986.

Jacque Moloney, Chancellor of UMass Lowell since 2015, is a national leader in innovation in higher education and was the first woman to serve as chancellor of the university since its founding in 1894. Prior to becoming chancellor, Moloney served in a number of roles at UMass Lowell, including professor, researcher, dean, and executive vice chancellor.

As chancellor, Moloney led the campus to the successful completion of the UMass Lowell 2020 strategic plan, guiding the university community in meeting and, in many cases, exceeding ambitious goals. As a result, the university has emerged strongly after facing the greatest institutional challenge in its history, the COVID-19 pandemic. Under Moloney's leadership, UMass Lowell has achieved record gains in student enrollment, academic preparedness, diversity and graduation, and retention rates. In addition, faculty hiring, research expenditures, fundraising, and economic development activities have all reached new heights.

Moloney is a "double River Hawk," as she earned two degrees from UMass Lowell, a bachelor's degree in sociology and a doctorate in education. She also holds a master's degree in social psychology from Goddard College.

OPPORTUNITIES AND CHALLENGES

The Chancellor is the chief executive officer of the University of Massachusetts Lowell and is responsible to the UMass System President and Board of Trustees for the administration of the University. They further the mission of the University and exercise broad responsibility for the academic, student affairs, financial, philanthropic, and all other dimensions of the institution to promote its development, effectiveness, and impact. The Chancellor's Executive Cabinet includes: Provost and Vice Chancellor for Academic and Student Affairs; Senior Vice Chancellor for University Relations; Vice Chancellor for Research and Economic Development; Vice Chancellor for University Advancement; Vice Chancellor for Finance and Operations; and the Director of Athletics.

The Chancellor will recognize the unique characteristics of UMass Lowell and will build upon the University's considerable success and momentum by bringing innovative leadership to best advance the University. The Chancellor will be a capable delegator, a good listener, and visible on campus and in the community. They must have a great passion for the role of public higher education and be equally passionate about UMass Lowell.

The Chancellor will be expected to address the following opportunities and challenges:

Define and articulate a vision for the future and lead the development of the University's next strategic plan

UMass Lowell is witnessing the immediate and dramatic results of an ambitious and successful campaign to grow the University in numbers and quality. While the University community embraces the change in leadership, they do not seek a change in direction. The Chancellor will guide the strategic direction of the University, leveraging the University's core strengths to create and realize a vision for the University's continued advancement among the nation's public universities. The Chancellor will work closely and effectively with the System President and Trustees, the senior leadership team, faculty, staff, students, alumni, and the community to build a common vision for the University's future, its aspirations, and required resources. The University's plan should be adaptable but ambitious, imbued with a spirit of creativity and entrepreneurialism.

The Chancellor will have a demonstrated ability to translate vision into strategy and will be expected to lead the University in a new strategic plan. UMass Lowell desires a Chancellor who will focus on innovation, execution, and implementation. The successful Chancellor will build, carefully, on the University's current strong upward trajectory.

Continue to enhance the reputation and visibility of UMass Lowell nationally and strengthen program offerings and student recruitment at all levels

While UMass Lowell is becoming the first choice for an increasing number of the region's most academically talented students, there is still more work to be done to ensure the University's reputation matches its recent accomplishments. The number of eighteen-year-olds headed to college will decrease for several years. The Chancellor will spearhead efforts to clarify UMass Lowell's competitive identity and vision and then communicate that persuasively and inspirationally to elevate the university's profile within the region, the state and the nation. The Chancellor will bring creativity and innovative thinking to fine-tune the market positioning of UMass Lowell, working with the campus to define new offerings for professional and graduate degrees for returning learners, degree completers, and international students. The Chancellor will work to ensure that in the coming years the people of Massachusetts and the national and international academic community recognize Lowell's innovative leadership in preparing students to take responsibility as participants in an increasingly complex and diverse global community. The University will be recognized for contributing significantly to solutions for the challenges confronting the State and our nation.

Build a faculty for the future

The Chancellor will set the tone for recruitment and retention that will constantly raise the aspirations for faculty success and with it, the prestige of the institution. UMass Lowell aspires to build on its reputation and to increase the number of their programs and departments with national recognition. The Chancellor will need to supply resources, make choices, and set expectations that will retain and recruit the faculty needed to seize the University's current momentum and realize its full potential while balancing its historic mission to serve underserved students and not lose touch with the strong roots that have led to its current success.

