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<th>Athletics &amp; Recreation, Special Projects &amp; Programs Goals</th>
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<td><strong>1. Budget:</strong> Operating margin consistent with the Board Approved Budget of 0%, as measured by financial results for the fiscal year.</td>
<td>Develop ways to trim the budget Getting on the same page for request Maintaining a 0% operating margin Collaborate with the Office of Administration and Financial Planning (capital request). Have a focused eye on current and future inventory. <em>Progress due: ongoing</em> Intramural and Recreation - Increase Beacon membership by 10% • Distribute applications to all new incoming freshman and transfer students • Participate in graduate college orientations • Create a marketing video • Put membership info in new employee orientation packets • Include a two-week trial membership for all new employees <em>Progress due: 1/25/19, 4/30/19, 7/15/19</em></td>
<td>The vast majority of membership sales occur from July – October with another uptick January-February. Staff memberships are up 7%. Student memberships are up 20%.</td>
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| **2. 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%. | Ensure every student-athlete feels valued by providing a 1st class, high-quality resources, sharing appropriate information with transparency. Create an open and welcoming atmosphere in all aspects and venues of the Division. *Progress due: ongoing* True Beacon – for freshman and new/transfer students. • Create a culture of “ASK before you ACT.” Facilitate a collection of four seminars. • Networking • New student orientation • Academic advising and successful financial planning • Mindfulness | **Snapshot of UMB Student-Athletes as of December 2018:** Total Student-Athletes: (319) 188 Male 131 Female **Fall 2018** Fall 2018 (133) first-year students: largest incoming class to date **Break down of Majors:** Honors College (14) (Honors College is considered a second major, i.e., Nursing plus honors) CLA (College of Liberal Arts) largest college for student-athletes (106) College of Nursing and Health Science (87) most popular: EHS (Exercise Health Science) 62: NURSING: (25) College of Science and Math (61) includes Biology, Bio Chem, Math, Computer Science, Environmental Science, Engineering, Info Tech College of Management (60) College of Education (5)
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|                  | • Utilize 14-20 returning students athlete leaders for peer education and to lead small groups.  
  Progress due: 11/5/18, 2/15/19, 5/2/19 | Team First Year's Only | Fall 2017 Term GPA | Fall 2018 Term GPA |
|                  | Student-athlete retention  
  • Increase our retention rate by 3% from last year.  
  • True Beacon – student-athlete feedback forms  
  • Increased support for academic services  
  Progress due: 12/18/18, 6/20/19 | Baseball | 3.1 | 3 |
|                  |                                                          | M Basketball | 2.7 | 2.3 |
|                  |                                                          | M Hockey | 3.2 | 3.2 |
|                  |                                                          | MTrack | 3.3 | 2.74 |
|                  |                                                          | MLAX | 2.4 | 3.1 |
|                  |                                                          | M Tennis | 3.6 | 2.6 |
|                  |                                                          | M Soccer | 2.5 | 2.8 |
|                  |                                                          | W Softball | 2.8 | 3.3 |
|                  |                                                          | WBB | 2.5 | 3.5 |
|                  |                                                          | W Hockey | 3.4 | 3.3 |
|                  |                                                          | W Track | 2.9 | 3.5 |
|                  |                                                          | W Tennis | 3.4 | 3.3 |
|                  |                                                          | W Soccer | 3.1 | 3.5 |
|                  |                                                          | WVB | 3.2 | 3.3 |
|                  |                                                          |                   | 3.01 | 3.1 |

**Student-athlete Retention**
Overall data thus far, indicates this freshman class is much stronger based on increased number of student-athletes who made (49 actives) Dean’s List, and 67 students ended the term in good academic standing! This is an 87% success rate out of 133 first-year student-athletes. Bottom line, with the extra support of the educational programs offered through the True Beacon Program, we should be on track to improved overall persistence and retention and exceed our numbers from last year.

