February 28, 2019

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

Dear President Meehan:

Following please find the Boston campus mid-year update on the goals that we have mutually agreed on for 2018-2019 that include operating margin, fundraising, online growth and shared services.

Additionally, I am providing summary updates on a separate set of goals that my colleagues and I are working on including student success, residence halls, planning, capital projects, faculty and diversity in staff hiring, and university relations. The appendix to this report provides details of the progress of these goals 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 campus is on target to meet this goal. The Q2 results that will be submitted to the system office will reflect that the campus expects to meet the 0% margin this year. This report will have any additional detail that may be needed to support this goal. The campus will continue to evaluate both its revenue and expense results in the remaining two quarters and take any additional steps necessary to meet the operating margin requirements as may be necessary.

GOAL: Fundraising (Increase donor visits, principal gifts, endowment. Target minimum $10.5m)

Following is the update on progress through mid-year on fundraising activities. As you will see, this report does not include the major gift officer activity because we are in the process of developing our major gift team. Adam Wise, our new Vice Chancellor for University Advancement is building strength in this area. It is fully anticipated that these numbers will become more robust by year’s end.
## Mid-Year Numbers as of December 31, 2018

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Goal</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fundraising</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total new commitments</td>
<td>$18.2M</td>
<td>$10.5M</td>
<td></td>
</tr>
<tr>
<td>Total new commitments from alumni</td>
<td>4%</td>
<td>15%</td>
<td>Trefler's $3.1m, once booked, will move this actual number to over 18%</td>
</tr>
<tr>
<td><strong>Endowment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total new commitments designated for core endowment</td>
<td>28.10%</td>
<td>15%</td>
<td>$5.2 million in new endowment pledges</td>
</tr>
<tr>
<td><strong>Chancellor activity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of days dedicated to advancement</td>
<td>13</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Number of prospect meetings attended by the chancellor</td>
<td>60</td>
<td>90</td>
<td></td>
</tr>
<tr>
<td>Number of substantive off-campus alumni events hosted by the chancellor</td>
<td>3</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>51</td>
<td>180</td>
<td>The Major Gifts Officer team is just forming at UMB so this number is low at the moment.</td>
</tr>
<tr>
<td>Number of new prospects qualified</td>
<td>8</td>
<td>20</td>
<td>Per Major Gifts Officer</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 is not currently on track to meet this goal. Year to date, based on preliminary spring revenue estimates, UMB is down 2% compared to FY18.

## Online Revenue by Term and Fiscal Year

<table>
<thead>
<tr>
<th></th>
<th>Fall</th>
<th>Winter</th>
<th>Spring*</th>
<th>Summer</th>
<th>Total</th>
<th>YTD*</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td>6,836,990</td>
<td>753,900</td>
<td>7,047,452</td>
<td>4,278,985</td>
<td>18,917,327</td>
<td>14,638,342</td>
</tr>
<tr>
<td>FY18</td>
<td>6,792,553</td>
<td>910,745</td>
<td>7,170,103</td>
<td>4,872,711</td>
<td>19,746,112</td>
<td>14,873,401</td>
</tr>
<tr>
<td>FY19</td>
<td>6,421,636</td>
<td>922,625</td>
<td>7,171,393</td>
<td>-</td>
<td>-</td>
<td>14,515,653</td>
</tr>
</tbody>
</table>

chg 17-18: -1%  21%  2%  14%  4%  2%
chg 18-19: -5%  1%  0%  14%  4%  2%

*Note: Spring FY19 data is preliminary*
Comments

• For nearly two years, a primary strategy in our plans has been to partner with an Online Program Manager (OPM or online accelerator) to accelerate our online programs, with a particular emphasis on programs in the College of Management. We believe that the most effective and expedient way to drive online revenue at UMB is to bring in 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 Don and his team, but there is no getting around the fact that the absence of this critical support structure has hampered our growth.

