

A stylized illustration of a lighthouse on the left side, with a sunburst of yellow and white rays emanating from behind it. The background features wavy blue lines at the bottom, suggesting water or a horizon. The text is centered in a bold, dark blue font.

Campus Update

December 8, 2021

Agenda

- **Fall Semester Highlights**
- **Covid-19 Update**
- **Strategic Planning Update**
- **Financial Update**
- **Restorative Justice Commission Update**

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Fall Semester Highlights

Marcelo Suárez-Orozco
Chancellor

A Few Fall Semester Highlights

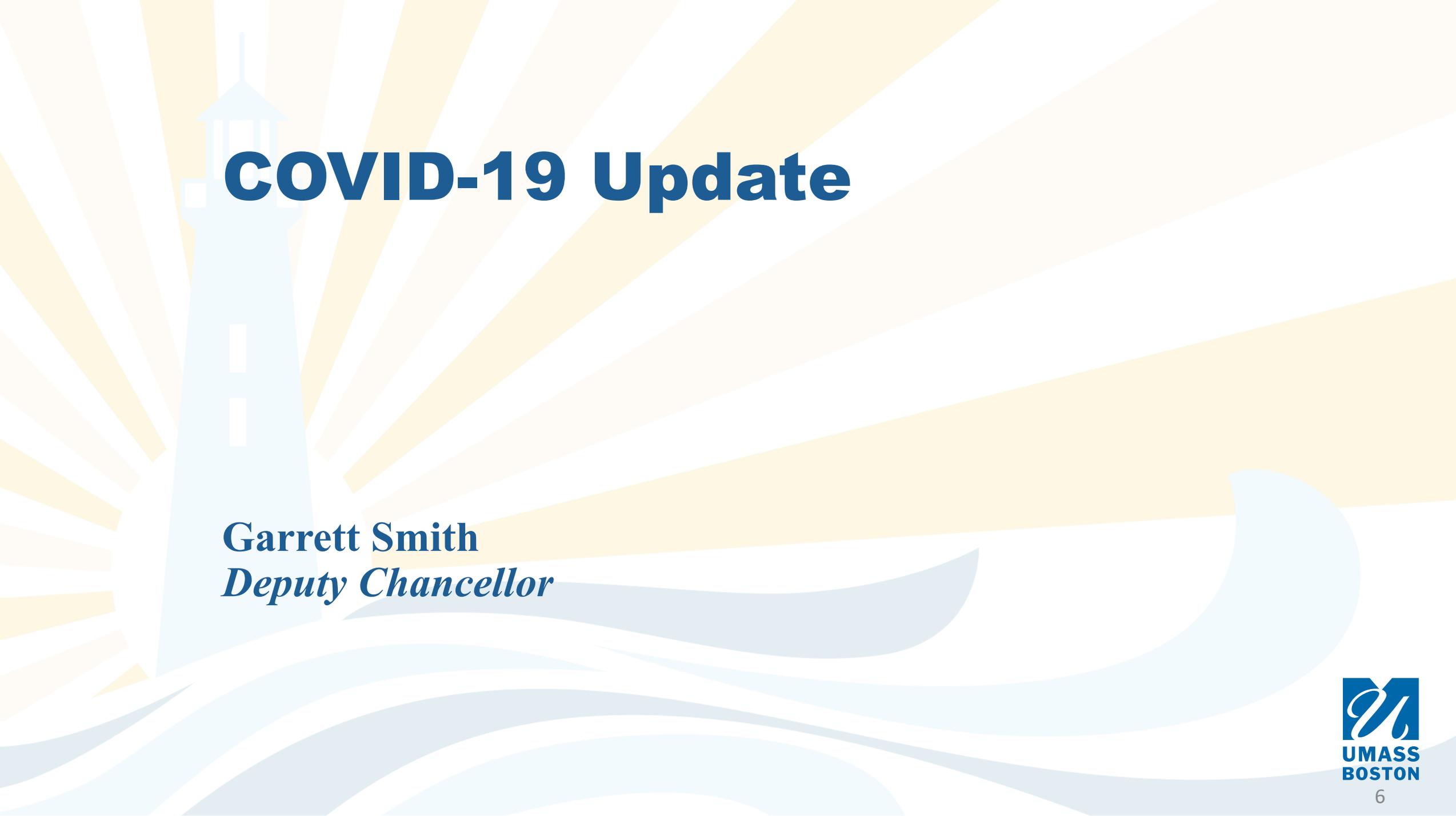
- UMass Boston received a historic \$15 million donation to endow our nursing program, now renamed the Robert and Donna Manning College of Nursing and Health Sciences.
- 22 new externally sponsored grants and contracts totaling \$11.5 million during the first quarter of the year (July-September).
- Unveiled a new mural by Robert Peters, an artist and member of the Mashpee Wampanoag Tribe, in the residence hall to pay homage to and recognize that UMass Boston is still Indigenous space.
- UMass Boston Celebrated First Generation Students with First Gen Week recognizing Beacons who are the first in their families to attend a four-year college or university. Currently 60% of our students identify as first generation.



