



Data Analytics and Enterprise Risk Management

March 6, 2024

EACUBO 2024 Workshop

Partnership. Performance. Progress.

March 4-6 | Baltimore, Maryland





What we hope you will learn....

The power of Enterprise Risk Management data:

- Increases transparency
- Helps set strategic priorities
- Creates a risk-informed culture

Agenda

- University of Massachusetts Overview
- Data Generated by
 - ERM Risk Assessment
 - ERM Mitigation Strategy Assessment
- Data Supporting ERM Analyses
 - Facilities and Deferred Maintenance
 - Financial Sustainability
 - Enrollment
- Key Takeaways

slido



Which option best describes your institution?

ⓘ Start presenting to display the poll results on this slide.

Overview: University of Massachusetts



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About UMass

University of Massachusetts Amherst

- Land Grant Founded in 1863; Flagship Campus with Broad Research Mission
- Institute for Applied Life Sciences
- State of the art Core Facilities for campus and community users
- Center for Data Science
- UMass Donahue Institute
- Institute for Diversity Sciences
- Energy Transition Institute
- Center for Braiding Indigenous Knowledges and Science
- Elaine Marieb Center for Nursing and Engineering Innovation



- Wall Street Journal Ranked #1 Public in Massachusetts
- University Closely Engaged With Regional Industries
- Renowned For Technical Emphasis Such as Engineering, Advanced Materials Sciences and Nano-manufacturing
- Mass Medical Device Development Center (M2D2)
- Rist Institute for Sustainability and Energy
- N.E. Robotics Validation & Experimentation (NERVE) Center
- Raytheon-UMass Lowell Research Institute (RURI)
- Center for Population Health
- Innovation Hub @ 110 Canal

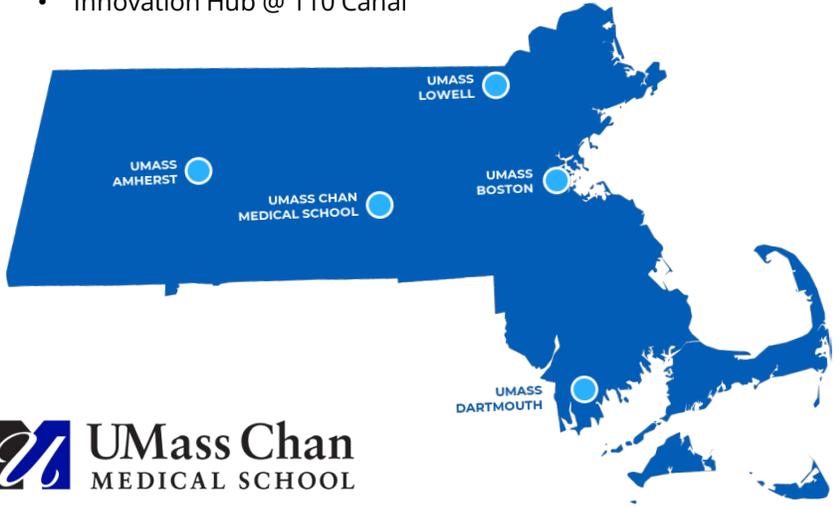


- Most diverse public university in New England, with over 50% of students first in family to go to college
- Impactful research with strengths in climate equity and costal resilience, health for diverse populations, education, and social justice
- Manning College of Nursing and Health Sciences is leading provider of health care professionals
- College of Management with extensive pathway partnerships
- School for the Environment and Stone Living Lab
- Paul English Applied Artificial Intelligence Institute
- On-campus Venture Development Center incubates technology and life sciences startups



- ### UMBA
- Established in 1960 to provide dormitories, dining commons, and other buildings for the University
 - Acquires, constructs, and demolishes buildings, manages capital projects, and issues bonds on behalf of the University to finance or refinance capital projects

- ### Foundation
- Established in 1950 to foster & promote growth, progress, & general welfare of the University
 - Solicits, receives, & administers gifts & donations
 - Maintains a portion of the University's investment portfolio, predominantly the endowment



- World-class biomedical research program
- Three graduate schools: T.H. Chan School of Medicine, Tan Chingfen Graduate School of Nursing and Morningside Graduate School of Biomedical Sciences
- Graduate Medical Education
- UMass Center for Clinical & Translational Science
- For Health Consulting
- Mass Biologics
- BRIDGE



- National Research University With Engineering, Cybersecurity, And Marine Sciences Emphasis (Dartmouth)
- School for Marine Science and Technology (New Bedford)
- Only Performing Art College in the system – College of Visual & Performing Arts
- Plastics Biodegradability Lab (New Bedford)
- UMass Law (Dartmouth)
- Center for Innovation & Entrepreneurship (Fall River)



- Acquired in September 2021 to expand educational opportunities for adult learners
- 501(c)3 nonprofit based in CA serving adult learners in Massachusetts, across the nation, and across the world



UMass by the Numbers



\$4.1 billion annual FY24 budget



\$687 million in state appropriation
(not including CB, fringe, ARPA)



