August 1, 2019

Martin T. Meehan
President
University of Massachusetts Boston
One Beacon Street
Boston, MA

Dear President Meehan:

I am pleased to submit the final AY2018-19 report covering the goals that we have mutually agreed on that include operating margin, fundraising, online growth and shared services.

Additionally, I am providing a report on a separate set of goals that my colleagues and I set for the year that include student success, residence halls and 24/7 operations, planning, capital projects, building a strong and diverse faculty/staff, and university relations.

The appendix to this report provides full details of the progress of each goal by each executive area.

➤ SYSTEM OFFICE GOALS:

GOAL: Operating Margin *(Operating margin consistent with the Board approved budget of 0%, as measured by financial results for the fiscal year)*

The reported Q3 results reflect that the campus expects to meet the 0% margin this year. We are now in the process of closing the books for FY19 alongside the rest of the university system. There are a number of annual entries yet to be recorded that could impact the final margin; those results will be available by September 15, 2019.

The team worked tirelessly to stay on budget and to navigate a variety of financial challenges that arose during the year. In particular, changes in student course taking behavior caused revenue to fall short of budgeted revenue, requiring the campus to take numerous actions to avoid the emergence of a deficit. Overall, we are proud of the many stakeholders who stayed within budget and weathered another year of tight finances in order to ensure that we met this most important target.

In addition to meeting the margin target, the campus committed to increased budget transparency throughout the FY19 year. To this end, town hall meetings – including budget as a central
agenda item - were conducted on October 15, 2018 and December 4, 2018 and a final budget forum took place on May 9, 2019. Quarterly budget to actual variance reports were implemented to provide more timely financial information to departments and to provide for review with the Office of Budget and Financial Planning. Numerous other updates and communications were distributed to the community throughout the year. A final report will be distributed in September as a means of informing everyone about all campus investments, reductions, and resource allocation decisions across the previous year. Going forward, the intention is for a report of this kind to be provided every year.

**GOAL: Fundraising (Increase donor visits, principal gifts, endowment, target minimum $10.5M)**

As you know, one of my first decisions as interim Chancellor was to hire a new Vice Chancellor for Advancement. We were fortunate to attract Adam Wise from Boston University. A consummate professional, Wise has set an aggressive agenda for improving our performance in development. With his leadership, we have exceeded the goal you set of $10.5M as total commitments have topped $23.8M, representing the largest amount in the history of this campus, comparing favorably to the previous five years and exceeding the previous record of $17.6M by 35%.

Gifts and pledges included our two largest commitments: $5M from New Balance to establish the Keith Motley Professorship coupled with a scholarship endowment, equaled only by Professor Arthur Eisenkraft’s $5M pledge from Wipro Technologies. Special mention must be made of Vice Chancellor Charlie Titus whose inspired ideas for the Sport Leadership program have now become a reality.

Not included in our $23.8M total is a new $3.2M signed pledge, the largest ever secured from an alumna; it will be formally announced in September. In the field of advancement, one often tests year-end numbers by removing an institution’s largest gift or pledge and seeing how that deduction impacts total achievement. If we remove one of these $5M pledges, total achievement would have been $18.7M which is still a record-setting year.

Endowments are a critical component in any development strategy as professorships both attract and retain our faculty and, like scholarships, grow in perpetuity and are budget relieving. This year, thirteen new endowments were established, a combination of faculty chairs and student scholarships

Over the past twelve months, I have traveled with Vice Chancellor Wise or Assistant Vice Chancellor Ryan McDonald to cities across the country to meet one-on-one with our lead prospects; altogether, we met 73% of our “Top 50.” While some of these meetings involved rekindling ongoing relationships, many were first-ever meetings or engagements with individuals not seen in more than a decade. “Where have you been for the past ten (or 20!) years” was a common refrain from some of these more prominent alumni.
University Advancement undertook an office-wide reorganization in February which allowed the hiring of two senior-level fundraisers who will give us greater bandwidth to engage more alumni, parents and friends. A complete revamping of the UA Research team enabled the discovery of new prospects and rediscovery and re-rating of many others. We also made substantive changes in our Annual Fund and Telefund operation as the campus had been spending more money to run the program than it raised in gifts. Never again…

Finally, Alumni Engagement, had one of its most successful years ever. We welcomed 200 donors to our Celebration of Philanthropy in October; in April our Celebration of Support attracted 195 donors and students which also was a high-water mark. Equally noteworthy were two on campus gatherings celebrating seven-figure pledges to the Gastón Institute and to Student Success, while we saw strong attendance at two reunions as we held our first-ever 50th for UMB’s inaugural Class of 1969 as well as Boston State’s 50th. Over the last year nearly 550 alumni attended receptions across the country and many of these alums came out for the first time under our flag.