A Few Fall Semester Highlights

- Hosted 2nd annual Black Lives Matter Day highlighting the theme of “empowerment through collective leadership.” Diverse workshops and productive discussions were led by an extraordinary group of Boston-based Black leaders and activists.
- Every fall athletics team qualified for their respective conference tournaments, with three teams earning a top-2 seed.
- Volleyball team won the program’s 10th Little East Conference Tournament Championship.
- Cross country runner Jimmy Cannon became the first runner in UMass Boston history to win the Little East Conference Championship meet.
- Yesterday, I represented UMass Boston on the White House virtual roundtable on Operation Allies, the whole-of-America effort to resettle our Afghan allies. The Roundtable was led by the Honorable Jack Markell (former Governor of Delaware) and Secretary of Education Miguel Cardona.





COVID-19 Update

Garrett Smith
Deputy Chancellor

Safety protocols this semester enabled a safe return to in person operations

1

Required COVID vaccinations

- Limited religious and medical exemptions
- 99.4% of students vaccinated
- 99.2% of employees vaccinated

2

Indoor mask wearing

- Required indoors
- Required in crowded outdoor settings

3

Symptom monitoring

- Daily health check
- If you have symptoms, STAY HOME & TEST!

4

Contact tracing and testing

5

Surveillance testing

- Unvaccinated individuals
- Higher risk populations

6

Emphasis on hygiene and health

- Encourage flu and COVID booster shots
- Encourage hand washing, hand sanitizer

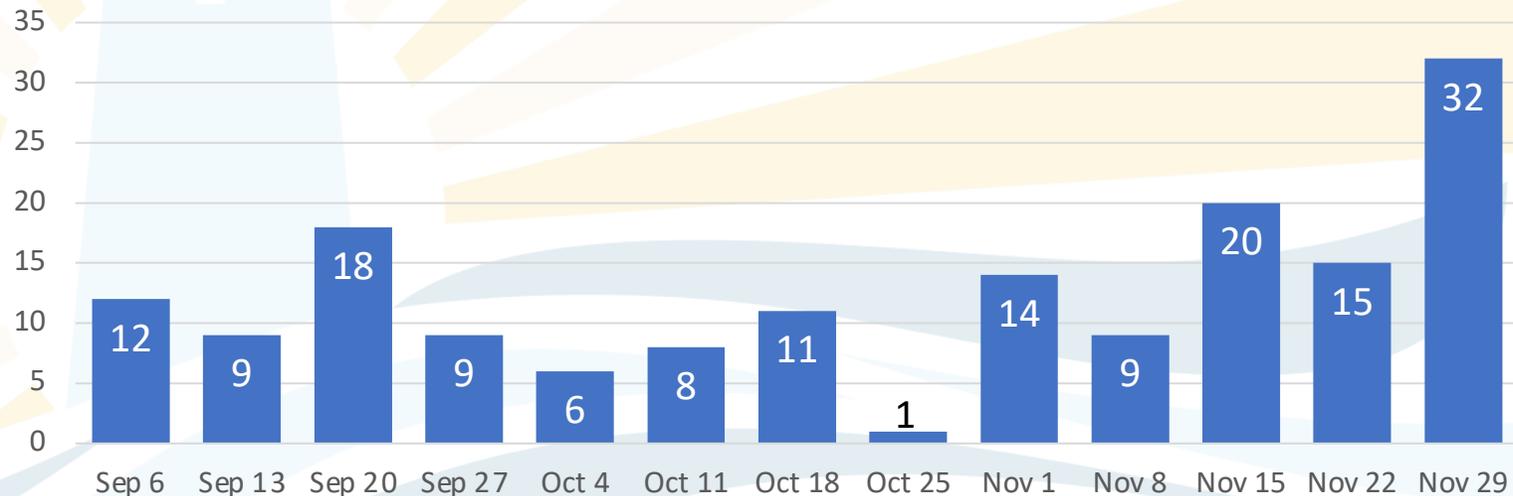
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Specific efforts on HVAC, dining, events, travel, and other areas

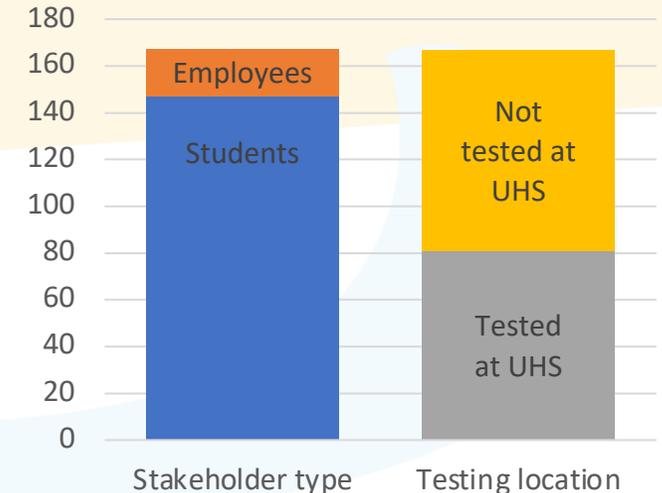
We are closely monitoring the situation, including emerging data and health guidance

- Significant increase in Delta cases locally and nationally
- Emergence of Omicron
- Increase in known positives amongst our campus population

Weekly known positives at UMB (fall semester)