Nearly 74,000 students by headcount
& **20,000** new graduates annually



\$153 million average monthly payroll



\$395 million in University-generated
financial aid



\$86.5 million average monthly
spend with over **30,000** vendors



\$813 million in annual research &
development



26,000 employees (including
students), **3rd largest** employer
in Massachusetts

UMass Financial Accountability Framework

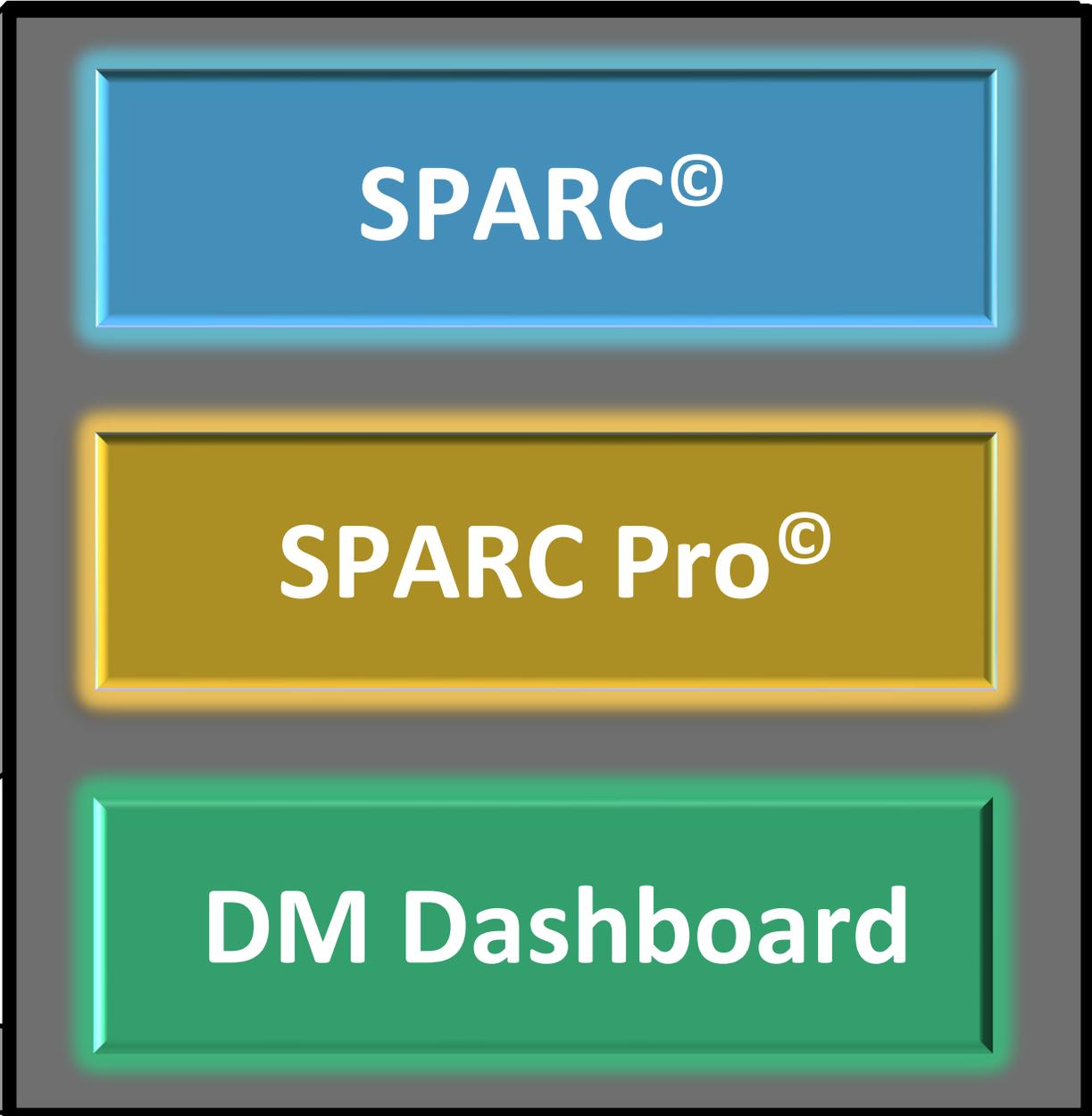
Independent & objective assurance that analyzes data, processes, policies & controls

Standard processes to provide reasonable assurance regarding achievement of objectives



Reliable, timely information that is accessible & understandable

Systematic approach to identifying, assessing & managing risks across the organization



Data Generated by ERM: Risk Assessment



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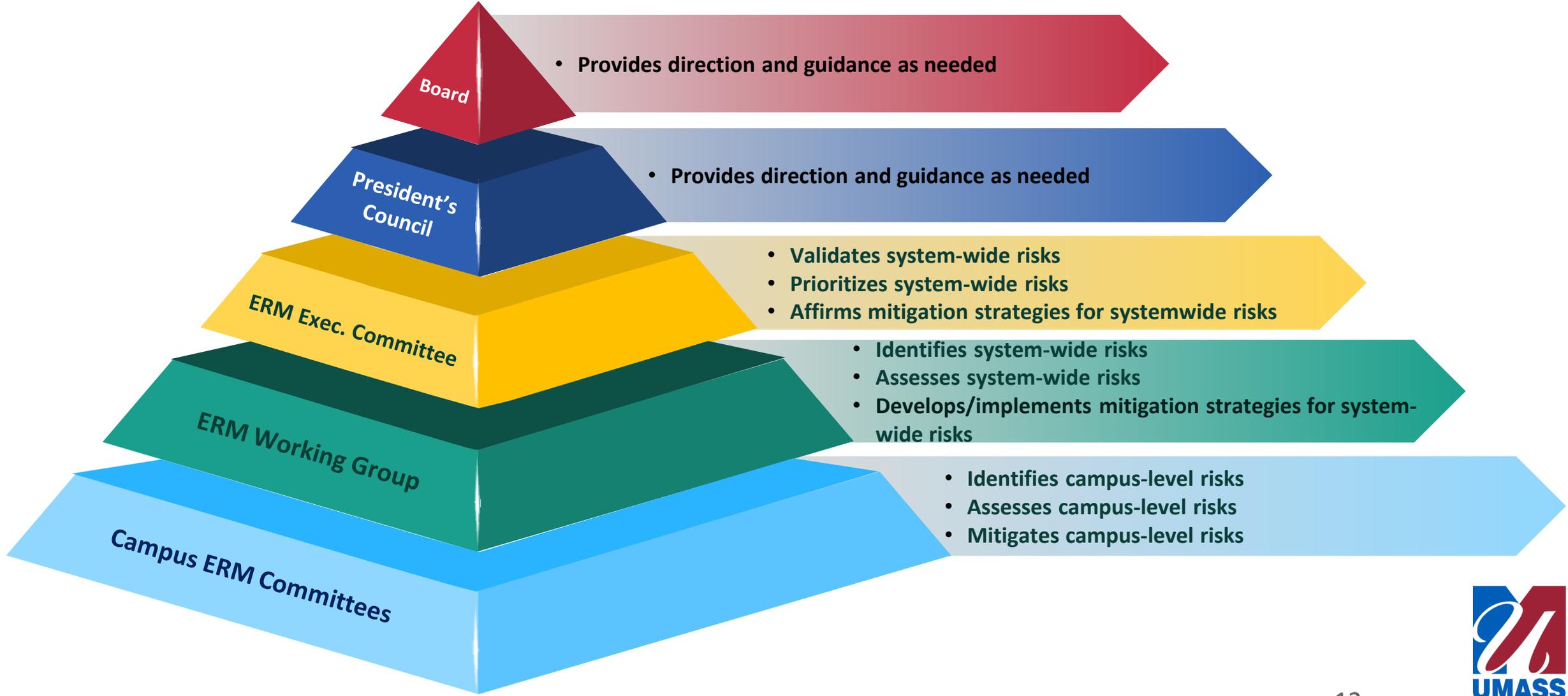
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Which option do you most relate to?

ⓘ Start presenting to display the poll results on this slide.

