

University of Massachusetts Boston FY2008 Operating Budget

A. STRATEGIC PLANNING PROCESS UNDERWAY

The University of Massachusetts at Boston is actively engaged in planning for its future. The strategic planning process: *UMass Boston Renewal: Fidelity to Urban Mission*, got underway in September 2006 with the formation of the Chancellor's Strategic Planning Task Force. The task force, which was charged with receiving input from throughout the campus' internal and external constituencies, has met frequently and held two retreats. The task force and the work of its six committees will result in a comprehensive report, due June 29, 2007, that will recommend strategic directions for UMass Boston.

Supporting the strategic plan will be the development of a **master plan that will address the physical needs of the campus** in a manner that supports the academic and student life enterprise. The master planning effort, currently being managed by the Master Planning Committee of the Strategic Plan Task Force, will help us determine what UMass Boston will look like in the future – with considerations for our academic space, transportation needs and how our campus can be more physically linked to the local community, to name just a few areas of interest. Together, these efforts will chart the physical and intellectual pathways towards the University's future.

The June 29, 2007 deadline for completion of the strategic plan report ensures that an implementation schedule for the new strategic plan will coincide with the culmination of the present guiding influence: *UMass Boston 2008 Strategic Plan: Retention, Research and Reputation*.

B. UMass Boston: RETENTION, RESEARCH AND REPUTATION

The decisions made during the current year and those that will be made affecting fiscal year 2008 have been and will be guided by *UMass Boston 2008 Strategic Plan: Retention, Research and Reputation*, which resulted from a similar university-wide planning process. The FY08 operating budget represents a general plan for the year to support the Board of Trustees' priorities and campus priorities, as established by Senior Leadership of the University of Massachusetts Boston. These six campus priorities are:

1. Increase **enrollment**
2. Enhance **student teaching and learning**
3. Improve management and maintenance of **physical infrastructure**
4. Improve **research and graduate education**
5. Evidence care for the **well being of employees** and respect the values of **diversity, civility and sense of community**
6. Enhance the **commitment to service excellence**

This narrative provides a review of FY07 spending and accomplishments, and describes FY08 funding initiatives in the context of these strategic priorities, to allow us to measure performance against these investments.

C. FY2007 REVIEW

Leaving aside the annualized cost of funded collective bargained contracts, in FY07 the campus moved forward with additional resources resulting from a \$3.3 million (4.2%) increase in the state appropriation and a modest 4.3% increase in mandatory fee for resident undergraduates. With these new resources, along with reallocations, we were able to fund approximately \$8.3 million of new and on-going initiatives consistent with our current strategic plan.

Of the \$8.3 million of new or reallocated funds, \$3.9 million (47%) was allocated for instruction-related costs, including:

- Salaries for new, full-time, faculty,
- The annualized cost of full-time faculty hired the previous year,
- Additional part-time faculty needed to support a growing enrollment,
- Additional academic support staff,
- Additional funds for accreditation planning, and
- Additional operating funds for the colleges.

Of the remaining funds:

- \$1,000,000 (12%) was allocated toward debt service in an effort to increase the campus' debt capacity;
- \$925,000 (11%) was dedicated to additional preventive maintenance contracts and general repair projects;
- \$800,000 (10%) was added to need-based undergraduate financial aid, a 20% increase over the prior year;
- \$500,000 (6%) was allocated to the Healey Library;
- \$350,000 (4%) was added to the base budget for campus-funded categorical fee waivers (for graduate assistants, employees, veterans, etc.);
- \$200,000 (2%) was allocated to Office of University Advancement, in the continuing effort to rebuild the capacity of that office;

Remaining funds were used to fund a variety of new initiatives, including:

- Expanding funding for Community Relations and Communications efforts,
- Increasing funding for Athletics and Recreation, and related special events,
- Adding to the number of Admissions Counselors,
- Increasing funding for Student Activities, and
- Adding to the number of employee training and development initiatives.

D. STRATEGIC PRIORITIES

Last year, UMass Boston completed a campus-wide effort to develop a set of strategic priorities for UMass Boston for fiscal years 2007 and 2008. These priorities are grounded in the Trustees priorities for the university system, and have served as a bridge between the campus' current strategic plan that matures in 2008 and focuses on Retention, Research and Reputation, and the successor strategic plan, *UMass Boston Renewal: Fidelity to Urban Mission*, which will guide the campus beginning in FY09.