• Several initiatives are moving forward on our campus that we believe will begin to benefit online revenue over the next 12 months.
  o We are moving to improve our existing operation, first by re-introducing revenue sharing for online programs, providing a clear incentive to deans and departments for online program growth.
  o Last summer we saw a jump of 14% (~$600k) in online revenue, primarily due to the increased enrollment of undergraduates. We have been working closely with our CAPS unit to try to realize a similar gain in summer 2019.
    ▪ We have lowered prices for non-matriculated students to try to increase our competitiveness in the crowded Boston summer marketplace.
    ▪ We have shifted our marketing strategy to be increasingly focused on digital strategies. We continue to increase the number of online offerings.
  o In lieu of collaborating with an OPM, our College of Management 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.
    ▪ With some advice and guidance from Todd Hitchcock of UMOL, we have undertaken efforts to improve the marketing of our MBA offerings (for example, changing the way we describe our GMAT requirements, so as to be more appealing to prospective students).
    ▪ Graduate Studies has implemented a salesforce solution that enables better customer relationship management of prospective master’s students.
    ▪ The College of Management is introducing, 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 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 has been working – again in collaboration with Todd Hitchcock – to develop a strategy for growing online graduate nursing programs.
    ▪ The group has homed in on an RN to BSN to DNP pathway as a first focus of the work, for launch in fall 2019.

3
CNHS has identified courses to be converted, the office of Grad Studies is fully engaged in support of this effort, and UMass OnLine has offered to make marketing investments in this initiative.

- 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 fall 2019.
- We are actively targeting the conversion of high demand courses for delivery online. Specifically, we are targeting 25+ high demand courses that fulfill undergraduate general education requirements. In addition, we are targeting the conversions of courses fulfilling major requirements in popular undergraduate majors to enable online degree completion programs. The first wave of efforts is focused on anthropology, sociology, criminal justice, and history.
- In partnership with the Provosts at UML, UMD, and UMA, we are creating a partnership with Shorelight Education to deliver graduate level STEM coursework to international students via live technology-enabled instruction. We are excited about this initiative which leverages technology, will expand our ability to serve international students, and which should generate incremental revenue for our campus.
- We have hired a consultant, Dr. Kathleen Burke, who has led two very successful online programs (at George Washington University and Johns Hopkins), and asked her to do a thorough assessment of our operations, staffing structure, marketing, and program offerings. It is clear that our current arrangements are not optimal for encouraging growth and will need to make changes to enable that goal.

**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 objectives 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.
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.

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.

➢ ADDITIONAL CAMPUS GOALS:

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%)*

We have begun a major push to improve our retention and graduation rates. The experience of other universities, especially those with a high proportion of first generation and low income students, is that it takes time for the impact of these efforts to surface. We are fortunate that our first residence halls are now in operation and adding to the reorganization of advising and other transformative practices to make a positive difference in student success. But since only 8% of our students are housed on campus, we must be realistic about the overall impact this will have. It is very positive for a modest number of people.

This is why we are focused on practices that impact the majority of our students and have concentrated on the following efforts:

1. Execute retention campaigns using early warning predictors, supported by analytic technology tools
   - **Civitas:** 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 is currently developing their predictive models using 10 years of historical UMass Boston data. The system will be operational in March.
   - **Salesforce:** We have jumpstarted a long planned effort to develop an advisor case management system using Salesforce technology. To guide this effort, we have contracted with Marc Pellegrini, a Salesforce expert who has helped with the salesforce strategy and architecture at UMass Lowell over the past 4 years. We will launch the system’s first functionality at the end of February to all professional advisors on campus.
   - **Early alerts:** In the fall, we launched a pilot initiative in which faculty provided midterm feedback on student performance – in the form of green/yellow/red indicators –
to enable additional encouragement and support to be provided to students. Nearly 9,000 early alerts were provided to over 5,000 unique students by 170 faculty in the initiative. Feedback was very positive from students, advisors, and faculty. We plan to strengthen and expand the initiative this spring (supported by the new salesforce system)

- **Registration campaigns:** This winter, we expanded upon past efforts to launch a series of data-driven campaigns to support students in registering for the spring semester. These campaigns used text and email to urge students to register, to offer support for removing registration holds, and to provide advising support in choosing classes.