The following chart summarizes the progress in FY19. As you can see, we have exceeded all of the goals set in FY19.

<table>
<thead>
<tr>
<th>Mid-Year Numbers as June 30, 2019</th>
<th>Actual</th>
<th>Goal</th>
<th>Notes</th>
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<tbody>
<tr>
<td><strong>Fundraising</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total new commitments</td>
<td>$23.79M</td>
<td>$10.5M</td>
<td></td>
</tr>
<tr>
<td>Total new commitments from alumni</td>
<td>188%</td>
<td>15%</td>
<td></td>
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<tr>
<td><strong>Endowment</strong></td>
<td></td>
<td></td>
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<tr>
<td>Total new commitments designated for core endowment</td>
<td>63%</td>
<td>15%</td>
<td>13 new endowments totaling $5.6 million.</td>
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<tr>
<td><strong>Chancellor activity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of days dedicated to advancement</td>
<td>116</td>
<td>30</td>
<td>Includes half days, full days, events and meetings</td>
</tr>
<tr>
<td>Number of prospect meetings attended by the chancellor</td>
<td>105</td>
<td>90</td>
<td></td>
</tr>
<tr>
<td>Number of substantive off-campus alumni events hosted by the chancellor</td>
<td>19</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Number of prospect meals hosted by the chancellor</td>
<td>27</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td><strong>Total Major Gift Officer activity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average number of annual visits</td>
<td>53</td>
<td>110</td>
<td></td>
</tr>
<tr>
<td>Number of new + re-rated major prospects</td>
<td>374</td>
<td>20</td>
<td>Primarily research and gift officer ratings 278 (newly discovered) and 96 (re-rated)</td>
</tr>
</tbody>
</table>
GOAL: Online *(Increase online substantially via collaboration with UMass Online, restructuring of CAPS, and/or expansion of campus online programs. Target is $21 million)*

UMass Boston established a goal of growing online revenue by 5-7%. Growth of 6% would result in total online revenue of $21 million. UMB did not meet this goal. Based on preliminary summer revenue numbers, UMB online revenue will be down roughly 1% in FY19 as compared to FY18.

<table>
<thead>
<tr>
<th>Online Revenue by Term and Fiscal Year</th>
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<tbody>
<tr>
<td>Fall</td>
</tr>
<tr>
<td>FY17</td>
</tr>
<tr>
<td>FY18</td>
</tr>
<tr>
<td>FY19</td>
</tr>
<tr>
<td>chg 17-18</td>
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<tr>
<td>chg 18-19</td>
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*Note: Summer FY19 data is preliminary*

**Comments**

- For two years, our primary strategy was to involve a partnership with an Online Program Manager (OPM) to grow our online program, with particular emphasis on programs in the College of Management. We need outside expertise and outside investment. We have been asked to delay conversations with external firms in favor of collaboration with UMass Online. We remain excited about this possibility given the expertise and collaborative approach of the UMass Online leadership team, but there is no getting around the fact that the absence of this critical support structure has hampered our growth. The wait continues as does our eagerness to partner at the earliest possible moment.

  - We commissioned an external review of UMB’s on line operation from Dr. Kathleen Burke, who has led two very successful on line divisions (at George Washington and Johns Hopkins Universities). Her assessment of our operations, staffing, marketing, and program offerings made it clear that our current arrangements are not optimal for encouraging growth.

Accordingly, we have completely restructured the operation: online programs will be pulled out of CAPS (our continuing education college) to be managed independently by a senior leader reporting directly to the Provost and with a strong dotted-line to the Chancellor.