As mentioned above, six priorities emerged as the guideposts for the development of the FY07 budget, and now the FY08 budget process. Decisions to allocate new funds or to reallocate existing funds in FY08 will be grounded in these priorities.

1. Increase Enrollment

Enrollments increased from fall 2005 to fall 2006 by 4%, double the 2% estimate that had been built into the FY07 budget. As compared to fall 2005, fall 2006 applications for new freshmen increased by 492 (13%), the number of new freshmen admitted increased by 405 (21%) and 193 (25%) more freshmen enrolled. New transfer enrollment increased by 177 (13%).

UMass Boston's spring 2007 enrollment shows a healthy increase. New student enrollment was at 839, up 10% from the 746 new undergraduates in spring 2006. Overall enrollment is at 12,222, up 11% from 11,015 in spring 2006. Enrollment numbers for CCDE courses also show strong growth over last year, in spring 2006 the total CCDE registration headcount was 2,306. Spring 07 shows an increase of 756 (33%) to 3,062. These figures include all students enrolled in courses through CCDE.

At present, fall 2007 undergraduate applications are up 15.9%, admit numbers are up 9.9%, and 710 deposits have been received versus 533 at this time last year. Graduate applications are up 5% versus last year at this time.

We remain keenly focused on recruitment and retention, with a particular emphasis on retention. Overall enrollment targets have been established for the campus and for each college, and the Chancellor's Strategic Planning Task Force has informally adopted an overall enrollment goal of 15,000 students by fall 2010. In support of our efforts to increase enrollment and improve retention, we will enhance our efforts on a number of fronts. Enrollment initiatives in FY07 include:

• Provide additional funding for undergraduate financial aid

85% of UMass Boston students receive financial aid. The campus has increased funding for financial aid by more than 200% since 2003 (\$1.2 million in FY '03 to just under \$4 million in FY '06). In fiscal year 2007, through prudent management, an additional \$800,000 was made available for student financial aid needs. This will continue to be a major need and priority in the years ahead.

• Enhance the recruitment/orientation experience

UMass Boston is partnering with a company called ConnectEdu to provide the technology to receive admissions applicant transcripts electronically directly from high school and community college information management systems into UMass Boston's PeopleSoft student system, expediting the admissions procedures. UMass Boston will pilot this technology for the UMass system. Once this is implemented, UMass Boston will be the first college or university in Massachusetts to receive electronic transcripts via this method.

The Office of Enrollment Management added to its number of Admissions Counselor's in FY07. In addition, the campus, led by the Office of Enrollment Management, is developing a number of enhancements in its recruitment and orientation activities and programs, most prominent among them being the campus "Welcome Day" for new and accepted students.

On March 31, 2007, "Welcome Day," the campus hosted 1,136 guests (541 students and 605 family members) for a day of presentations by the chancellor, our colleges, academic programs and services, enrollment management, student affairs, student centers, clubs and organizations, campus center services and athletics that were designed to promote the campus and convince the students who have been admitted for fall that UMass Boston is the university for them. Our participation this year was 50% more than last year when we had 404 students and 335 guests for a total of 739 participants.

• **Enhance student services and retention**

In FY07, the campus increased funding for Student Support Services, including academic advising, career services, disability services, and other support services. In addition, within the College of Management, we provided funds for a Student Services Specialist, and the Graduate College of Education received funding for a Director of Teacher Preparation. The campus recognizes that its greatest challenge is not attracting students, but retaining them. As such, the campus intends to provide additional funding in FY08 for efforts and initiatives that will accomplish this most vital of goals.

• **Enhance student campus experience**

Closely tied to student services is the student campus life experience. Initiatives that enhance the campus life experience, that extend the period of time a student spends on campus to participate in extracurricular activities – that enhance the "bonding experience", student-to-student and student-to-UMass Boston – will be supported with funding and other resources the campus can bring to bear.

• **Continue to Support UMass Boston's Pre-Collegiate Programs**

UMass Boston's pre-collegiate programs continue to promote access to a diverse group of students:

- 120 students enrolled in Urban Scholars, a seven-week program offering academic classes in the morning and enrichment activities in the afternoon.
- Project REACH enrolled 600 students for five weeks, providing classes and college and career awareness.
- GEAR-UP involved another 30 students who took classes that prepared them for the SAT college board test.
- 425 students were enrolled in our Admissions Guaranteed Program.
- The Upward Bound and Math/Science Upward Bound programs served 160 students.
- 400 students took advantage of the Talented and Gifted Program/ALERTA.
- Camp Shriver, an inclusive summer camp for children with and without intellectual disabilities, provided a day camp opportunity for 65 children, ages 9-12, from Boston, Cambridge and Brockton.
- A transportation institute for young people organized by the Physics Department and Engineering Program attracted 15 students.