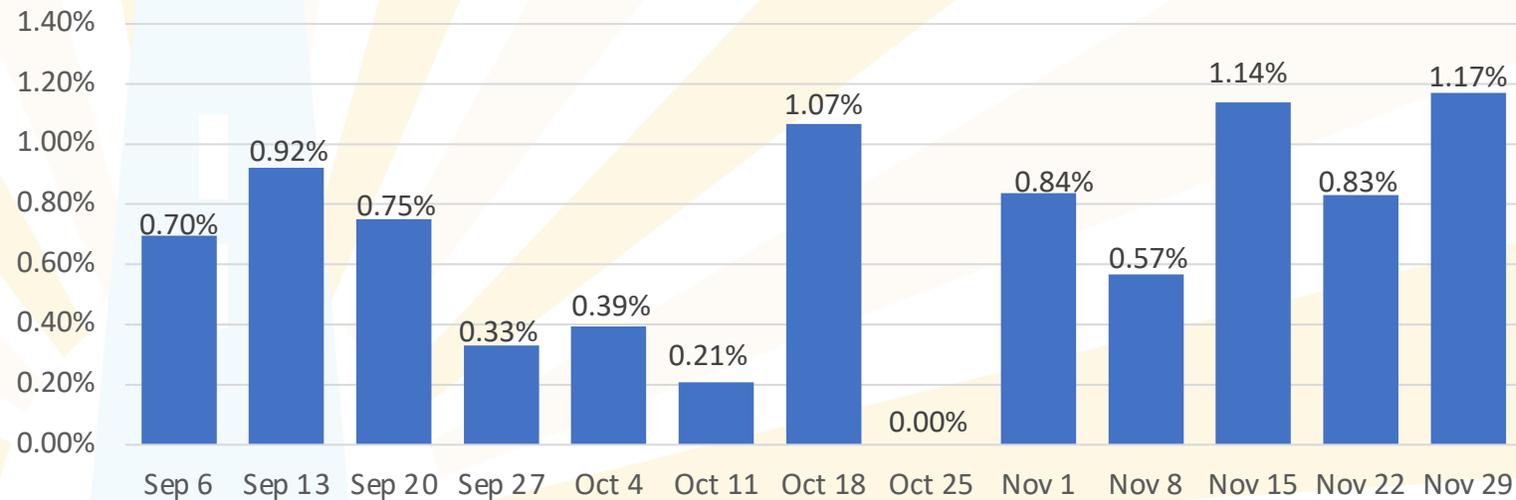
Known positives by category



Our positivity rate continues to be low with no known hospitalizations

Weekly positivity rate at UMB (fall semester)

Known hospitalizations
(fall semester)



0

- UMB positivity rate has remained relatively low (state = 4.86%)
- Vast majority of positives are a result of symptomatic testing
- Very few (only a handful all semester) are a result of asymptomatic surveillance testing
- No known hospitalizations



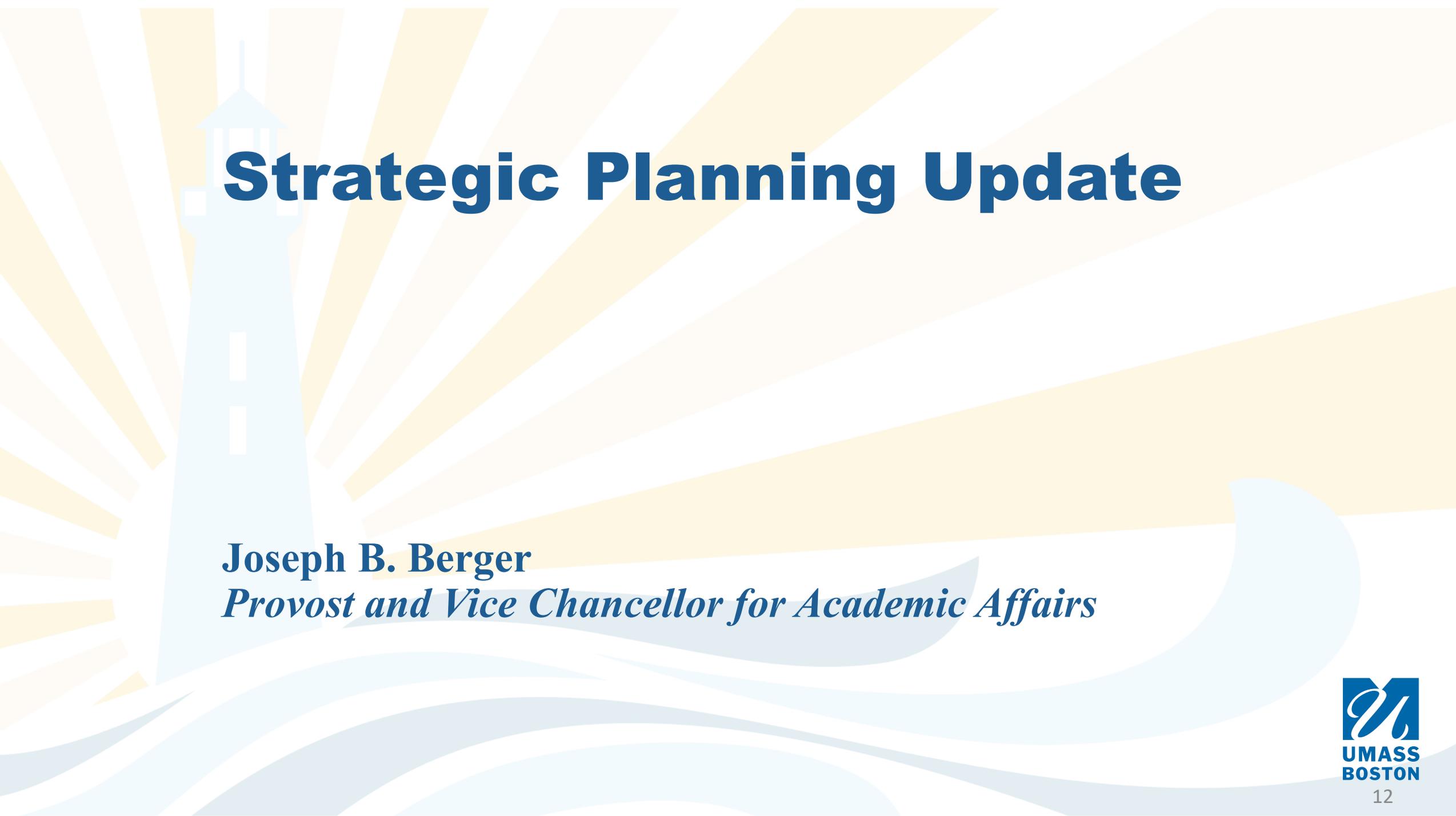
We must remain vigilant against this virus