ERM Governance Structure

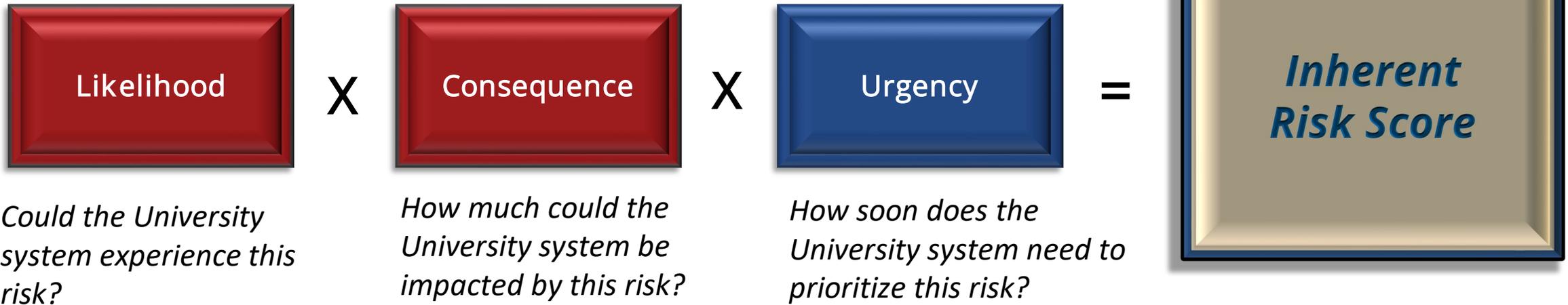


Two-Year ERM Program Cycle



Risk Assessment Process

- Evaluates *inherent* exposure of the University to a risk
- Assesses *systemwide* impact
- Rates risks across three factors



- Operations
- Financial
- Legal/Compliance
- Workforce
- Reputation
- Life Safety

- Assessed by ERM Working Group
- Assessed by ERM Executive Committee

FY 2024 UMass Systemwide Risk Registry



■ Priority Risks

Rank	Risk
1	Enrollment
2	Information Security
3	Facilities and Deferred Maintenance
4	Financial Sustainability
5	Student Health & Mental Health Support
6	Artificial Intelligence
7	International Activities
8	Research
9	Diversity, Equity, Inclusion & Accessibility
10	Attract, Recruit, Retain Faculty & Staff

Rank	Risk
11	Information Privacy
12	All Hazards Planning & Response Capabilities
13	Labor Relations
14	Data Management
15	Vendor Risk Management
16	Sexual Assault Policies & Response Procedures
17	NCAA Regulations
18	IT Disaster Recovery
19	Continuity Planning
20	Environmental Health, Public Health, & Safety Regulations

Rank	Risk
21	Alcohol and Substance Abuse
22	Fraud, Waste, and Abuse
23	Crisis Communications
24	Uninsured Loss
25	Multi-State Payroll Tax
26	Multi-State Business Tax
27	Employment Laws and Regulations
28	Policies and Procedures Regarding Minors on Campus
29	Academic Quality and Standards
30	Oversight of Student Organizations

Using Risk Assessment Data



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FY22 Risks Ranked Based on Highest Legal/Compliance Exposure
Listed by highest legal/compliance exposure, and then by Inherent Risk Score

Information Security
Research
Diversity, Equity, Inclusion & Accessibility
Employment Laws & Regulations
Academic Quality & Standards

Facilities & Def. Maintenance	Sex. Assault Policies & Response Proced.
Student Hlth & Mental Hlth Support	Env. Hlth, Public Hlth, & Safety Regs
Artificial Intelligence	Alcohol and Substance Abuse
International Activities	Immigration Rules and Regulations
Information Privacy	Fraud, Waste, and Abuse
All Hazards Plans & Response Cap.	Multi-State Payroll Tax
Vendor Risk Management	Multi-State Business Tax
NCAA Regulations	Policies/Procedures Minors on Campus

Enrollment	IT Disaster Recovery
Financial Sustainability	Continuity Planning
Attract, Recruit, Retain Faculty/Staff	Crisis Communications
Labor Relations	Uninsured Loss
Data Management	Oversight of Student Organizations

Key

- Highest Legal/Compliance Exposure
- Medium Legal/Compliance Exposure
- Lower Legal/Compliance Exposure

Data Generated by ERM: Mitigation Assessment



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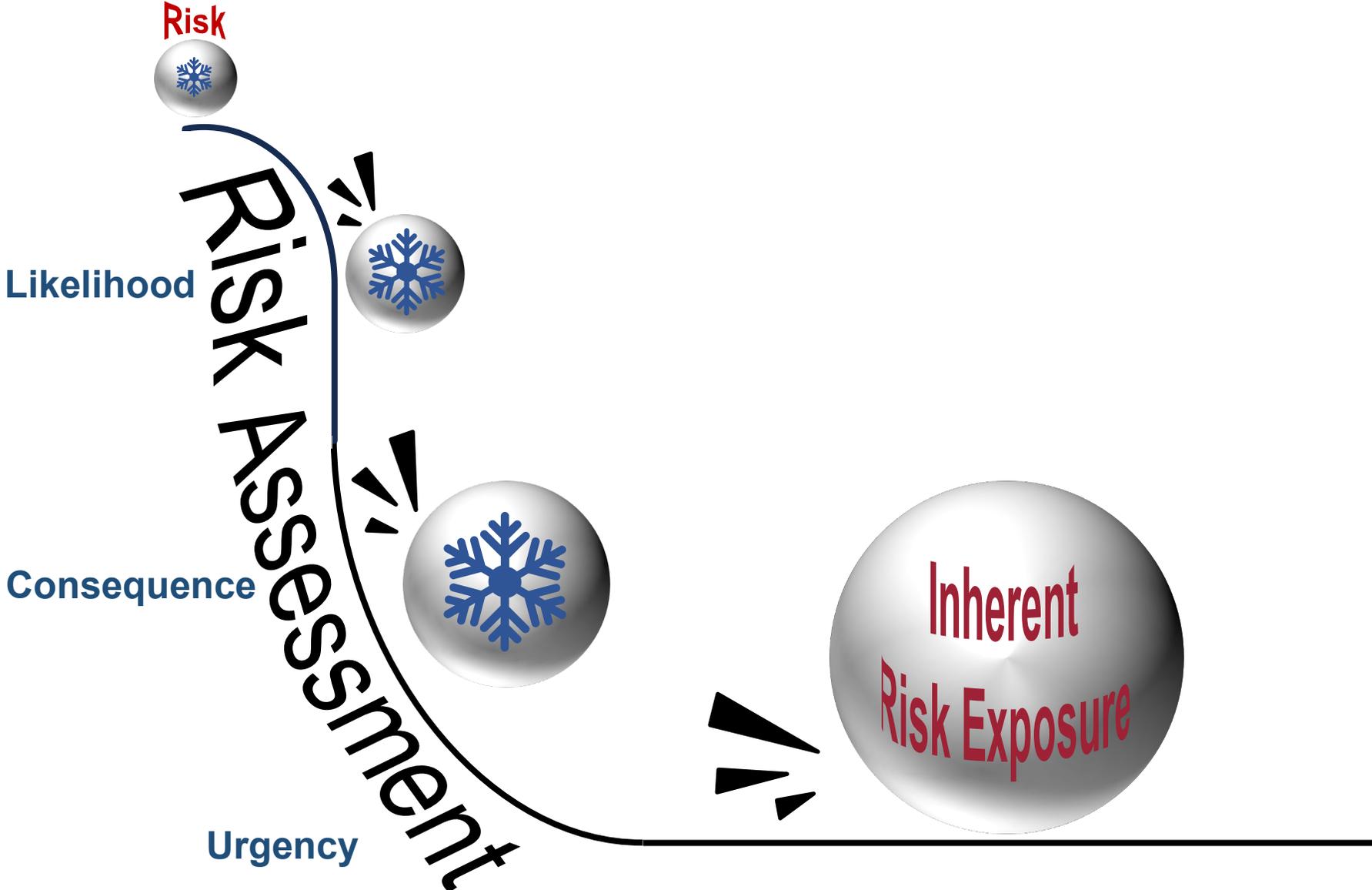
Goals of Mitigation Assessment