2. **Remove barriers to student progression**
   - **Reducing DFW rates:** Our math department has undertaken a comprehensive effort to study and address the high DFW rates in introductory math classes. As part of that effort, they have strengthened and expanded supplemental instruction for struggling students, increased coordination across sections of large multi-section courses, and launched a spring pilot to further innovate on this effort.
   - **Reducing course bottlenecks:** We have made an intentional effort to eliminate course bottlenecks, increasing access to critical gateway courses to assist students with on time progression. In particular, we made strategic investments in the fall semester to ensure that our largest ever freshman class would have access to required courses in English, Math, and the Sciences.

3. **Improve undergraduate advising effectiveness**
   - We launched an “advising enhancement” initiative to increase the use of common practices, tools, and metrics amongst our professional advisors. We also have worked to rebalance the allocation of advisors to each college, ensuring that resources are spread equitably across our campus. This effort has resulted in two additional advisors being allocated to the College of Science and Mathematics. Overall, the advising enhancement initiative will increase the effectiveness of our investment in professional advisors over the past 6-8 years. The early warning indicators described above will support this initiative, enabling our advisors to be more proactive in reaching out to at-risk students.

4. **Successfully open Residence Halls and expand co-curricular activities** (*More detail in Residence Halls goal*).

It is worth noting that these initiatives complement numerous efforts that have been undertaken over the past 10 years, raising our six year graduation rate for freshman by 15 points (from 33% to 48%) during that time period. That said, for the present cohorts, we see the following outcomes.

Retention increased slightly from fall to spring this year. Amongst the first-time freshman class (our largest freshman class ever by 23%!), fall to spring retention this year is 90%, as compared to 89% last year. A significant contributor to this growth is the fall to spring
retention rate within our residence halls, which stands at 93%. Amongst new transfer students, fall to spring retention rates are 84.4%, as compared to 83.7% last year.

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)*

- UMass Boston’s first residence halls successfully opened on September 2, 2017 with 99.3% occupancy (1070/1077 beds):
  - 1070 total students (31 RAs, 1007 Freshmen, 32 Sophomores)
  - 7 vacancies resulted from students who withdrew from the university in August
  - There was an active effort to back-fill those spaces; some delay was caused by the lease-signing process. No force majeure issues occurred prior to opening.

- 98% of the work identified in the 24/7 monthly reports (www.umb.edu/twentyfourseven) has been completed. We are now beginning the process of evaluating the results and considering what should come next to continue the progress of an evolving vision for a 24/7 campus. *(Additional updates are included in the Appendix – Vice Chancellor for Student Affairs)*

- In the fall, we became aware of a number of issues and concerns in the residence calls related to security, building maintenance, and food service. The campus took immediate action in response to these reports. Following is a summary of some of the actions implemented.

  - Enhanced Security – Strengthened security at the residence hall entrances, including:
    - Posting security guards at the entrances, requiring students to show both their ID and Fob before passing through turnstiles.
    - Installation of new, stronger, more robust turnstiles this summer (they are a special order item).

  - Building Maintenance – To ensure that concerns were addressed in a timely way, we implemented a series of measures in cooperation with the building management company, Capstone On-Campus Management (COCM).
    - Increased attention to monitoring reports of problems.
    - Providing more guidance to students on how to submit a routine work order or an emergency request.
    - Increase in custodial services from Friday through Sunday, including spot checks of bathrooms.

  - Food Service – Based on feedback, Sodexo, has made more than a dozen improvements involving menu, offerings, hours of operation and staffing levels.
    - Established a joint committee of RAs, student residents and food service supervisors to recommend improvements in food service.
    - Engaged in a survey that will be sent to all residents every semester for their input and advice.
• We have also established a chancellor’s hotline email for residents to submit any concerns they have. Personal responses are provided immediately.

**GOAL – University Relations** (*Contribute to the enhancement of the university’s public position*).

• We are undergoing an external review of our communications and marketing functions that will support the optimization of our organizational structure in this area.

• In particular, we are concentrating on unifying our marketing approach to ensure consistency and messaging, and employing state-of-the-art social media platforms that can speak to our needs in admissions, advancement, opinion leaders, and the public perception of the institution as a whole.

• We have gone some distance toward this goal already in communications and believe that a more positive media image of UMB has resulted from this strategy.

