

**Kennedy College of Sciences  
University of Massachusetts Lowell**

**STRATEGIC PLAN 2028**

The Strategic Plan for the Kennedy College of Sciences provides the vision, priority areas and metrics for the College to be successful in its educational and research enterprises over the next 5 years. This plan will guide the KCS's funding priorities and guide its engagement with the local and global community. It is articulated around four priorities aligned with those of the University:

- (1) Enrollment and Student Success in the Sciences
- (2) Research Excellence in the Sciences
- (3) A Diverse, Welcoming & Inclusive College
- (4) Community, Partnerships, and Global Engagement

We have developed a set of broad recommendations around these four pillars.

**KCS Priority 1 – Enrollment and Student Success**

1. Enhance awareness about KCS degree programs locally, nationally, and internationally.
2. Promote existing and new programs that support student academic success.
3. Expand experiential learning opportunities for students.
4. Promote high-impact educational programs with particular emphasis on interdisciplinary and joint degree initiatives with an emphasis on including applications of AI.
5. Reduce barriers for undergraduate students to become graduate students at UMass Lowell.
6. Support a culture of continuous improvement in teaching, including interdisciplinary teaching.

**KCS Priority 2 – Enhancing Research Excellence**

1. Expand college-wide faculty mentoring opportunities.
2. Revise faculty tenure and workload requirements to incorporate activities such as student and postdoctoral mentoring.
3. Improve the physical research space, core research equipment and technical support.
4. Provide additional pre- and post-award administrative support and for Ph.D. student recruitment.
5. Revise Ph.D. graduate curriculum and requirements, including committee structure and policies.
6. Attract, retain, and support a more diverse body of KCS researchers (faculty, postdocs, Ph.D., MS).
7. Support faculty wishing to re-activate their research after a relatively low research activity period.

**KCS Priority 3 – Diversity, Equity, and Inclusion (DEI)**

1. Build and sustain a diverse and inclusive environment, which empowers all members of the college to reach their full potential.
2. Recruit, retain, and promote the success of students, staff, and faculty from diverse backgrounds and with specific needs.
3. Expand and improve academic, financial, and career development resources and opportunities for students from all backgrounds.
4. Promote and integrate into the curriculum and research activities, when appropriate, the importance of diverse perspectives and experiences arising from cultural, racial, sexual, gender, class, religious, and other differences.

5. Support DEI-themed event programming.

#### **KCS Priority 4 – Community, Partnerships, and Global Engagement**

1. Pursue the creation of partnerships with local, regional, and international institutions.
2. Provide appropriate recognition that supports tenure and promotion decisions for faculty involved in establishing external collaborations.
3. Establish mutually beneficial joint and collaborative degree programs with institutions worldwide.
4. Facilitate faculty and student engagement with alumni.
5. Increase corporate and alumni philanthropy.

With sustained focus, alignment with the 2028 University's strategic plan, and coordinated action to implement these recommendations, the KCS can and will continue to thrive. Together, students, staff, faculty, and the leadership of the University, we are committed to strengthen the KCS.