- Document risk mitigation strategies for *transparency*
- *Correlate* assessment of risk mitigation strategies to a risk's assessed inherent risk exposure
- Demonstrate *impact* of mitigation strategies on risk exposure

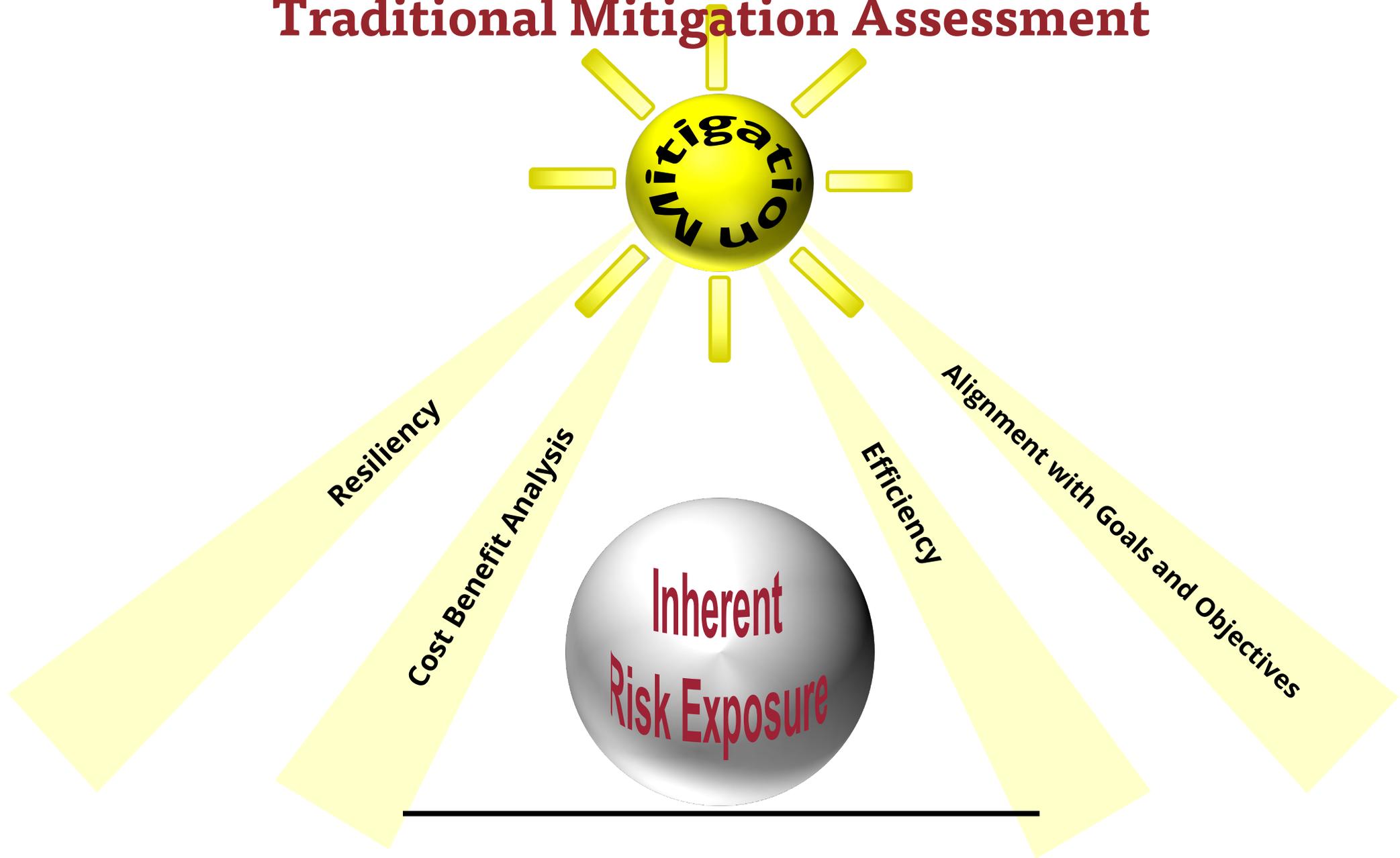
To achieve these goals, we needed to create our own assessment tool.

Why?

Assessment of Risk Exposure



Traditional Mitigation Assessment



Correlation of UMass Risk Assessment and Mitigation Assessment





The logo features the University of Massachusetts (UMASS) stylized 'U' logo in blue and red on the left. To its right, the word 'MATRX' is written in a large, bold, sans-serif font. The 'M' and 'A' are blue, while the 'T', 'R', and 'X' are red.