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

• The season started with 15 authorized faculty searches and 3 lines held in reserve for diversity hires.

• Within the budget, the Provost has now authorized 6 additional searches, based on retirements/resignations, on the condition that the departments seek diversity hires through targets of opportunity or two-fers, which enable a single search to produce multiple appointments if they enhance the presence of under-represented groups (new total: 21).

• 13 searches are presently complete with the following results:
  o 6 African-American TT hires (2M, 4F)
  o 1 Native-American hire (F)
  o 2 Hispanic hires (M)
  o 4 Caucasian hires (M)

• 1 African-American target of opportunity is still being pursued (F).

• 1 Caucasian female diversity hire (F) in science is being pursued.

• Candidates are still being interviewed in 5 searches.

• One search is presently on hold.

• Sufficient funds remain to allow 1-2 targets of opportunity or two-fers to be authorized as the remaining searches culminate.
In addition to the recruitment efforts underway, the Provost’s office is also developing and improving mentoring programs for junior faculty. Details of this work is outlined in the Appendix, Provost and Vice Chancellor for Academic Affairs.

Enhancements to staff diversity outcomes are expected to result from the very recent 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.

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

- The $155.5M Substructure project has progressed over the first 6 months of the fiscal year.
  - The Renovations to Existing Academic Buildings (REAB) project, which is an enabling project for the rest of the substructure project, will include construction in four original campus buildings; work in McCormack and Wheatley Halls will begin in January 2019, while work in Healey and Quinn is anticipated to begin in spring 2019.
  - The project will renovate predominately vacant spaces to accommodate the movement of programs out of the Science Center.
  - The target completion date for the renovations and relocation of programs from the Science Center is summer 2019.
  - Design has continued for the rest of the substructure project, with a charrette for the catwalks held for key campus stakeholders in December 2018.

- Bayside - the campus participated in the evaluation of developer proposals with the UMass Building Authority and the President’s Office
  - On February 14, 2019, at a special meeting of the Board of Trustees, the UMass Board and the UMass Building Authority voted to approve the selection of Accordia Partners to build a mixed-use urban innovation complex at the site of the former Bayside Exposition Center.

**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 – The deans, working as a committee of the whole, have since fall 2018 been establishing program planning and approval processes that will underpin a full academic master plan; progress to date:
  - Created a fast track process and had the first Fast Track meeting; reviewed 10 proposals, recommended 4 for fast tracking, and sent the others for regular review.
  - Identified principles and criteria for program development that will be sent to units for feedback shortly.
  - Catalogued all existing proposals and their status in the governance pipeline.
Exercising 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 goal is to have a draft plan by the end of March.

- Capital Master Plan - Work on the Capital Master Plan will begin now that the developer for the Bayside project was selected. Informal work underway in response to external interest in the possibilities for 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)*

The Chancellor has made fostering a positive customer service environment a priority for the UMB leadership team and asked that they build capacity in this area in their respective units. This means 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 expert/peer assessments in several departments. For example, HR has completed an external review and implemented a staff reorganization that will support improved efficiency and streamlining of campus-wide processes. HR also has 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 also is underway.

Organizational reviews also have been undertaken by campus leaders in the important areas of advancement, facilities, marketing and communications, and on line education with a view toward enhanced quality of service and responsiveness to campus needs (and in case of on line, market opportunities). Advancement is in the implementation phase of its reorganization and is focusing on building capacity in the major gifts area to promote more robust fundraising. Facilities has begun a review with APPA, a leader in higher education facilities management, in which APPA’s team was on campus in November 2018 to meet with faculty and staff. The project will be completed in spring 2019.

With the retirement of the campus’ long-time controller in summer 2018, Administration and Finance was reorganized, with the Campus Controller, Budget Director and Assistant Vice-Chancellor for Contracts and Compliance now reporting to the Associate Vice-Chancellor of Administration and Finance. This restructuring allows for 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.
Organizational reviews in marketing and communications and in on-line education began the week of February 18.

Please let me know if you have any questions.

Sincerely,

[Signature]

Katherine S. Newman
Interim Chancellor