1. Our safety protocols seem to be working to keep our campus safe
2. There is no cause for alarm in the recent positive cases we are seeing
3. We will continue to monitor the data and public health guidelines
4. Our protocols for the spring are likely to look much the same as the fall

Finally...

If you are eligible, please get your booster shot!!!

- Vaccination remains the most effective layer of protection in fighting the virus.
- The CDC and FDA have authorized all individuals over the age of 18 to receive the booster shot.
- We strongly encourage all members of our community to get a booster shot, once eligible (6 months after 2 dose vaccine or 2 months after 1 dose vaccine). Nearly 90% of our employees are already eligible.
- University Health Services has vaccination appointments available each week and is working to add more.

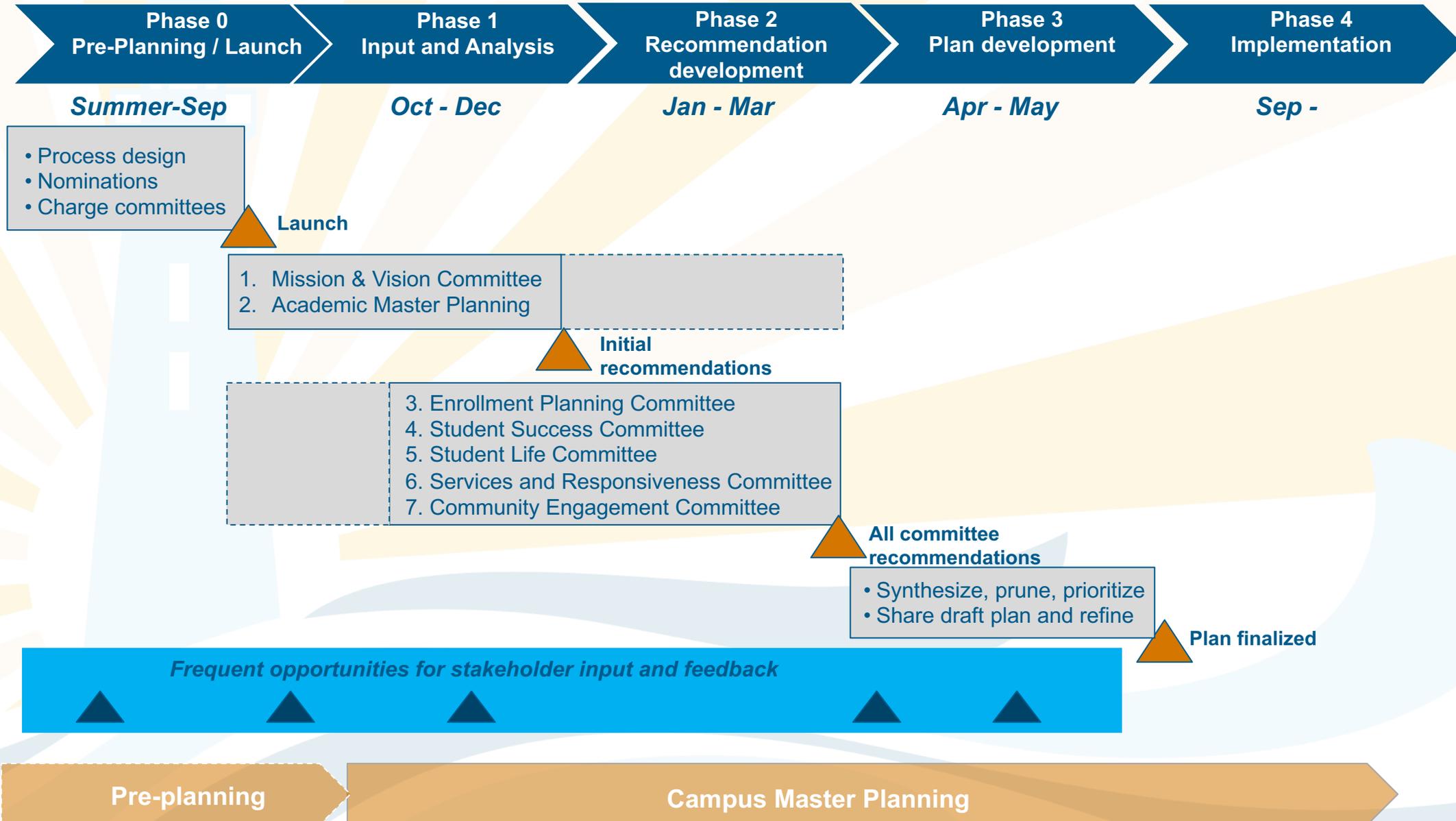


Strategic Planning Update

Joseph B. Berger

Provost and Vice Chancellor for Academic Affairs

Strategic Planning Timeline



Grand Scholarly Challenges – Preliminary Themes

Major themes	
Equitable Climate Adaptation	<ul style="list-style-type: none">○ climate change / equity / justice / resilience / Boston / social determinants / disparities / racism / urban ocean waterfront / ecology
Health Disparities	<ul style="list-style-type: none">○ cancer / hospitals / biotech / disparities / other universities / local workforce / urban / health-promoting / population aging
Data Science	<ul style="list-style-type: none">○ problem solvers / disciplinary integration / multilingual / biotech / cancer
Democracy, Justice, and Collective Action	<ul style="list-style-type: none">○ justice in pluralistic society / dialogue / preserving democracy / authoritarianism / restorative practices & participation / rhetoric / history