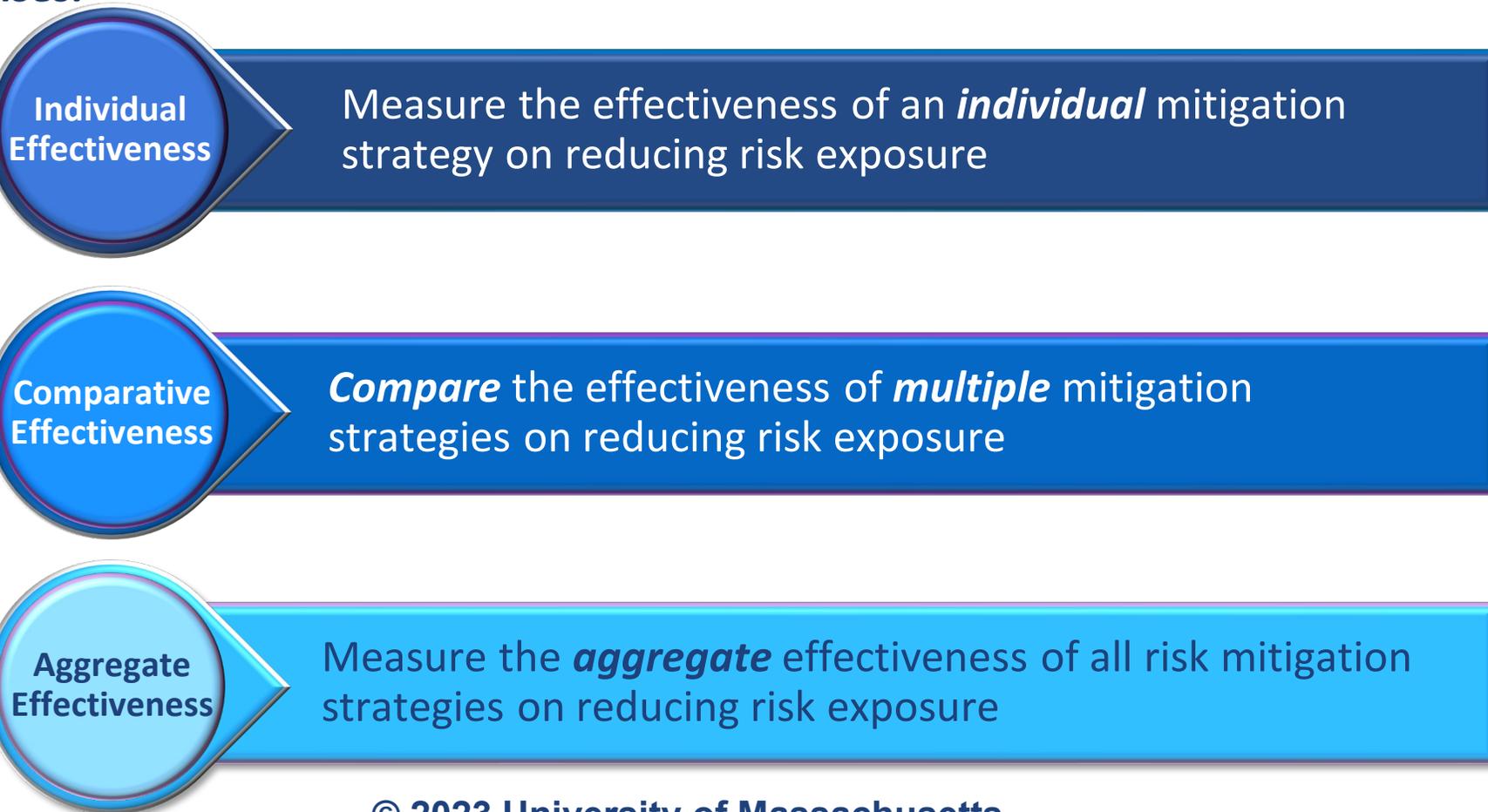
UMass Mitigation Assessment Tool for Reducing Risk Exposure

© 2023 University of Massachusetts



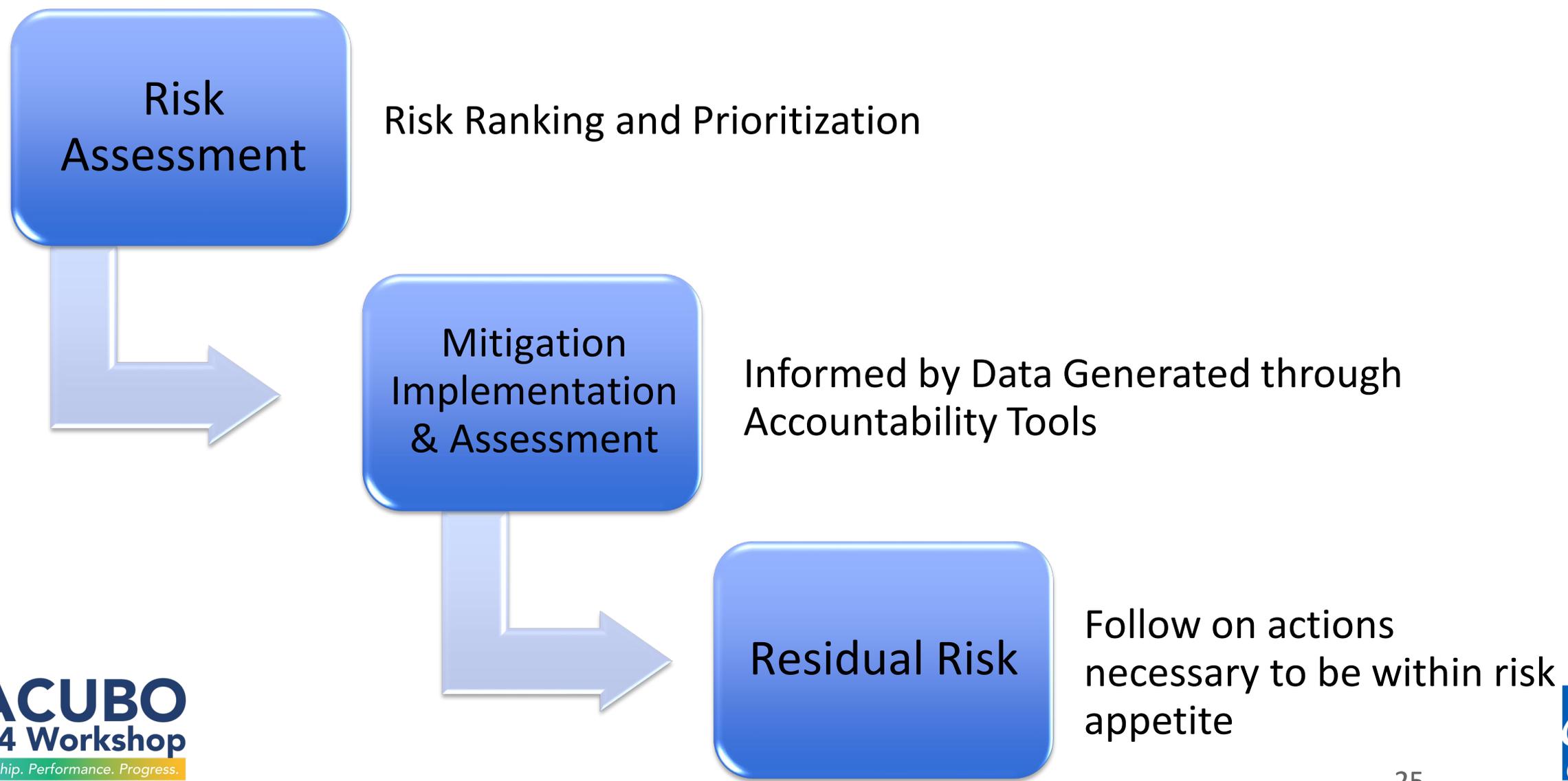
UMASS MATRX Methodology

MATRX assesses the effectiveness of mitigation strategies on each risk's specific range of exposure through three lenses.