- Other opportunities included a special program serving approximately 300 talented and gifted Latino youth from the Boston Public Schools, a journalism seminar for high school students, and a program for approximately 60 Latino Boston Public Schools middle school students.

In addition, 254 students took advantage of the Directions for Student Potential (DSP) program in summer 2006 and 242 graduated into the College of Liberal Arts (a success ratio of 95% compared with an 89% rate in 2005). This free summer program offers remedial skills courses and guaranteed admission to those who completed it successfully. There will be 250 students enrolled in the DSP in summer 2007.

• **Enhance the campus' marketing and outreach efforts**

Recognizing the importance of branding and the need to raise the profile of the University, UMass Boston has been actively involved in the University's system-wide marketing initiative and is poised to launch a more formal and comprehensive marketing effort for the Boston campus in the 2007-2008 academic year. The result will be strengthened marketing initiatives with greater appeal and value to our recruitment and retention efforts.

In specific areas:

- We are expecting continued growth in on-line programming
- Our partnership with the Tsinghua Bridge Program has enrolled 28 students from China. This will continue to expand. There are currently 86 students in the next cohort at Tsinghua who are preparing to apply to UMass Boston for admission in fall 2007.
- The Confucius Institute, which promotes Chinese language and culture and supports local Chinese teaching, was launched this fall. We expect the Institute to raise the level of visibility of UMass Boston, both locally and internationally.
- We are strengthening our ties to local English as a Second Language programs, including some formal admission agreements, to recruit international students.

2. **Enhance Student Teaching and Learning**

• **New Faculty**

The academic program at UMass Boston has been strengthened by the hiring of 23 new tenured or tenure-track faculty. There are currently 38 searches underway for additional new full-time faculty for fall 2007. We anticipate, after normal attrition and a certain number of failed searches, a net influx of ten new, full-time, tenured or tenure-track faculty. This increase will strengthen undergraduate and graduate teaching and help us to meet the emerging need for innovative and interdisciplinary programs, thereby increasing the reputation of UMass Boston as a high quality, doctoral granting, and research university.

During FY08, the campus will formulate a longer-term goal to increase the proportion of tenured and tenure-track faculty to 75% of total FTE faculty, from the present 62%.

• **Technology for Instruction/Upgraded Classrooms**

In support of effective teaching, during FY07, technology was added to 57 classrooms, bringing the total number of “smart” classrooms to 74 of the 98 general purpose classrooms on campus. This decision to improve our classrooms was made after receiving critical input from faculty and students that these areas had been neglected for too many years. New furnishings have moved most of our classrooms from the “circa 1970s high school look and function” to a more comfortable and effective environment in which to learn.

In addition to technology, the campus outfitted many classrooms and common spaces with new furnishings. This enhanced the functionality and comfort of the furnishings utilized by students, in classrooms as well as informal settings where students go to relax and study. Proceeds from a capital lease, issued in 2003, are the source funds for these initiatives; the operating budget supports them via debt service.

Classrooms and auditoria that are currently lacking in state of the art audio, video and information technology or furnishings will be upgraded during this spring and early FY08.

To enhance the delivery and scope of information technology services for students, the university has (a) upgraded technology systems in 70% of university classrooms for enhanced learning; (b) implemented a new student E-mail system for greater security; (c) expanded wireless network access (Wi-Fi coverage) on campus; (d) expanded and refurbished the Assisted Learning Center to improve computer access for disabled students; and (e) established a state-of-the-art media center to facilitate language instruction and the use of multimedia tools. In collaboration with two other UMass campuses, UMass Boston put in place a new self-service student information system (WISER), allowing students to update and maintain their personal, academic, and financial information.

To support faculty in their teaching activities, the university has (a) implemented a new e-learning management system (Web Course Tools or WebCT), (b) increased help desk hours and implemented a Web-based inquiry system for on-line assistance with technology questions, and (c) installed 340 new computers and deployed the latest anti-virus software for the campus teaching labs. The newly implemented WISER information system allows faculty to access class rosters and permission numbers, enter grades, and view and print degree audits for advising purposes.