The newly appointed leader of this new unit, Dr. Mya Mangawang, has led graduate admissions and marketing efforts for the past two years, where she has brought substantial improvement and operational excellence to the Office of Graduate Studies. We believe Dr. Mangawang is well poised to breathe new life into the strategy and capacity of our online efforts, including through collaboration with UMass Online and/or other partners.
• Several initiatives are moving forward on our campus that we believe will begin to benefit online revenue over the next 12 months.
  o We re-instituted a revenue sharing system for online programs, providing a clear incentive to deans and departments for online program growth.
  o In lieu of collaborating with an OPM, our College of Management (CM) has undertaken initiatives to boost online demand in the MBA program.
    ▪ The core MBA program is already online, which provides a platform for additional growth.
    ▪ We have strengthened the marketing of our online offerings. For example, we have changed the way we describe our GMAT requirements, so as to be more appealing to prospective students. We have increased our digital marketing efforts, launching and expanding “paid search” efforts to generate leads and improving our website to more effectively capture “organic” leads.
    ▪ Graduate Studies has implemented a salesforce solution that enables better customer relationship management of prospective master’s students.
    ▪ The College of Management has introduced, for the first time, a third start term in summer 2019.
    ▪ The College of Management is also actively working to convert additional courses into online offerings. Currently 2 MBA specializations are fully online (Business Analytics & Healthcare Informatics); 2 more are slated for conversion by fall 2019 (Finance & Marketing).
  o Our College of Nursing and Health Sciences (CNHS) has developed a strategy for growing online graduate programs.
    ▪ CNHS hired a faculty member focused on converting the accelerated bachelors of science in nursing (ABSN) from a face-to-face to a fully online program. The goal over the next 36 months is to increase the number of students in this high demand program from 30 per year to over 250 per year.
    ▪ CNHS is actively developing an RN to BSN to DNP online pathway for launch in spring or fall 2020.
  o The McCormack Graduate School has struck a partnership with Leading Age, a national association of 6,000 gerontology professionals, to serve as a marketing channel to increase enrollment in the online Masters of Aging Services starting in FY20.
  o In partnership with the Provosts at UML, UMD, and UMA, we are developing a partnership with Shorligh Education to deliver graduate level STEM certificates to international students via live technology-enabled instruction, leading to on campus enrollment in Master’s Degree programs on all three campuses. UMass Boston will be responsible for the computer science coursework. We are excited about this initiative, which leverages technology, will expand our ability to serve international students, and should generate incremental revenue for our campus.
GOAL: Shared Services *(Participate robustly with UMPO “shared services” initiative)*

Overall, the Boston campus is on track to fully achieve this goal, in alignment with system-assigned communications and objective. YTD progress on the shared services goal is as follows:

**Metric 1:** Campus staff participation in workshops, steering committee meetings, data and other deliverable reviews.

- Interim Chancellor Newman was assigned to, and has been a full participant in the Shared Services Oversight committee.
- Vice Chancellor for Administration and Finance Kathleen Kirleis has been fully engaged in system office-led steering committee meetings on behalf of the campus.
- UMB payroll, accounts payable and procurement staff have had robust participation in the system-wide workshops and working sessions with Accenture.
- UMB payroll, accounts payable, procurement and other staff supported the production and analysis of required data in a timely fashion.
- Vice Chancellor for Human Resources Marie Bowen has collaborated with the system HR leaders to support the development of an appropriate staff communication strategy.
- Shared Services Comprehensive Plan presented to UMass Board of Trustees Committee on Administration and Finance on March 27, 2019

**Metric 2:** Campus communications providing information and support for the goals of the project (minimum of 3)

- Chancellor’s memo introducing the project sent to entire UMB community in October 2018.
- Update on the project presented at campus-wide Town Hall in December 2018.
- Information regarding campus shared services goal posted on website and accessible to entire UMB community.
- Memo updating the UMB leadership on the project was sent on February 6, 2019.
- Meeting with Procurement and the Controller’s Office Accounts Payable staff with Vice-Chancellors of Human Resources and Administration and Finance on April 12, 2019
- Campus wide forum on shared services held on May 20, 2019 with President’s Office Staff

**Metric 3:** Participate in the creation of an organizational model for the Shared Services Organization, which will include the organization structure, staffing pattern, position titles and job descriptions.

- This support is ongoing as requested.
- Campus represented on university-wide collective bargaining team for the project.
- Position titles and job descriptions provided to collective bargaining units as part of the collective bargaining process and to non-unit staff.
ADDITIONAL CAMPUS GOALS: These objectives below were developed specifically for our campus. Each Vice Chancellor has been held accountable for them in their respective domains. You can find their detailed reports in the appendices to this letter.

GOAL: Student Success *(Develop a campus-wide program of student success initiatives designed to significantly improve retention (and ultimately graduation), including increasing first-year retention of freshman students by 3-5%)*

Led by Deputy Chancellor Garrett Smith, and in close collaboration with the Provost and her colleagues, the deans and the entire advising staff, our student success program has concentrated on improving retention and graduation rates. It is worth noting that the initiatives for 2018-19 complement efforts underway over the past 10 years, raising our six year graduation rate for freshman by 15 points (from 33% to 48%) during that time period.