Relationship of Data



Data Supporting ERM Analyses: Facilities and Deferred Maintenance



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Relationship of Data

Facilities & Deferred Maintenance
Risk Assessment

No. 3 Risk



7 Strategies
Mitigation

Informed by:

- Deferred Maintenance Dashboard



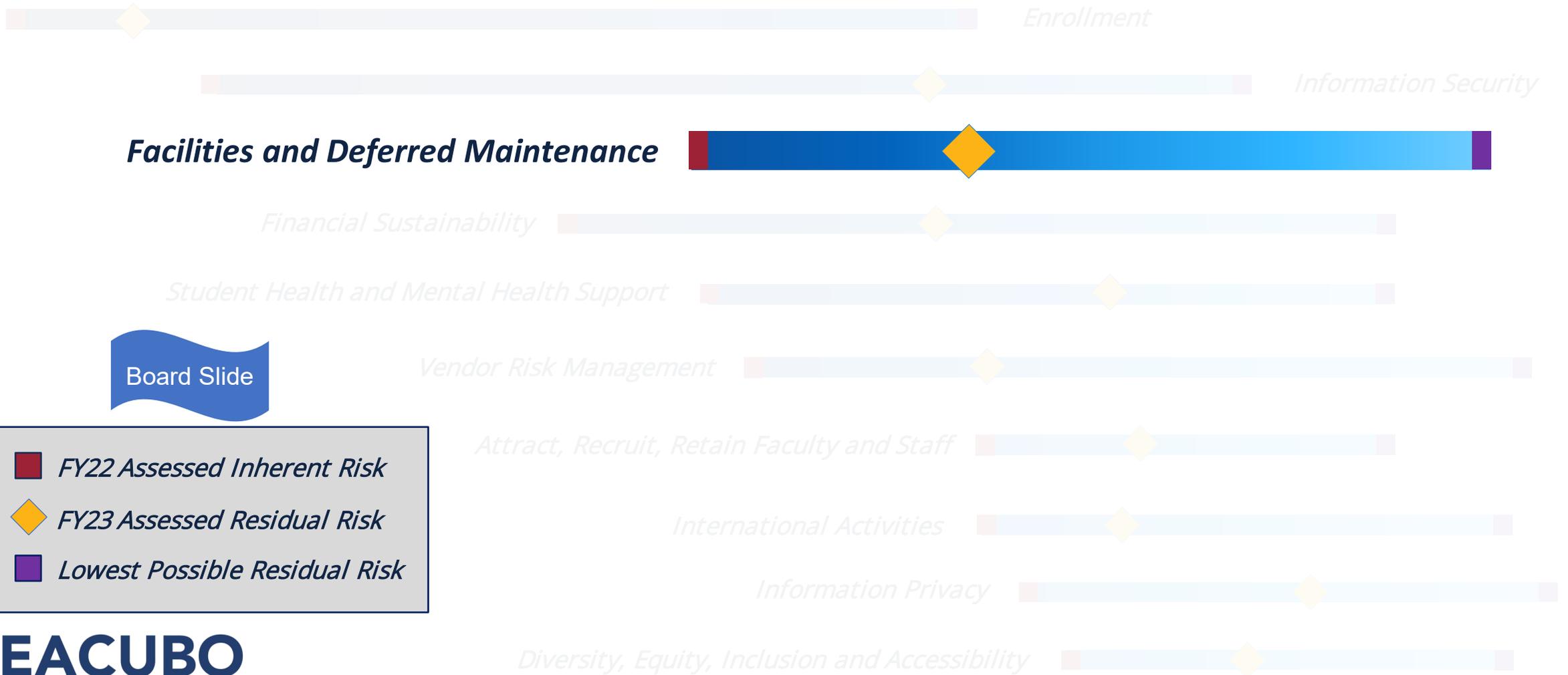
Moderate reduction
Residual Risk

Increased focus on capital projects and tracking against deferred maintenance targets

Mitigation Data: Movement in Reducing Risk Exposure



Highest Inherent Risk Range of Potential Risk Exposure Lowest Residual Risk



Board Slide

- FY22 Assessed Inherent Risk
- ◆ FY23 Assessed Residual Risk
- Lowest Possible Residual Risk



Facilities & Deferred Maintenance

Rank	Mitigation Strategy as of June 30, 2023	Systemwide Status
1	Reaching/Maintaining Keep Up Targets	Partially*
	Reaching/Maintaining Catch Up Targets	Partially*
2	Annual Update of Campus Deferred Maintenance (Gordian)	Fully
	Capital Policy & Standards	Fully
	Reporting – Biannual Capital Plan	Fully
	Reporting – Quarterly Capital Reporting Including Keep Up and Catch Up	Partially
3	Tracking Spending Against DCAMM Contracts	Partially

7 Strategies

Scale: Assessed Systemwide Impact of Mitigation Strategy by Rank



* The impact of these strategies is significantly greater if these strategies were fully implemented. See scale.

Capital Plan

What is it?

Comprehensive, five-year plan of capital investment based on financial planning, policy priorities and strategic plans to ensure effective investment in the future and management of capital assets

What is included?

- ✓ Prioritized list of projects approved by the President and Board of Trustees
- ✓ Connection to strategic plans
- ✓ Funding sources of each project
- ✓ Impacts on deferred maintenance and key ratios

When do we do it?

Developed and presented to the Board of Trustees biennially; updates prepared and presented quarterly

Why do we do it?

- ✓ To identify and prioritize capital needs
- ✓ To evaluate available sources of funding
- ✓ To understand the financial impact and timing of needs in relation to the financial forecast
- ✓ To promote effective communication with stakeholders on capital needs and borrowing plans

Who is involved?