Grand Scholarly Challenges – Preliminary Themes

Major themes	
University of the Future	<ul style="list-style-type: none"> ○ Trans-disciplinarity / new pedagogies / reimagining teaching & scholarship / multicultural / immigrant-origin / languages / diverse / inclusive / reputation for teaching & learning / Boston / local partnerships / local-global
Urban Organizations	<ul style="list-style-type: none"> ○ diversity / Commonwealth’s workforce / working students / public affairs / organizational understanding
Compounded Inequities	<ul style="list-style-type: none"> ○ accumulation of disparities / racism / hunger / crisis / COVID, mental health, across the life course / multiple levels / ethnicity
Just & Resilient Boston	<ul style="list-style-type: none"> ○ Boston / networked city / resilience / food access / free clinics / housing / experiential learning / rhetoric
Amplifying Voices	<ul style="list-style-type: none"> ○ ethnic studies / community / equity / justice / dialogue / community engagement / inclusion / workforce diversity

We launched a number of Strategic Planning Committees

A. University Strategic Planning

1. Mission and Vision Committee
2. Academic Master Planning Committee
 - i. Academic Program Development
 - ii. Research & Grand Scholarly Challenges
 - iii. Educational Effectiveness
 - iv. Faculty Support & Development

*Led by Provost
Joe Berger*

3. Strategic Enrollment Planning Committee
4. Student Success Committee

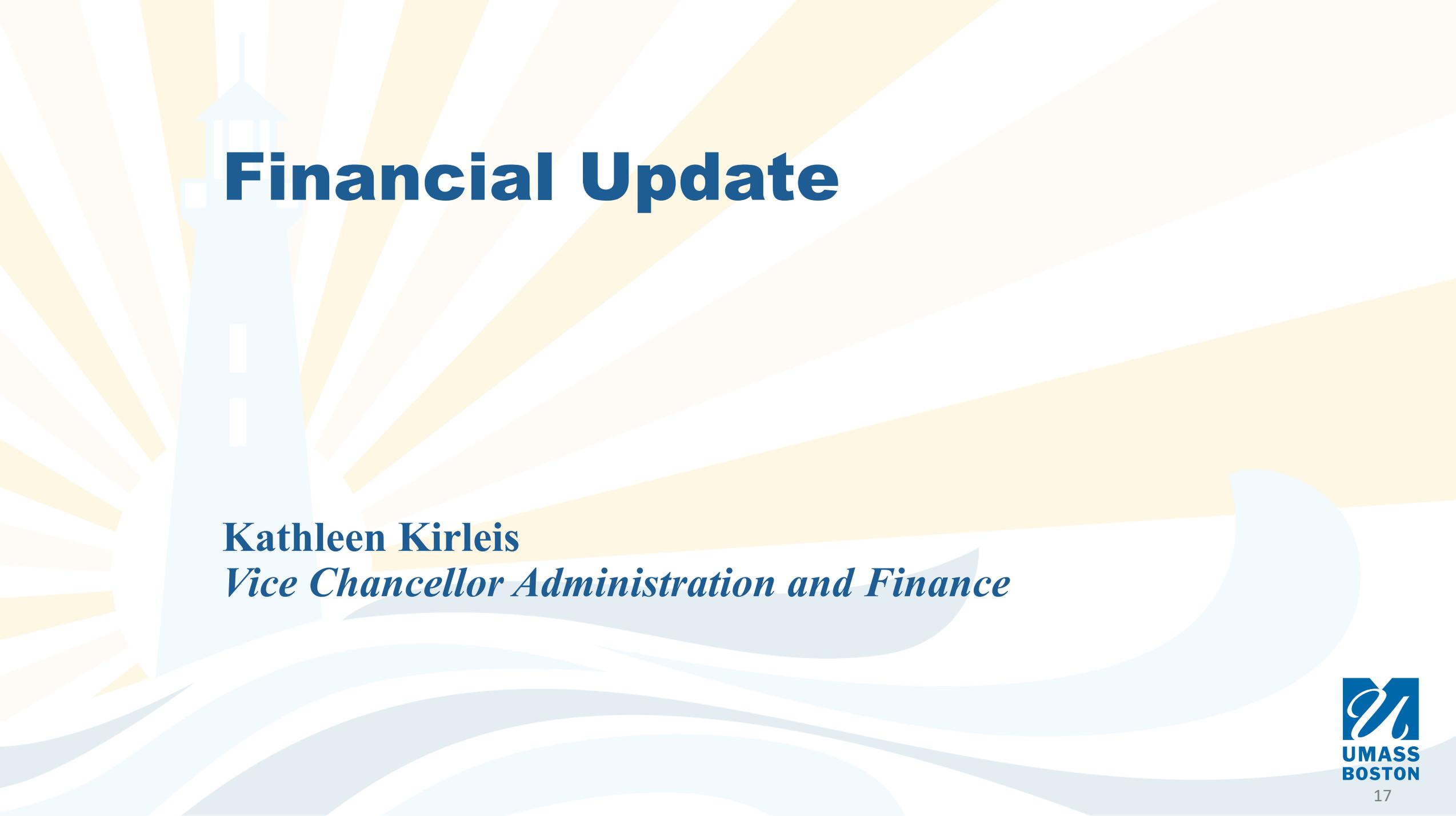
5. Student Life Committee
6. Services and Responsiveness Committee
 - i. Human Resources Sub-Committee
7. Community Engagement Committee