Major initiatives for this year include the opening of on-campus housing, enhanced advising, investment in financial aid, technology tools, and organizational efficiency, all aimed at improving retention and graduation:

- Retention campaigns using early warning predictors, supported by analytic technology tools
  - *Salesforce CRM:* We jumpstarted a long planned effort to develop an advisor case management system using Salesforce technology. To guide this effort, we contracted with Marc Pellegrini, an expert who has helped with the Salesforce strategy and architecture at UMass Lowell over the past 4 years. After kicking off the initiative in January, we launched the system’s first functionality in February, with subsequent releases in March and April of this spring. So far, the system has been used by advisors to communicate with students about early alerts (see below) and also to provide targeted outreach to students who have not yet registered for the fall semester.
  - *Early alerts:* In the fall, we launched a pilot initiative in which faculty provided mid-term feedback on student performance – in the form of green/yellow/red indicators – to enable additional encouragement and support to be provided to students. More than 8,000 early alerts were provided to over 5,000 unique students by 170 faculty in the pilot effort. An additional 7,000 alerts were provided in the spring during the second implementation of this initiative. Feedback has been very positive from students, advisors, and faculty. The Salesforce system was used to manage the initiative in the spring, strengthening and streamlining supports offered to students.
  - *Predictive analytics:* We contracted with Civitas Learning to develop a predictive analytics system to identify at-risk students and allow us to reach out to them with additional supports. Civitas used 10 years of historical UMass Boston data to build predictive models for our students. The system went “live” in the spring, enabling us to more effectively communicate with students, especially those identified as “at risk” for academic difficulty or likely to consider transferring.1

1 In one effort, 2,000 students were provided “kudos” by their deans for achieving strong grades, increasing their sense of connectivity to the campus
• **Registration campaign**: Spring 2019 and fall 2019 semesters saw UMB create campaigns using text messaging, email, and phone calls to urge students to register, to offer support for removing registration holds, and to provide advising support in choosing classes. These enabled a focus on high risk students, and greatly streamlined administrative efforts by automating the creation of real-time student lists, and providing a system for tracking the outcomes.

• **Remove barriers to student progression**
  • **Reducing course bottlenecks**: Intentional effort to eliminate course bottlenecks, and increase access to critical gateway courses assisted students with on time progression. In particular, we made strategic investments in the fall 2018 semester to ensure that our largest ever freshman class would have access to required courses in English, Math, and the Sciences.
  • **Micro-grants**: We invested in micro-grant programs designed to support students facing financial barriers to success. This year, three nascent grant programs supported about 100 students through a combined $65,000 in funding. Each program serves a different student need: a completion grant for students in their last year of study; a retention grant for students financially prohibited from registering for classes; and an emergency fund for students facing a sudden acute need. Our pilot program makes it clear that this strategy works: students who received a small retention grant (less than $500) were 10 percentage points more likely to return for the spring semester than applicants who did not receive funding.
  • **Reducing DFW rates**: Our math department undertook an effort to address the high DFW rates in introductory math classes, nationally a barrier to progression and graduation. They strengthened and expanded supplemental instruction for struggling students, examined the relationship between placement exam scores and course grades, increased coordination across sections of large multi-section courses, and launched a spring pilot in the gateway Calculus course to further innovate on this effort.

• **Under the leadership of Vice Provost Joan Becker, enhance undergraduate advising effectiveness through common practices, tools, and metrics**
  • **Common tools**: We strengthened our advising case management systems with the development of the Salesforce CRM. In addition to the early alerts and registration campaigns, this CRM enhances advisors’ day-to-day student support activities: enabling advisors to take and reference notes on student interactions, collaborate across offices as students progress in their careers, and to manage their workflow by creating and assigning tasks. CRM reporting functionality also increases transparency into advising activity, opportunities for improvement, and need for rebalancing of advisor assignments.
  • **Consistent caseloads**: We worked to rebalance the allocation of advisors to each college, ensuring that resources are spread equitably across our campus and that

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2. The efforts, particularly for registration for fall 2019, were powered by our predictive analytics (Civitas) and customer relationship management (Salesforce) tools.
The spring 2019 annual Student Affairs Survey* found that

- 75% of freshman respondents reported that they are socially involved "very much" or "quite a bit," up 13% points over the 2017 NSSE survey. This 2019 level exceeds the 2017 peer benchmark of 68%
- 70% of freshman respondents reported that they participate in campus activities and events "very much" or "quite a bit," up 27% points over the 2017 NSSE survey. Level now exceeds 2017 NSSE peer level of 62%.
- 75% of freshman respondents reported that they participate in co-curricular activities "very much" or "quite a bit," up 13% points over the 2017 NSSE survey. This 2019 level exceeds the 2017 peer benchmark of 68%.