- ✓ President's Office – facilitates development of the capital plan, quarterly reporting and financial forecast; provides assumptions and conducts analysis to support consistent and realistic planning
- ✓ Campuses - utilize master and strategic plans to develop a capital program that reflects the strategic priorities, deferred maintenance needs and unique needs for that campus
- ✓ UMass Building Authority (UMBA) – serves the University through the planning, financing, design, construction, acquisition, capital maintenance, and replacement of University buildings, infrastructure, and real estate

Capital Projects Approval

Approving Authority

Board of Trustees

- \$10M+ total project cost, or
- \$2M+ total project cost and requires debt

President

- \$2M-\$10M total project cost
- Does not include debt

Campus

- <\$2M total project cost

Project Status

Authorized

- Initial authorization from Board or President (Vote 1)

Approved

- Final approval from Board or President (Vote 2 & Vote 3)

Conceptual
(not yet authorized)

- Priority projects planned but not yet authorized (Campus strategic, master and energy plans)



University Deferred Maintenance: By the Numbers



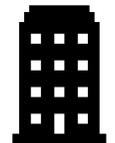
\$4.8B 10-year backlog
(24% replacement value)



\$3.6B backlog in E&G



\$3.5B timeframe A (1-3 yrs)
(71% of total backlog)



\$1.3B backlog in Aux

Deferred Maintenance - Annual Investment

Established Definitions and Set Targets Based on Industry Best Practice

Keep Up:

- Defined as the annual investment needed to ensure buildings perform properly and reach their useful lives.
- Includes projects funded from a recurring funding source.
- Includes preventive/proactive maintenance funded from the operating budget.

Catch Up:

- Defined as projects funded by one-time funds such as bond proceeds, State resources (also typically bond funds), and in some cases reserves.
- Large backlog that requires funding over a specified time period.

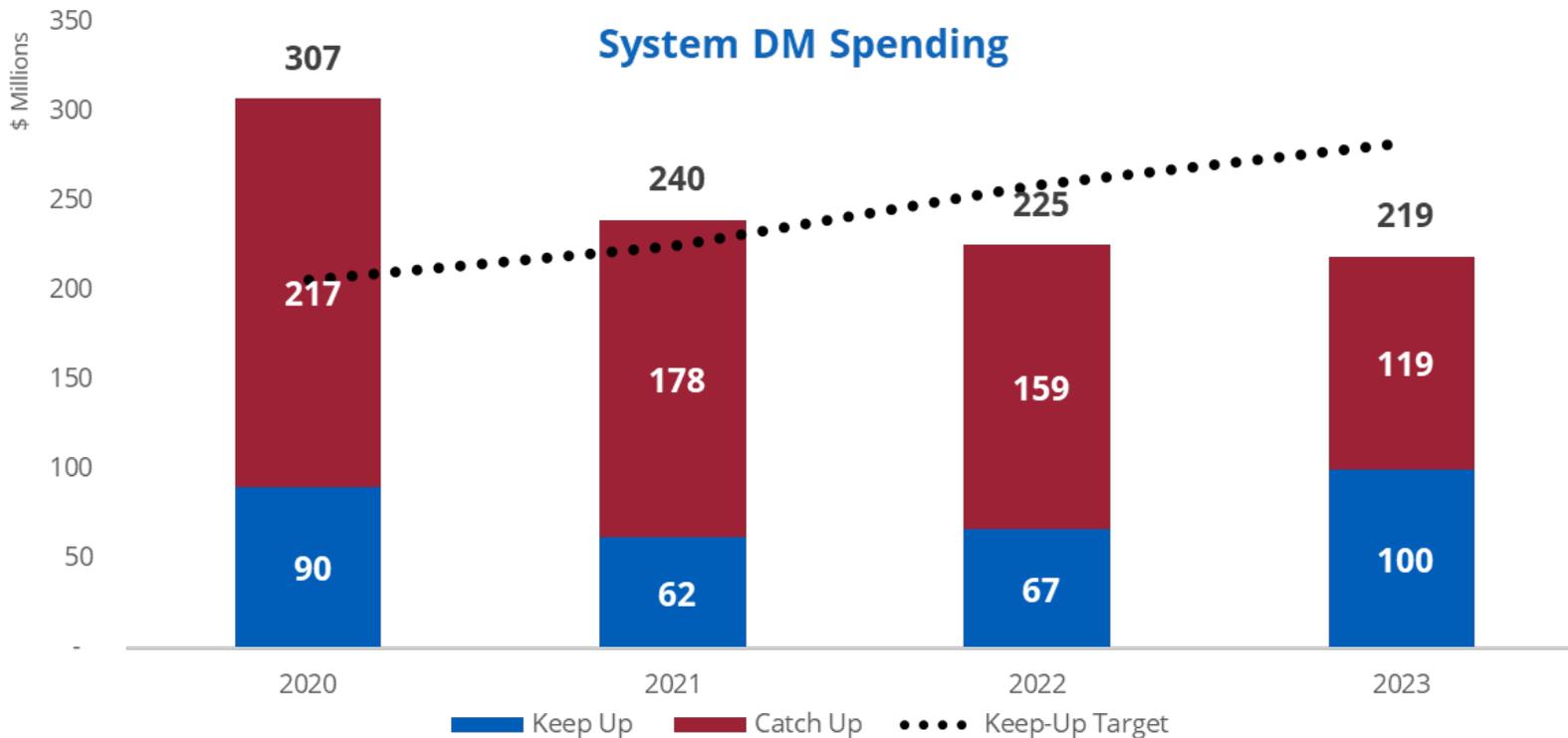
Annual Investment Targets:

- Keep Up - defined as the annual minimum investment required to prevent the deferred maintenance backlog from growing. Gordian calculates the target by discounting the total cost necessary to replace each building component at the completion of its useful life.
- Catch Up – defined as the annual investment needed to eliminate the backlog over a specified time period. This target is still to be determined.