*Led by Deputy
Chancellor
Garrett Smith*

B. Campus Master Planning

8. Campus Master Planning Working Group

*Led by VC of A&F
Kathleen Kirleis*

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Financial Update

Kathleen Kirleis

Vice Chancellor Administration and Finance

FY21 Results

FY21 Results

(\$ in Thousands)

Revenues	Actual			Budget
	FY2019	FY2020	FY2021	FY2021
Gross Tuition & Fees	245,734	252,603	256,240	240,185
Tuition Discounts	(64,836)	(69,973)	(74,079)	(70,190)
<i>Discount Rate</i>	26.4%	27.7%	28.9%	29.2%
Net Tuition & Fees	180,898	182,630	182,161	169,995
Grants	53,536	54,732	58,185	49,546
Sales & Service, Educational	4,312	1,744	1,262	1,348
Auxiliary Enterprises	12,315	10,381	3,230	7,556
Other Operating	2,218	3,138	2,586	1,123
State Appropriations	140,659	146,284	152,833	134,183
Other NonOperating	40,925	45,105	69,769	43,203
Total Revenues	434,863	444,014	470,026	406,953
% Growth	1.9%	2.1%	5.9%	
Expenses				
Salaries & Fringe	269,723	269,734	270,486	248,883
Non-Personnel	98,428	96,680	90,824	85,130
Scholarships and Fellowships	17,983	20,771	30,189	17,983
Depreciation	28,010	32,460	32,765	35,029
Interest	16,823	19,312	18,730	19,927
Total Expenses	430,967	438,957	442,994	406,953
% Growth	1.6%	1.9%	0.9%	
Operating Margin				
Surplus / (Deficit)	3,896	5,057	27,032	-
UMass OM Calc	0.9%	1.1%	5.8%	0.0%

- FY21 Budget surplus driven by one-time Federal stimulus funds for COVID
 - Recognition of Institutional aid for lost revenue (tuition & fee, auxiliaries) and COVID-related costs
 - FY21: Revenue Recovery = \$13,851,549
 - FY21: Expense Recovery = \$2,985,629
- State Appropriation was not reduced as had been the original planning parameter (-10% / ~\$13.5M w/ fringe) and COLA
- Tuition & Fee revenue was better than budgeted due to more in-state and better summer revenue than planned
- Non-personnel expenses were low due to full-year remote work environment (utilities, shuttle & travel)
- Personnel expenses were higher than budgeted due to need to accrue for COLA parameters provided by the state (2.5% base increase)

FY21 Overall UMass Financial Highlights

<i>\$ in Thousands</i>	FY2021 ACTUAL			
	Total Revenue	Total Expenses	OM\$	OM %
Campus				
Amherst	1,253,428	1,265,323	(11,895)	-0.9%
Boston	470,026	442,994	27,032	5.8%
Dartmouth	241,849	240,185	1,664	0.7%
Lowell	477,587	463,884	13,703	2.9%
President's Office	101,841	91,804	10,037	9.9%
Subtotal	2,544,731	2,504,190	40,541	1.6%
Medical School	995,455	967,724	27,731	2.8%
Total (1)(2)	3,459,990	3,391,718	68,272	2.0%

- Impacts of COVID-19 continued to ripple through FY21 results

- University operating revenue of \$3.5 billion is flat as compared to last year; hard work to continue to balance FY21 after the pandemic impacts

- Without one-time Federal Stimulus of \$82.0 million (\$54.9 million was for institutional aid including GEER), total FY21 revenue would have been below FY20 and FY19

(1) Total expenses does not include GASB 68 (pensions) or GASB 75 (other post employments benefits; or unrealized gains/losses

(2) Inter-campus eliminations are included in "Total"



FY22 Budget

Boston: Revenue & Expenses- June Board Meeting

(\$ in Thousands)