GOAL – Residence Halls *(Ensure successful opening of residence halls and our shift to a 24/7 campus, including development of student life programming (co-curricular, athletics, RA sponsored) and a carefully managed transition plan for sophomore housing)*

As you know, the residence halls were the first to be built and operated as a public-private partnership in the University of Massachusetts system, with the University of Massachusetts Building Authority (UMBA), leasing the site to Provident Commonwealth Educational Resources, Inc (Provident). Provident hired Capstone Development Partners, LLC (Capstone Development) to build the residence halls and then hired Capstone On-Campus Management, LLC (COCM) to manage the property once construction was complete. The dining portion of the residence hall is run by the campus, under its contract with Sodexo. COCM and the campus then work together under a shared governance model to ensure a successful student living experience.

- Under the leadership of Vice Chancellor Gail DiSabatino, UMass Boston’s first residence halls opened on September 2, 2017 with 99.3% occupancy (1070/1077 beds):
  - 1070 total students (31 RAs, 1007 Freshmen, 32 Sophomores);
  - 96% of non-staff rooms were leased to first-year students;
  - Freshmen living in the dorms had the following demographic breakdown
    - **Gender**: 57% female and 43% male
    - **Ethnicity**: White (34%), Hispanic/Latino (19%), Asian (16%), Black/African American (14%), and two or more races (4%).
    - **Income**: 42% of residents were Pell eligible, as compared to 52% of all other first-time freshmen
    - **Residency**: 82% of residents were in state as compared to 84% of all other first-time freshmen.

- Overall occupancy as of September 2018 was 99.3% and year-end at 99.2%. This exceeded goal of 98%.
• While full-year retention data is not yet available, initial signs are positive
  o Residence hall students had an official 93% retention rate for fall 2018 to spring 2019, compared to a rate of 89% for all FTFT freshmen.
  o GPA analysis shows that residents had a higher average GPA (2.93) than all other freshmen (2.76) in the spring semester.
  o UMB psychology professor Jean Rhodes is conducting a study of the impact of the dorms, in collaboration with Student Affairs and the Chancellor’s Office.

• Throughout the course of the year the division has been monitoring the execution of 24/7 efforts. A structured evaluation process will inform our next steps in the continued creation of a 24/7 campus. Some noteworthy items include:
  o 54% of respondents to the spring survey reported “strongly agree” or “agree” to the question: if I needed to seek professional help for my mental or emotional health, I would know where to go on my campus, up from 49% from the previous campus benchmark.
  o 52% of respondents reported receiving information from UMass Boston on violence prevention, up from a 2013 ACHA/NCHA benchmark of 37%.
  o U-ACCESS distributed 31,047 pounds of food, which is more than five times last year’s total distribution of 5,419.87 pounds of food.
  o Though the Police Department’s call volume was up, year-over-year comparison of Clery reporting FY19 statistics to FY18 and FY17 found no significant increases in crime statistics.
  o Conduct was closely tracked and evaluated by Dean of Student staff. Recidivism analysis indicated that the areas of high recidivism were Residence Hall Agreement violations, drugs, and alcohol violations. The analysis found that when cases were heard closer to their incident date, there was a decrease in recidivism. It also found that as students developed a better understanding of the policies, they were less likely to violate moving forward. This is reflected in the decrease in the number of students found responsible from the fall to spring semester.

• We have enhanced security in the residence halls, implemented a series of measures in partnership with COCM to address building maintenance issues including providing improved guidance to students on submitting work orders and increasing custodial services from Friday-Sunday. Our colleagues in Sodexo, made many improvements to menu offerings, hours of operation and staffing levels. We also engaged in a survey that will be sent to all residents every semester for their input and advice.

• Feedback from students has been collected via multiple channels, including the chancellor’s hotline email and a student dining advisory group, which was established in response to the concerns raised last fall.

• A summer conferencing and residence program was started in the summer of 2019.

• A review of the public-private partnership, as requested by the Board of Trustees, is presently underway in partnership with the President’s Office and UMBA, and will be completed in the summer of 2019.
GOAL – University Relations *(Contribute to the enhancement of the university’s public position)*

- An external review of our communications and marketing functions took place to assist us in the optimization of our organizational structure in these areas.
  
  o **Communications**: The campus has engaged Ray Howell and his associates to execute on our campus communication strategy in collaboration with our in-house staff. Thanks to Howell et al, we are seeing more positive press which is helping us reach business and opinion leaders, alums, donors, foundations, and students/families. We believe this is rebounding in important ways, to the benefit of admissions and advancement.

  o **Marketing**: Working with an external consultant, an organizational assessment was conducted this spring which identified the need to “repatriate” a widely dispersed, largely uncoordinated, marketing effort that is not translating into a recognizable brand or maximizing return on investment. The consultant’s recommendation was to unify the operation under a chief marketing officer reporting to the chancellor. We anticipate shifting marketing spend to external advertising agencies, organized by the CMO to promote the visibility of the university as a whole and for its parts, but under a common conceptual architecture and more powerful imagery and platforms. We have engaged a search firm and hope to have a new leader for this domain on board before the end of 2019. We will be working on a recommended reorganization in line with these recommendations.