We expect to pursue additional IT projects in FY08 that will continue to improve the learning and teaching experience for UMass Boston students.

• **New Teaching Assistants**

We are committed to increasing the number of teaching and research assistants in an effort to improve the campus’ ability to recruit top-notch graduate students, reduce the use of part-time faculty, and give greater support to faculty in the areas of instruction and research. In FY07, the campus made available an additional \$545,000 for upgraded stipends and 24 additional FTE assistantships.

• Internships/Service Learning

The campus has expanded the number of internship opportunities in recent years and intends to expand on such opportunities for students going forward.

3. Management of Physical Infrastructure and Space

• Capital Projects and Deferred Maintenance

Over the past year and a half, the campus has worked to gain a full understanding of all of the structural needs, as well as communicate that understanding to the board of trustees, the president's office, the Division of Capital Asset Management (DCAM), the governor's office and the legislature. It became increasingly clear that the University needed a comprehensive picture of our long term capital and strategic needs. Working with leading construction and engineering firms, the scope of our physical plant needs is now documented as well as the work needed to shore up the sub-structure. In the year ahead, we shall work closely with DCAM to prepare a campus master plan that shall serve as a blueprint for further development of our campus.

The campus' deferred maintenance is a significant issue. The current cost for addressing all deferred maintenance, including implementing a permanent solution for the substructure, is estimated at \$437,005,000. Except for the Campus Center, every building on campus has issues related either to its exterior envelope, roof, or mechanical, electrical and plumbing systems, or some combination of the foregoing. And, of course, the substructure acts as the foundation for all but the Clark Center and Campus Center. The indoor parking garage, which comprised the bulk of the space that serves as the substructure, was closed at the start of fiscal year 2007 due to concern for public safety after incidents involving crumbling concrete and pipes coming loose from ceiling anchors.

At the start of fiscal year 2007, \$78 million of escrowed bond and lease proceeds, including \$12 million of Chapter 122 supplemental bond funding, was available to the campus. As a result, facilities improvement projects were undertaken in every one of the campus' ten buildings as well as offshore. These projects became priorities for 2007 because of three goals: ensuring safe and secure use of campus space; supporting academic and student life; and providing structural support to the campus' infrastructure.

Projects in design or already under way included: implementing new surface parking lots, upgrading elevators and fire alarm systems; replacing roofs and the Campus Center doors; creating new venues for learning and research, such as the Nursing Learning Center, McCormack Graduate School, and McCormack Theater's back-of-the-house operations, and providing additional shoring for the substructure. In addition, DCAM continues to make progress on installing sprinkler systems within campus facilities; it is estimated that it will require DCAM to spend an additional \$10 million to complete the sprinkler project.

In addition to addressing deferred maintenance, UMass Boston is excited about the prospect of constructing new academic and research buildings on campus. The current capital plan incorporates \$80 million for the construction of two such facilities. Our planning for the next five years anticipates

a \$100,000,000 financing in FY09: \$40 million for new construction and \$60 million to address deferred maintenance. We anticipate taking possession of a new academic building in FY11. Additionally, we anticipate borrowing an additional \$100,000,000 in FY12, with \$40 million to finance a second new building, and \$60 million for deferred maintenance.

With \$78 million on hand and an additional \$120 million borrowed through 2012 to address deferred maintenance, the campus will need additional Commonwealth support to make up the gap between the campus' \$200 million and the \$437 million of identified deferred maintenance needs, including the sub-structure.

• **Debt Service**

Our total debt service payments have leveled off at a projected \$13.2 million in FY08, down \$400,000 from FY07 as some short-term loans taken out to finance the PeopleSoft project will have matured. With the addition of \$100 million of debt midway through FY09, debt service is expected to increase to \$13.8 million and \$17.7 million in fiscal years 2009 and 2010, respectively, but level off again to \$15.5 million in FY11 and \$14.7 million in FY12 due to maturity of lease obligations, before rising again in FY13 as a result of the end-of-year \$100 million financing in FY12.