Revenues	Actual			Budget
	FY2019	FY2020	FY2021	FY2022
Gross Tuition & Fees	245,734	252,603	256,240	254,142
Tuition Discounts	(64,836)	(69,973)	(74,079)	(79,050)
<i>Discount Rate</i>	26.4%	27.7%	28.9%	31.1%
Net Tuition & Fees	180,898	182,630	182,161	175,092
Grants	53,536	54,732	58,185	57,823
Sales & Service, Educational	4,312	1,744	1,262	2,100
Auxiliary Enterprises	12,315	10,381	3,230	13,419
Other Operating	2,218	3,138	2,586	2,531
State Appropriations	140,659	146,284	152,833	152,222
Other NonOperating	40,925	45,105	69,769	77,434
Total Revenues	434,863	444,014	470,026	480,622
% Growth	1.9%	2.1%	5.9%	
Expenses				
Salaries & Fringe	269,723	269,734	270,486	272,268
Non-Personnel	98,428	96,680	90,824	111,181
Scholarships and Fellowships	17,983	20,771	30,189	37,405
Depreciation	28,010	32,460	32,765	34,178
Interest	16,823	19,312	18,730	19,106
Total Expenses	430,967	438,957	442,994	474,138
% Growth	1.6%	1.9%	0.9%	
Operating Margin				
Surplus / (Deficit)	3,896	5,057	27,032	6,484
UMass OM Calc	0.9%	1.1%	5.8%	1.3%

- FY22 Budget planned for a \$6.5M surplus
 - Assumed decline in net Tuition & Fee revenues due to COVID-driven drop in foreign student enrollment
 - Salaries & Fringe and Non-Personnel expenses rise due to COLA and campus return from remote operations
 - Full use of one-time Federal stimulus in Other Non-Operating revenue and Non-personnel and Scholarships & Fellowships expenses

FY22 Budget Updates

The baseline budget adopted in July is being updated at points throughout the fiscal year, largely due to revenue uncertainties related to enrollment and COVID stimulus funds.

The campus is updating budget plans at the following milestones:

- 1.) Enrollment after add/drop – Updated in October
- 2) Finalization of spring semester plans – December/January

First Quarter Projection

(\$ in Thousands)

Revenues	Actual		Budget	Q1 Projection	Q1 Change	
	FY2020	FY2021	FY2022	FY2022	\$	%
Gross Tuition & Fees	252,603	256,240	254,142	244,643	(9,499)	-3.7%
Tuition Discounts	(69,973)	(74,079)	(79,050)	(77,201)	1,849	-2.3%
Discount Rate	27.7%	28.9%	31.1%	31.6%	0.5%	1.5%
Net Tuition & Fees	182,630	182,161	175,092	167,442	(7,649)	-4.4%
Grants	54,732	58,185	57,823	58,706	883	1.5%
Sales & Service, Educational	1,744	1,262	2,100	2,100	-	0.0%
Auxiliary Enterprises	10,381	3,230	13,419	13,625	206	1.5%
Other Operating	3,138	2,586	2,531	3,138	607	24.0%
State Appropriations	146,284	152,833	152,222	157,030	4,808	3.2%
Other NonOperating	45,105	69,769	77,434	78,376	942	1.2%
Total Revenues	444,014	470,026	480,622	480,418	(204)	0.0%
% Growth	1.7%	5.9%	2.3%	2.2%		
Expenses						
Salaries & Fringe	269,734	270,486	272,268	276,381	4,113	1.5%
Non-Personnel	96,680	90,824	111,181	113,615	2,434	2.2%
Scholarships and Fellowships	20,771	30,189	37,405	37,993	588	1.6%
Depreciation	32,460	32,765	34,178	33,617	(561)	-1.6%
Interest	19,312	18,730	19,106	18,813	(293)	-1.5%
Total Expenses	438,957	442,994	474,138	480,418	6,281	1.3%
% Growth	1.9%	0.9%	7.0%	8.4%		
Operating Margin						
Surplus / (Deficit)	5,057	27,032	6,484	(0)	(6,484)	-100.0%
UMass OM Calc	1.1%	5.8%	1.3%	0.0%		

- **No longer projecting a surplus**
- Reduced net tuition revenue due to:
 - Fall enrollment (and effect on spring) \$6.2M
 - Increased restricted aid \$1.4M
- State Appropriation (COLA increase), Grant, Auxiliary and Other Non/Operating
- Increased expenses in Salaries & Fringe (COLA increase) and Non-Personnel (Discharge of student AR with HEERF funds)
- **Planning to end the year in balance but still need to monitor certain key items:**
 - **(+) State ARPA funds**
 - **(-) Spring & Summer enrollment**

Federal Stimulus Funds

UMB State & Federal Stimulus Funds Awarded to Date

https://www.umb.edu/the_university/covid_19_federal_assistance

NAME	AKA	STUDENT/MSI	INSTITUTION	TOTAL
Coronavirus Aid, Relief, and Economic Security Act	“CARES”, “HEERF I”	\$6,141,512	\$6,092,326	\$12,233,838
Coronavirus Response and Relief Supplemental Appropriations	“CRRSAA”, “HEERF II”	6,092,326	15,288,955	21,458,800
American Rescue Plan Act	“ARP”, “HEERF III”	18,693,936	18,330,287	37,024,223
Governor's Emergency Education Relief Fund	“GEER”	NA	889,635	889,635
TOTAL		\$31,005,293	\$40,601,263	\$71,606,556

Excludes FEMA

HEERF = “Higher Education Emergency Relief Fund”



Summary of HEERF (I, II, & III) Actions to Date

Student Portion:

- Distributed \$27.8M of direct student grants from March 2020 through 2021 YTD
 - CARES/HEERF I -- \$8.0M over 4 rounds
 - Application-driven [avg 4,228 students /\$486 per round]
 - CRRSAA/HEERF II -- \$5.8M in two phases
 - Formula [10,000 students/\$460]
 - Application [1,650 students/\$720]
 - ARPA/HEERF III -- \$14.0M
 - Formula [15,583 students/\$918]

Institutional Portion:

- FY20 Actions:
 - Accounted for \$1.75M in Parking and Dining refunds, and Chromebooks, to students from CARES/HEERF II
 - Transferred \$1.85M from CARES Institutional to Student (part of distribution above)
- FY21 Actions:
 - Lost revenue recovery = \$13,851,549
 - Covid-related expense recovery = \$2,985,629
- FY22 Actions:
 - Student accounts receivable balance discharges totaling \$5,898,187.60 and affecting 1,684 students
 - FY22: \$117,112 in retention grants to students

Use of UMB Stimulus Funds to Date

NAME	STUDENT & MSI	STUDENT SPEND	INSTITUTION	INSTITUTION SPEND	TOTAL	TOTAL SPEND	REMAINING FUNDS
HEERF I	6,141,512	7,992,215*	6,092,326	4,241,623*	12,233,838	12,234,191	(\$353)
HEERF II	6,169,845	5,800,149	15,288,955	14,328,798	21,458,800	20,128,947	\$1,329,853
HEERF III	18,693,936	14,303,900	18,330,287	6,286,422	37,024,223	20,590,322	\$16,433,901
GEER			889,695	889,695	889,695	889,695	\$0
TOTAL	\$31,005,293	\$28,096,264	\$40,601,263	\$25,746,538	\$71,606,556	\$53,843,155	\$17,763,401

- Developing plans with the Federal Stimulus Working Group and Cabinet to spend down the remaining student and institutional balances per the guidelines and by the grant end dates in spring 2022.

*Includes transfer and distribution of \$1,850,350 from HEERF I Institutional to Student, recognition of all remaining HEERF I Institutional funds in FY21, and student overspend of \$353

FY23 Budget Process

- Budget process in UM-Plan kicked off 11/17
- Guidance and targets have been sent to UM-Plan “budget submitters”
 - GOF non-payroll flat with FY22 base
 - GOF non-benefitted payroll +2.0% from FY22 base
 - Approved benefitted positions at +6.5% for COL from current salaries
 - 2.5% FY21
 - 2.0% FY22
 - 2.0% FY23
 - Revenue based funds are required to keep expense levels within anticipated revenue
 - Carry-Forward process remains the same as FY22, which allows for Capital expenditures and Start-up funding, areas can submit a formal request for other uses of carry-forward

Capital Budget Update

- FY22-26 Capital Budget Plan is \$220M
 - Locally-Funded* \$68.2M
 - Bond-Funded \$53.7M
 - State \$41.2M
 - Vendor \$2.3M
 - Future Projects \$54.6M

\$133.3M of Plan spending is for Deferred Maintenance projects

- This and Future Projects amount totals 85% of 5-year planned spending

Major Projects

- SDQD - Demolish Substructure, Science Center, and Pool (Master Plan Phase I): \$71.0M
- Adding Capacity to Cooling Tower: \$9M
- McCormack Hall: Roof Replacement and Building Envelope Repairs: \$6M
- Campus Center Roof Replacement: \$5M
- Utilities Saltwater Pumphouse Mechanical Repairs/Dredging: \$5M
- Exterior Doors Replacement (Clark, Healey, McCormack, Quinn, Service & Supply): \$7.2M
- Wheatley Hall Façade Repairs: \$5.8M
- Network Edge Switches: \$3.5M

*Includes ESS, GOF, Lab Fee, RTF and WUMB

Activities-Based Budgeting Project

- Goal is to develop a data-informed, incentive-based approach to allocating resources to academic units
- Survey of current budget practices completed and model is now being developed that is customized for UMB
- Steering Committee has been formed with members from Administration, Faculty and Staff
 - Guiding principles have been discussed
 - Beginning discussions around revenue allocations
- Initial draft model delivered by consultant is being populated by A&F/Academic Affairs model development team with UMB FY20 actual data which ties to FY20 campus financials
- ABB model will be run alongside current budget process until ready to supersede that process

Restorative Justice Commission Update

Joseph N. Cooper

Special Assistant to the Chancellor for Black Life

Georgianna Meléndez

Assistant Chancellor

Office of Diversity, Equity and Inclusion

Restorative Justice Commission Update

- **Six Sub-Committees (Monthly General Body Meetings)**
 - Curriculum and Pedagogy
 - University Policies and Practices
 - Campus and Community Engagement
 - Research
 - Training and Development
 - Budget
- **Approved Proposals – Fall 2021**
 - Native American and Indigenous People Restorative Justice Proposal (10/2021) - UPPC
 - Ombuds Office/Transformative Conflict Resolution Practitioners/Office of Transformative Mediation Proposal (11/2021) – UPPC
 - Campus Climate Survey Proposal (12/2021) - CCEC
- **Proposals In Discussion**
 - RJC Service Recognition and Compensation for Labor – CCEC
 - Research Fellowship for the CANALA Institutes - RC
 - Policing Policy Statement - UPPC
 - Culturally Inclusive Campus Artifacts – UPPC



Thank you!

Please send questions to

Chancellor@umb.edu