- In March, I launched a new approach to government relations. Under the leadership of Assistant Chancellor Matt Fenlon, we shifted from reactive meetings in response to issues or events to a series of one-on-one introductory meetings in service of relationship building with federal and state elected officials.

These meetings provided an opportunity to highlight initiatives that reaffirm our important role as Boston’s public research university and to review specific initiatives under way (e.g. the Dever School project, the nursing innovation plan, the “District Four” public policy lab, our plans for “Arts on the Point”) that underscore the active role UMB plays in the Commonwealth. In roughly two months, we held over 20 individual legislative meetings and this will continue on an ongoing basis going forward.

- Last spring, we launched our “industry cluster initiative” to provide an avenue for outreach to the Boston business community. The goals are multiple: securing internship and employment opportunities for our students; generating philanthropic opportunities for advancement; to enlist their help in aligning our curriculum with industry needs for world class employees; to showcase our faculty in ways that we hope will lead to industry investment in their research.

Began in February 2019, we have organized three clusters thus far: in accounting, finance and communication. The seniority and prominence of our industry visitors was notable, with most sending senior management in firms like Blackrock, JP Morgan, Brown Advisory, the
“Big Four” accounting firms, etc. For the majority, this was their first visit to UMass Boston and the opportunity to showcase our students, faculty and physical plant was transformative in terms of their knowledge and appreciation for the campus.

We are confident they will have lasting consequences because we asked for and received commitments for new internship programs, mentoring, and “master class” appearances. Follow-up meetings from the spring visits are ongoing, starting with accounting where we are pursuing a winter internship program. We plan at least 8 more cluster visits this fall that include banking, biotechnology, data/computer science, cyber security, nursing and health sciences, social services and criminal justice, block chain management and a summit with VCs on working with startups. We expect to maintain twenty industry clusters on an ongoing basis.

**GOAL – Faculty and Staff** (*Enhance our ability to attract a diverse and highly qualified faculty and staff*)

- The season started with 15 authorized tenure-stream faculty searches and 3 lines held in reserve for diversity hires. Additional searches/hires were authorized as the year progressed, and additional vacancies became known, or as “two-fer” hires that enhance diversity were authorized.

- 23 hires were made in total, broken down as follows:
  - 9 Black TT hires (4M, 5F)
  - 1 Native-American hire (F)
  - 4 Hispanic hires (3M, 1F)
  - 1 Asian hire (F)
  - 8 White hires (5M, 3F).

- 3 of the White hires were female diversity hires in STEM disciplines (Physics, Computer Science, and School for the Environment).

This is an extraordinary track record by any measure. Indeed, we believe it compares favorably to any other campus in the country and we intend to repeat this performance by reserving 20% of our hiring budget annually in service of this program.

Provost McDermott is also developing and improving mentoring programs for junior faculty, both through department mentoring programs and through campus membership in the National Center for Faculty Development and Diversity. Details of this work are outlined in the Appendix.

Enhancements to staff diversity outcomes are expected to result from the HR and Office of Diversity, Equity and Inclusion reorganizations, as well as from the related recruitment process amendments that will be implemented in the ongoing HR restructuring. Assistant Chancellor Georgianna Melendez is working toward greater community building efforts to complement the compliance functions.
I should mention as well our good fortune in being able to attract our first choice candidates for several important leadership positions: Vice Chancellor for Information Technology Ray Lefebvre enjoys a strong dotted line relationship to system-wide CIO, John Letchford (who served on the search committee); and Dr. Robin Cote, a distinguished physicist recruited from the University of Connecticut will lead the College of Science and Mathematics as of August 15, 2019.

**GOAL – Capital Projects and Budgets** *(Work with the system office to proceed with substructure and Bayside projects)*

Vice Chancellor for Administration and Finance, Kathleen Kirleis, has led the campus’ construction enterprise, including the effort to develop and manage the substructure project, and the construction and operationalization of the new parking garage, and has been my constant partner in the evolution of the Bayside project.

- Five major construction projects, with a total value of $417M, were completed on the campus in FY19
  
  1. Utility Corridor and Roadway Relocation Project – the $259.5M project, the principal enabling effort to both protect campus operations from catastrophic utility failure due to the deterioration of the Substructure and allow for the Substructure’s demolition, establishing a modern mechanism for providing utilities to all main campus buildings and building sites, completely revamping roadways and walkways and opening and humanizing the campus, was substantially completed in FY19. Some remaining landscaping work will be done in FY20.