4. Research and Graduate Education

Recognizing that excellence in faculty research, scholarship, and creative activity is one of the distinguishing characteristics of a great university, and a vital part of our contribution to the city and to the Commonwealth, we are committed to a significant expansion of research and sponsored programs at UMass Boston. The *UMass Boston 2008 Strategic Plan: Retention, Research, Reputation* has a goal to increase the amount of research and sponsored programs from \$30 million to \$50 million. As of the third quarter of FY07, UMass Boston was awarded \$37,800,225 in extramural support, or \$7.1 million more than the same time last year. In fact, the FY07 year-to-date award total is 98% of the award total for all of FY06. UMass Boston is close to achieving and perhaps exceeding the stated goal of \$50 million in research grants and sponsored program awards by the end of FY08.

UMass Boston seeks to excel in both pure and applied research that advances knowledge and creates a better society for all. Research efforts continue in the physical sciences, the humanities and interdisciplinary areas as identified in the 2008 strategic plan. Improvements in the research infrastructure of the campus and establishing large-scale, multidisciplinary research partnerships with businesses, nonprofits, governments and other institutions were again a focus of efforts in academic year 2006-2007. A few examples of these efforts follow:

- The Office of the Vice Provost for Research has initiated implementation of an innovative distributed research administration model, a hallmark of the most successful research institutions. The first two departmental research administrators (DRAs) have been hired, one assigned to the College of Liberal Arts and one assigned to the Institute for Community Inclusion. These individuals will serve as dedicated grant administration support for their assigned units. The search for a third DRA, to be assigned to the College of Nursing and Health Sciences, is underway.

- UMass Boston was awarded \$5 million in state support (\$4 million capital, \$1 million operations) under the Economic Stimulus II legislation for the design, construction and development of a Venture Development Center (VDC), a state of the art research and business development center offering specialized core research and development facilities for collaborations with businesses and other research institutions to develop methods and technologies that can be translated into new commercial services and products. To be located in the former Wheatley Building cafeteria, the VDC will build the university's intellectual capital by attracting and leveraging resources and expertise, helping to transform UMass Boston into a nationally prominent urban research institution that enriches the lives of all members of our community. The project completion date is September 2008.
- The Institute for Community Inclusion (ICI) within the Division of General Pediatrics at Children's Hospital and located at the University of Massachusetts Boston formally and publicly in October 2006 announced an exciting five-year project called "Opening Doors for Children and Youth with Disabilities and Special Health Care Needs: A Rehabilitation Research & Training Center." The project, funded by the National Institute on Disability and Rehabilitation Research (NIDRR) of the U.S. Department of Education is the only center of its type in the country. The Opening Doors Project will research the educational, recreational, and early health screening strategies that seek to improve the lives of all children and youth with disabilities and medical conditions.

- **New Faculty and Research Assistants**

An influx of new faculty will help us in our effort to expand research activity. The recommendations of the Strategic Planning Task Force, due June 29, 2007, are expected to include an increase in the number of assistantships offered in order to further support expansion of graduate programs and the campus' research endeavors.

- **Enhanced Research Infrastructure**

UMass Boston will continue the process of allocating its resources strategically to assist faculty members to develop complex multidisciplinary research proposals (pre-award) and to support sponsored program implementation (post award). Also, in FY08 we plan to take full advantage of the newly implemented PeopleSoft grants management software, continue our focus on research compliance, upgrade selected research laboratories, increase our support for internal grant programs with the expectation they will lead to extramural sponsored programs, and leverage resources to fund substantial startup packages for selected new faculty hires.

- **Enhanced Marketing**

The campus will develop marketing strategies and focus resources on communications to increase the likelihood of proposals turning into awards

5. Evidence Care for Employees' Well Being and respect the Values of Diversity, Civility and Sense of Community

- **Employee Training and Enrichment**

Our faculty and staff are the most important assets of our university community. During FY07 we increased funding for employee development programs by \$55,000, and the Office of Human Resources (HR) has responded by increasing the number of employee training and enrichment seminars. In addition, HR contracted with a third party Employee Assistance Program (EAP). The EAP is available to employees who are dealing with challenging work-related or personal matters.

• **Creating a Welcoming Environment**

The campus is actively engaged in creating a “Welcoming Environment.” On the physical plant front, we are improving the appearance of the campus and its infrastructure, and improving the appearance and usefulness of signage in order to make the campus safer, more welcoming and navigable. In addition, we intend to increase emphasis on customer service at every level in order to exceed the expectations of our students and their parents, our faculty and staff, and other campus constituents. We hope these efforts will favorably impact student recruitment and retention and generally improve the environment for all members of the university community.