3. **Online**: Increase online substantially via UMass Online, reorganized CAPS, and/or expansion of campus online programs. Target is to grow from ~$20 million to ~$21 million in revenue. N/A
### 2018-2019 GOALS

#### VICE CHANCELLOR FOR ATHLETICS & RECREATION, SPECIAL PROJECTS & PROGRAMS

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| **4. Residence Halls**: Ensure successful opening of residence halls and our shift to a 24/7 campus, including the development of student life programming (co-curricular, athletics, RA sponsored) and a carefully managed transition plan for sophomore housing. | Expand recreational and intramural programs:  
  - Extend facility hours  
  - Add Sunday hours  
  - Implement Sunday intramural leaque geared towards residence hall, the Peninsula and Harbor Point students. Present to RA’s and RD’s | 1) The Beacon Fitness Center hours were expanded by 13 hours per week, the Clark Pool by 12 hours and Open Gym by 12 hours featuring late nights and Sunday hours. Student usage increased by 22% from Fall 2017 to Fall 2018 with 34% of the increase occurring during the extended hours.  
2) Sunday Intramural activities were piloted (basketball league and cricket tournament). Having never had Sunday activities before, it’s hard to evaluate the success. There were 60+ participants.  
3) Working in tandem with the Wellness Committee, Recreation has met with Institutional Research multiple times and is working on a campus-wide wellness survey of which Recreation will be a component. |
| **5. Fundraising**: Increase donor visits, principal gifts, endowment. Target minimum $10.5 million. |  
  - Investigate grant programs, example - Homeland Security  
  - Increase Golf Classic net revenue - $31k in 2018 - $40k in 2019  
  - Collaborate with Univ. Advancement  
  - Strengthen outreach to sponsors  
  - Begin planning early | 1) Possibilities to be explored in 2019 with Division of Homeland Security  
2) Planning and outreach process has begun for the annual golf tournament fundraiser – event date set for 6/18/19  
3) Connection made for coaches with Advancement re new social media approaches that are compliant with University policies |
| **6. University Relations**: Contribute to the enhancement of the university's public position. |  
  - Enhance support of sports team fundraising efforts  
  - Re-education of policies, practices, and compliance  
  - Exploration of team collaborations to maximize inventory | |

*Progress due:* 12/15/18  
2/03/19, 5/15/19, 8/20/19  
3/10/19, 6/15/19, 8/1/19  
11/5/18, 2/15/19, 5/2/19
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<td><strong>7. Faculty and staff:</strong> Enhance our ability to attract and retain a diverse and highly qualified faculty and staff.</td>
<td>Being able to achieve the goals listed within the departmental specific section along with having competitive programs will assist in attracting diverse athletic administrators and coaches. In addition, continuing to move the needle in the implementation of the Sports Leadership BA degree program and partnering with international companies like New Balance will give us a national profile.</td>
<td>See Departmental Specific Goals</td>
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<td><strong>8. Capital projects:</strong> Work with the system office to proceed with substructure and Bayside projects.</td>
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<td>See Departmental Specific Goals</td>
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<td><strong>9. Planning:</strong> 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.</td>
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| **10. 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. | One-card system – quick access into the facility  
- Piloted at Beacon Fitness.  
- Research best practices  
- Make recommendation for the system (committee)  
**Progress due:** 6/15/19, 3/15/20, 6/30/20 | |
| **11. Department-Specific Goals:** | Athletic Facilities  
- South lot grass project  
  - Decrease rental expense  
  - Provides additional areas for intramural and recreation  
**Progress due:** 11/19/18, 3/5/19 | 1) Looking into Moakley Park and how UMass can use Moakley to its advantage. For Practices in the morning and Early afternoon.  
2) Exploratory out research has taken place with local pool architects. The plan is to reach out to more that will be here for the Nirsai Convention February 16-19, 2019 this year in Boston. |
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<td>• Researching/visiting pool facilities</td>
<td>3) Still working with Campus facilities, but a field back on campus isn’t in the short term planning of the university at this time. Also looking at other possible areas for the fitness court.</td>
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<td>• Pool architect firms to determine estimated costs</td>
<td>4) Currently, have the cost for the entire Project. Had RAD come out and give an estimate. The funding source for the softball field would have to come from the Capital projects budget unless someone was willing to partner with us on the softball field project.</td>
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<td>• Develop a plan for synthetic turf field on campus</td>
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<td>• Investigate potential locations on campus</td>
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<td>• Research funding possibilities</td>
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<td>• Develop a timeline that fits the university schedule.</td>
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<td>• Softball facility upgrades</td>
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<td>• The estimated cost for the new softball facility is $4 million</td>
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<td>• Research possible funding sources</td>
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