  2. Residence Halls – as noted in the GOAL-Residence Halls section, construction of the $137.3M residence hall buildings, consisting of $119.3M of residence halls and an $18M dining facility within the residence hall, was completed, with the facility opening in September 2018.

  3. West Garage – construction of the $69.7M West Garage, with approximately 1400 parking spaces, was completed, with the garage opening in September 2018. This garage provides the university’s students and employees with replacement of a substantial portion of the parking capacity lost when the Substructure was forced to close in 2006 and the surface lots created at that time have subsequently been closed due to the needs of the UCRR project and other construction projects. New parking rates that were necessary as this new facility came online were negotiated with the university’s collective bargaining units.

  4. Elevator Renovations in Clark Athletic Center, McCormack Hall, Quinn Administration Building and Wheatley Hall - this $8.3M project was successfully completed, replacing the original passenger and freight elevators in these four campus buildings, which were long past their useful life and increasingly expensive and problematic to maintain, with many parts no longer available from the manufacturers, with safe, efficient, code-compliant new elevators.
5. Clark Athletic Center: Replace Gymnasium Roof and east Curtain Wall and Repair Rink South Façade – this $5.25M project, including $1.6M funding from the State’s Department of Capital Asset Management and Maintenance (DCAMM), was completed, replacing a long outdated spray-on roof above the Gymnasium (whose floor and bleachers were replaced in FY14 at a cost of nearly $2.5M) and repairing two deteriorating and potentially hazardous exterior wall areas of the Clark complex.

Work continues on the campus’ major remaining active capital project, the $155.5M Substructure Demolition and Quad Development (SDQD).

- The Renovations to Existing Academic Buildings (REAB), which enables the substructure project, began in January 2018 and is proceeding as scheduled. The scope of the work includes construction in four of the original campus buildings, McCormack, Wheatley Hall, Healey Library and the Quinn Administration Building.
- The REAB project will renovate predominately vacant spaces to accommodate the movement of programs out of the Science Center in preparation for its demolition.
- The planned completion date for the renovations and relocation of programs from the Science Center is January 2020.
- Design has continued for the rest of the substructure project, with an initial charrette to discuss the catwalk held for key campus stakeholders in December 2018, additional follow-up meetings with stakeholders taking place this spring and summer.
- The catwalk is the final enabling project to be completed prior to the start of the demolition of the Science Center, plaza and pool, so that that the campus community can safely navigate through the campus during the demolition work.
- The construction contract for the SDQD project was awarded to Gilbane Building Company.
- Campus construction update brown bag sessions were conducted on September 27, 2018 and December 10, 2018 and April 27, 2019.
- A parking demand study was completed by Walker Consultants to determine the amount of parking that the campus will need to plan for as part of the SDQD project.

- **Bayside**: The campus participated, with the UMass Building Authority and the President’s office, in the evaluation of proposals and the ultimate selection of a developer for the Bayside property.
  - On February 14, 2019, at a special meeting of the Board of Trustees, the UMass Board and the UMass Building Authority approved the selection of Accordia Partners, as the developer to build a mixed-use urban innovation complex of up to 3.5M square feet.
  - In exchange for a long-term ground lease and development rights, Accordia Partners and its capital partner, Ares Capital Corp, will pay a minimum of $192.5M and as much as $235M to UMass Boston for qualified capital projects on the UMass Boston campus as approved by the Board of Trustees through its established capital planning process.
  - On June 28, 2019, after a due-diligence period, the Agreement to Lease was executed. The Agreement to Lease started a sixty day inspection period as a next step in the development process.
GOAL – Planning (Develop coherent and integrated plans - including Strategic Plan, Academic Master Plan, Capital Master Plan- to provide a roadmap for the future of the university. Ensure that research excellence is central to the planning process.)

- **Academic Master Plan:** Working as a committee of the whole and under the aegis of Provost McDermott, the college deans devoted the Fall of 2018 to establishing program planning and approval processes that will underpin a full academic master plan; progress to date includes:
  - Creation of a fast track process. In the first meeting alone, ten proposals were reviewed and four recommended for fast tracking, with the remainder sent on for regular review.
  - Identification of principles and criteria for program development that were sent to units for feedback.
  - After factoring in feedback, cataloguing of all existing proposals and their status in the governance pipeline so that advocates can always figure out where they are in the process.
  - Examined ways to align academic master planning with better budget planning tools and templates, Curriculog, external market studies (including exploring vendor options), and with the revised AQUAD process, so that academic master planning is ongoing in a systematic way.
  - Developed a process for using the principles and criteria to create a five-year planning document.
  - The final step—given the very recent reinstitution of an online revenue share program—is for the Deans to put a draft detailed plan/calendar forward to the Provost by the beginning of September.