• **Safety Planning/Crisis Management**

The campus is actively engaged in the President’s Office system-wide Crisis Management planning effort. In addition, we are planning for safety; i.e., educating and preparing the campus to respond to a pandemic or other major unwelcome event. We expect that our efforts to address deferred maintenance will reduce the risk of adverse consequences from equipment or system failure or crumbling assets.

6. Enhance the Commitment to Service Excellence

With commitment to our dual core mission of serving our students and the Commonwealth of Massachusetts, those initiatives that improve or enhance service to our “stakeholders” (students, parents, business partners, community partners, neighbors, and colleagues) are a focus for FY08. Any innovation in academic or business processes that result in greater efficiencies and enhancement of service to our constituents will be considered a priority.

Examples of goals include:

- Nurturing a campus culture of timely and effective response to inquiries, requests, and the general discharge of one’s responsibilities;
- Policies that create the expectation of politeness and courtesy in personal interactions;
- Benchmarking of staffing levels in departments, particularly support staff-to faculty ratios;
- Additional evening hours to provide service to evening students in student life; and
- Additional staff in the Housing Office to meet the increasing demands of student requests for assistance.

E. FINANCIAL STABILITY

UMass Boston is committed to generating positive results from operations and adding to its base of net assets on an annual basis. Knowing that future mandatory fee increases will be limited to or near the cost of living index, the campus will seek to manage its finances, including setting aside a portion of incremental revenue each year, in an effort to limit the rate of growth in spending relative to revenue. For 2007, UMass Boston is projecting a positive operating margin, and we are budgeting to do so in FY08. Positive operating results, plus continuing support from DCAM for surface parking, substructure stabilization, and various building improvement projects, will help to ensure that we generate an increase in net assets for FY07 and FY08.

In FY08, we will endeavor to increase auxiliary and other revenue streams and will review non-mandatory rates and charges to ensure that auxiliary enterprises and other fee for service activities are adequately funded by user fees. Additionally, we continue to strengthen the Office of University Advancement, and are preparing for a significant capital campaign with the goal of maximizing fund raising. Our goal for FY08 is a 30% increase in private funds raised which, when additional enrollment is considered, will result in increased endowment support for the campus in the coming years.

Increased investment in the Office of Research and Sponsored Programs, including the addition of three (two new, one search underway) departmental research administrators, will result in increased grant revenues and consequently increased indirect cost recovery as we go forward.

While challenged by the enormous pressure to achieve our strategic goals, meet our debt service obligations, and address deferred maintenance and capital repairs, we believe that we can sustain and make modest increases to our financial cushion and base of net assets, thereby insuring financial stability.

F. EXPECTED INCREMENTAL RESOURCES AND THEIR USE

The Governor's House 1 budget plan contemplated only a modest \$948,297 increase in general funding for the university system; UMass Boston's share is an estimated \$162,000. The currently unfunded FY08 cost of new faculty hires in the 07-08 academic year is an estimated \$1,200,000. UMass Boston can manage this differential in FY08 by making use of reserves that it had established in FY07 for one-time items, such as the unfunded FY02 retroactive salary payments for terminated, retired and current non-unit personnel and for Local 888.

The House Ways and Means Committee's proposed budget for FY08, released April 11, 2007, would increase funding for the university system by approximately \$7.0 million. Under such a plan, UMass Boston's FY08 share of the state appropriation would rise by approximately \$1.2 million.

With regard to incremental student fees, the FY08 UMass Boston Budget includes an estimate of \$4.8 million of new fee revenue resulting from the combination of a 4.2% increase in mandatory fees and enrollment growth. At present, it is contemplated that \$1.5 million of incremental revenue will be

needed to address the rising cost of electricity, which rose from 5.12 cents per kWh to 9.85 cents per kWh, effective March 2007. In addition, the campus plans to increase funding for undergraduate need-based financial aid and categorical waivers (\$1.55 million); add to our base funding for debt service (\$500,000); add \$500,000 to a reserve; and make judicious use of remaining new resources and existing resources that may be reallocated.

G. SUMMARY

The Boston campus, energized by our increase in enrollment and emphasis on student services and retention, looks forward with enthusiasm to the new fiscal year, and the years ahead. We view the future as an exciting period that will offer change, challenges and opportunity. We feel that the financial plan, as set forth in this document, is sound and will provide the foundation for us to move forward to achieve the campus' strategic focus consistent with the Board of Trustees' priorities.