Strengthen UMass Lowell's existing research and interdisciplinary collaborations

UMass Lowell research faculty are outstanding scholars who participate in both applied and basic research and create meaningful scholarship that contribute to their discipline, to the community, and to solving societal problems. Research provides the UMass Lowell student with a richer educational experience and the University with a deeper connection to its industry partners. In recent years, the University has attracted increasing amounts of external funding in many disciplines; these resources facilitate and amplify the research and teaching effectiveness of the faculty. The University has strength in a diverse array of disciplines and has built successful interdisciplinary initiatives in recent years as part of its strategic plan. There is a determination to expand doctoral programs across all five schools and colleges on campus, to build out much needed academic space, and to increase efforts to secure sponsored research at UMass Lowell. By strengthening research in these ways and continuing to grow existing scholarship, the university will be well-positioned to achieve Research 1 (R1) Carnegie Classification in the near future.

Champion commitment to student success

A central element of UMass Lowell's core mission is to serve its students by providing an excellent education and exceptional student support services. The University serves a large population of talented first-generation college students that have contributed greatly to the growth in reputation in recent years. While the University has grown, its students still enjoy the benefits of small class sizes and professors who know the students by name. In addition to access to outstanding faculty and staff, students have opportunities to participate in research, working alongside faculty on projects that greatly enhance their learning experience and improve the quality of life in the region. This personalized touch is valued by students and is a source of pride for faculty and staff. Over the last decade, UMass Lowell has invested heavily in student success efforts by establishing and continually enhancing database systems and providing professional and academic advising. As a result of these efforts, the University has shown strong results in first-year retention and has constantly improved results for four- and six-year graduation rates.

Student success is fundamental to the mission of the University. The University must continue to invest, strengthening advising, adding support programs, and actively reaching to every student and driving retention and graduation rates to the highest levels achieved by a public university. Success at that level will distinguish UMass Lowell, fulfill its mission, and ensure its prominence.

Preserve the university's culture of collaboration and respect

UMass Lowell is distinguished by a palpable sense of institutional pride, camaraderie, and a shared sense of responsibility for the success of its students and the institution. This pride has been strengthened by leveraging the assets of collaborative, mutually respectful teams that are greater than the sum of their parts, leading to many of the University's accomplishments of the last decade. The University seeks a Chancellor with the presence and the heart to preserve and enhance this important and distinctive cultural characteristic of the University.

Maintain and strengthen a diverse campus community

UMass Lowell has achieved considerable success in attracting a diverse student body at the undergraduate and graduate levels. The Chancellor will be committed to ensuring greater

diversity in both the student body and among the faculty to be more representative of the population of the community and our national and global society.

The Chancellor will champion this commitment to a campus atmosphere that is welcoming and celebrates differences in social and economic backgrounds, lifestyle, gender identity, race, and ethnicity, and in support of open exploration of intellectual issues. By their public expression of the deep value of diversity, the Chancellor will further the goals of inclusive excellence by fostering an environment where the campus population is diverse, and members of all constituencies are encouraged to be active collaborators in shaping the academic culture.

Strengthen and expand the university's involvement with the local community and its economic development

The success of UMass Lowell and the prosperity of the region are closely intertwined. Given the economic challenges facing the region before and amidst the pandemic, economic development and knowledge transfer are vital to the success of the region. The University has woven itself into the fabric of the community, creating partnerships, research opportunities, and services that have been mutually beneficial. Future real estate opportunities in Lowell, especially the development of the East Campus, must be a prime task for a new Chancellor. The University needs new space. It will need partnerships to develop it. UML can help to develop its city, to expand the campus footprint and to enhance industry partnerships. It is critical for the Chancellor to understand and continue the focus on economic development, not only for the benefit of the University but also for the continued economic health of the region.