- **Capital Master Plan:** Work on the update of Capital Master Plan will be able to begin now that the developer for the Bayside project was selected. A preliminary master plan update will be undertaken in FY20 as a next step in the campus’ master planning process. Informal work is also underway in response to external interest in the possibilities for the Calf Pasture Pump House area of campus.

GOAL – Excellence in Leadership/Management (Focus on quality across the board for all of us, reinforce an “accountability culture,” and participate robustly in UMPO “shared services” initiative)

Fostering a positive customer service environment has been a priority for me and my leadership team.

A. The leadership team was charged to build capacity in this area in their respective units. This meant reinforcing a culture of proactive service, and accountability. Moreover, we are seeking to become as efficient and effective as possible.

These objectives for administrative excellence have led to external expert/peer assessments in several departments with a view toward enhanced quality of service, efficiency and responsiveness to campus needs.
• **Human Resources** completed an external review and implemented a staff reorganization that will support improved efficiency and streamlining of campus-wide processes. They assumed compliance responsibilities from the Office of Diversity, Equity and Inclusion to separate compliance from community-building and outreach functions and better align responsibilities with subject matter expertise. An organizational review of the diversity compliance functions is underway.

• **University Advancement** undertook an office-wide reorganization in February and has proceeded with implementing their plan with a focus on building capacity in the major gifts area to promote more robust fundraising with the hiring of two senior-level fundraisers who will give us greater bandwidth to engage more alumni, parents and friends. They have also made substantive changes in their Annual Fund and Telefund operation and revamped their Alumni Relations operation which is now called Alumni Engagement and are pleased to report that this year was one of their most successful years in this area with a number of events that attracted more attendees than in the past.

• **Administration & Finance** undertook several reorganizational efforts in the Offices of the Controller, Budget Office, and Contracts and Compliance, which now report to the Associate Vice Chancellor for Administration and Finance. This resulting structure facilitates greater collaboration between departments and closer alignment of the university’s budgeting and financial reporting activities. A new campus Controller was appointed in September 2018 and the Controller’s Office has actively worked with the President’s Office on the selection of and introductory work with the new system wide external auditor, KPMG.

• **Facilities** was reviewed by APPA in the spring term, a leader in higher education facilities management.³ With the upcoming retirements of the Assistant Vice Chancellor for Facilities and other key staff in the division, a plan to reorganize the unit is underway.⁴

B. Reorganizations have also been undertaken on the academic side:

• **On-line education**: To assist in the development of our plans for online education, we hired an outside expert, Kathleen Burke, with 20+ years’ experience in the online and continuing education field. This purpose of the review was to consider best practices and identify opportunities for improvement, including new program development, organizational structure, governance, tools & supports, and finances. As noted earlier, the report recommended the creation of a dedicated on line division reporting directly to the Provost and Chancellor.


⁴ We are currently recruiting for a new Associate Vice Chancellor for Facilities Management and hope to have that person on staff in early fall.
• **College of Advancing and Professional Studies (CAPS):** Concomitant with the move of online instruction out of CAPS, this unit will be recast as a continuing education division with responsibility for winter and summer sessions, off-site instruction, and professional/corporate development, relinquishing its status as a college. Degree programs presently housed in CAPS will be moved into their sponsoring colleges. This reorganization has begun and is expected to be complete by September 1, 2019.

• **School for Global Inclusion (SGISD):** Over the course of AY 2018-19, a process was undertaken by the Provost that culminated in moving the School for Global Inclusion (SGISD), originally created as an independent school, under the aegis of the College for Education and Human Development. Through this merger, the school will maintain its academic integrity and national and international brand, while benefiting from incorporation into a mature collegiate structure. This merger was implemented as of March 1, 2019.

These changes to the administrative structures of CAPS and SGISD, coupled with the dissolution in AY 2018-19 of the College of Public and Community Service, have reduced the number of colleges or independent schools on campus from 11 to 8. These reductions have been designed to maintain or strengthen academic quality while also rationalizing administrative structures and generating considerable administrative savings.

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As I hope you will appreciate, this report represents a summary of a year full of hard work, team building, restructuring, cost cutting, efficiency building, and change management. The success we have experienced is entirely owing to the remarkable leadership team I am privileged to captain and the many people who work in collaboration with them to improve UMass Boston for its students, faculty and staff.

I look forward to discussing this report and your thoughts for goals for this coming AY at our upcoming meeting in August.

In the meantime, please let me know if you have any questions.

Sincerely,

Katherine S. Newman
Interim Chancellor