Continue to build upon UMass Lowell's burgeoning culture of philanthropy

With the recent completion of the campus's first capital campaign, there is significant opportunity to continue to foster a culture of philanthropy and increase charitable giving. The chancellor will provide leadership in development and fundraising activities, including the planning and execution of the next ambitious capital campaign to support UMass Lowell's future growth. The Chancellor will provide strong leadership to strengthen annual giving and develop an effective strategy to continue to increase the endowment. Building on the strong sense of pride and loyalty that emerges from the Lowell experience, they will work closely with the University's advancement team in a persistent, coordinated effort to build relationships, engage alumni and friends, and communicate the impact that supporting the University will have.

Develop and sustain the financial resources required to fully meet the current needs and future aspirations of UMass Lowell

Strengthening the financial base of the University will be critical for UMass Lowell to fulfill its ambitions to hire and retain more high-caliber faculty and talented staff, develop new research and teaching facilities, attract competitive graduate students, and provide financial aid to attract more top-tier undergraduates. The University has done well to increase enrollment at all levels, benefitting greatly in recent years by attracting adult learners through online programs and by developing professional and graduate degree programs.

The next chancellor will lead in the continued effort to identify, pursue, and steward sources of financial support for the University's aspirations and strategic needs. Working with the support of the Office of the President, the next chancellor will lead an effort to grow the funding capacity at

UMass Lowell by generating revenues through diverse sources, including tuition revenue, grants, philanthropy, industrial partnerships, real estate development and other earned revenue. The chancellor will work diligently with elected and appointed public officials in a wide variety of settings to advocate for the university's economic needs and must generate new corporate sponsorship through partnerships with businesses, foundations, nonprofits, and other civic and public-sector enterprises. Most importantly, this will all be done while maintaining academic excellence and addressing key issues around access and mission. As chief executive of the campus, the chancellor will make difficult but fiscally prudent decisions as needed, understanding the balance between pursuing important opportunities while maintaining fiscal sustainability.

THE SUCCESSFUL CANDIDATE

The successful candidate will embody many of the following qualifications and attributes:

- Successful experience as a strategic leader, an understanding of the full range of strategic issues in complex organizations, and the ability to execute large and ambitious plans;
- Exceptional communication and interpersonal skills, the heart and presence to energize and inspire students, faculty, staff, parents, alumni, Trustees, donors, and other external constituencies, the capacity to articulate UMass Lowell's mission and direction to all of its essential audiences, cultivate and sustain collegial relationships, and build consensus around difficult issues;
- A passion for providing support and opportunities for UMass Lowell student; an appreciation for the University's history and traditions as well as its boundless potential;
- An appreciation for the importance and challenge of maintaining a healthy, productive balance between scholarship and high-quality teaching; understanding of, sensitivity to, and respect for, the concerns and interests of faculty;
- A commitment to diversity, including individual action and institutional leadership to advance diversity and inclusion;
- Evidence of an understanding of the academic distinctiveness of UMass Lowell, balancing its growing research mission with its commitment to teaching and all elements of student success;
- Proven success and interest in fundraising; the capacity to represent UMass Lowell compellingly to donors and to lead future development campaigns; the ability to energize alumni to support the University at a level consistent with its aspirations;
- The ability to thrive in the public sector with well-developed political and diplomatic skills; effective in representing the institution's missions and goals with elected officials and the public at large.
- Experience in and knowledge of national and global business, educational, public policy, and cultural matters; rapport with corporate, educational, governmental, and private sector

leaders; understanding especially the forces shaping American higher education and how they are likely to impact UMass Lowell;

- An understanding of the opportunities presented by technology and the ability to apply that knowledge to keep UMass Lowell on the leading edge of teaching and research;
- Intellectual creativity, an instinct for innovation, and high academic standards;
- Devotion to the highest ethical standards and personal and professional integrity above reproach;
- An exceptional record of achievement in the academic world, industry, or governmental environment and a doctoral degree or equivalent are required.

TO APPLY

Nominations, applications, and inquiries are being accepted for the position. Consideration of candidates will continue until the position is filled. Candidates must submit curriculum vitae and a cover letter. Confidential inquiries, nominations, referrals, and resumes with cover letters should be sent electronically in confidence to:

John Isaacson, Chair
Micah Pierce, Managing Associate
Damla Williams, Associate
Isaacson, Miller
<https://www.imsearch.com/8444>

*The University of Massachusetts Lowell is an Affirmative Action/Equal Opportunity employer.
Women and members of minority groups are encouraged to apply.*