Deferred Maintenance - Annual Investment

<p><u>FY23 Keep Up</u> \$100 M</p>	<p><u>FY23 Keep Up</u> \$282 M</p>	<p>35% of target</p> 
<p><u>FY23 Catch Up</u> \$119 M</p>	<p><u>FY23 Catch Up</u> \$322 M</p>	<p>37% of target</p> 

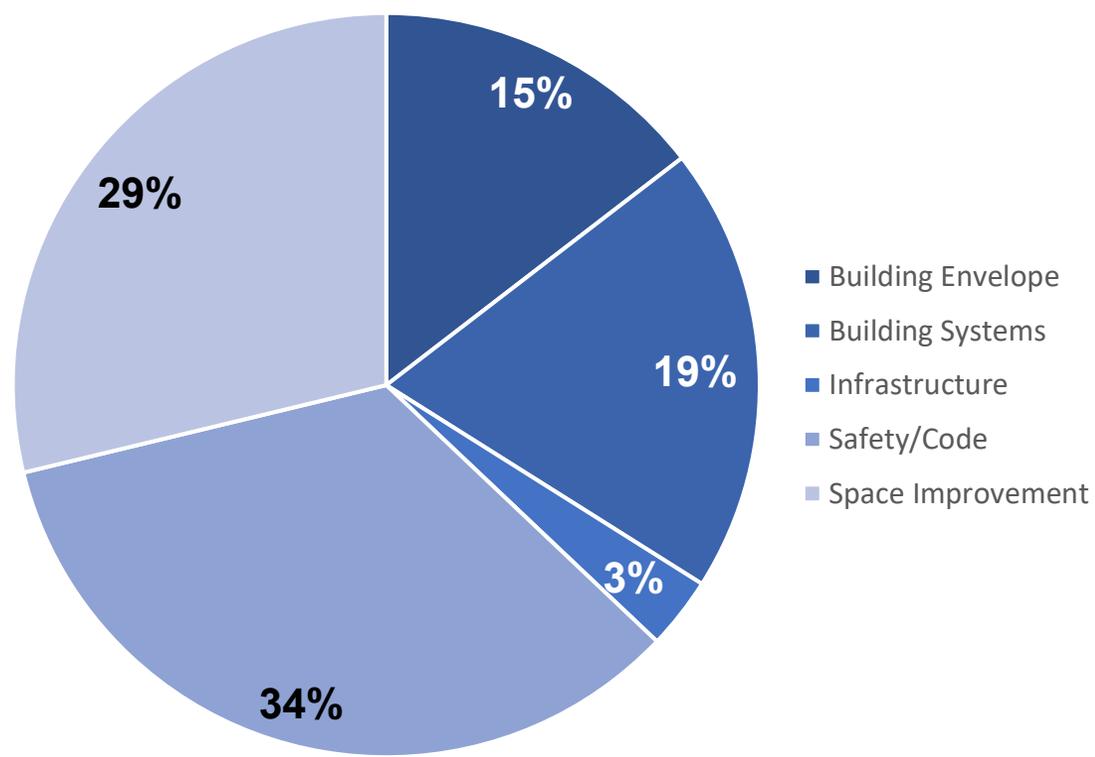
- Created a deferred maintenance (DM) spending dashboard to report spending data in real time
- Allows for greater clarity on actuals against targets; enhances transparency
- Spending in recent years has fallen short of targets; total backlog has remained flat
- Current capital plan continues to address DM needs; significant investments required
- UMass will continue to advocate for state resources



Note: UMass Chan data campus-reported; not derived from dashboard

Example Deferred Maintenance: Timeframe A (1-3 Years)

Board Slide



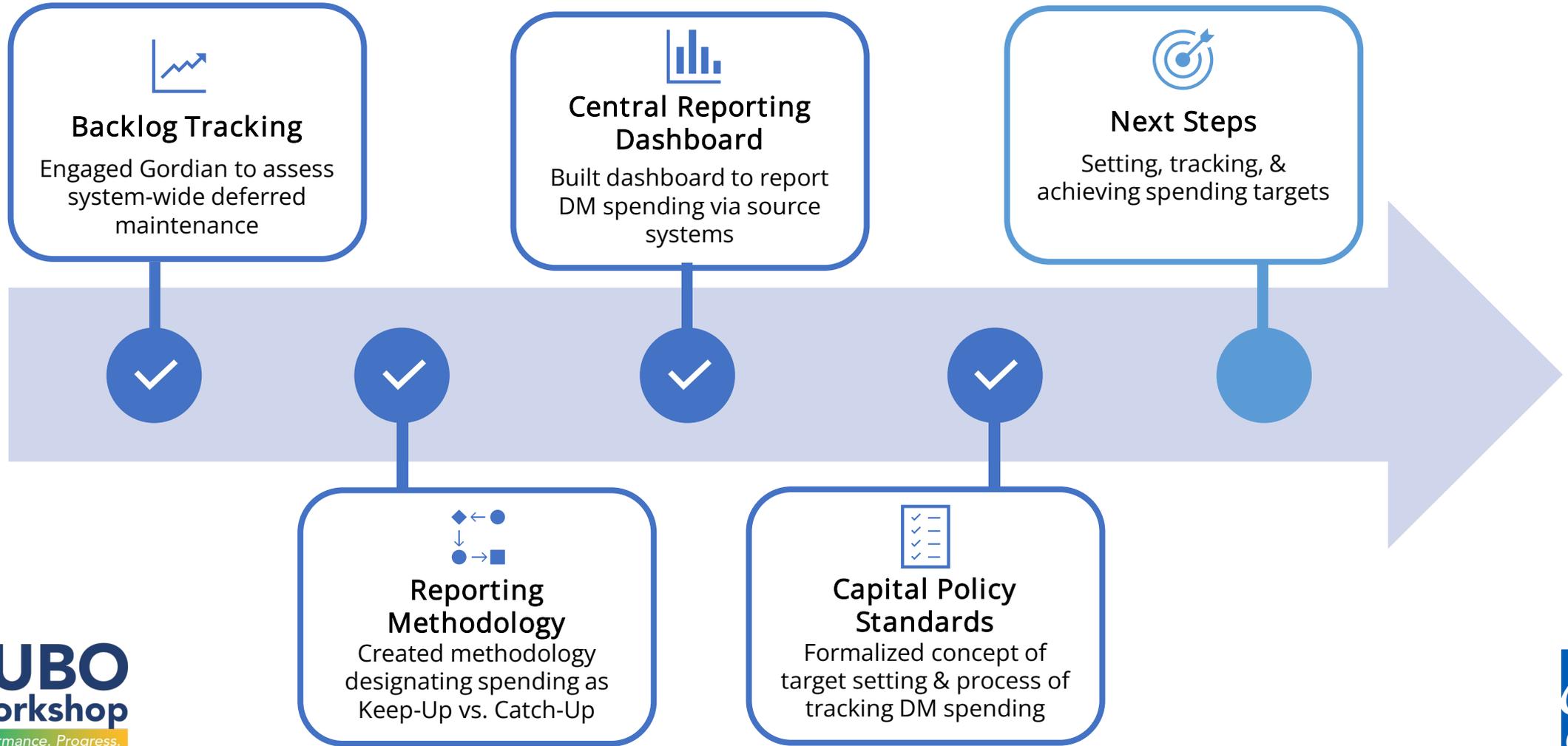
Top 10 Building Needs – Timeframe A

Building	Project Cost (\$ millions)	FCI ¹	E&G ² vs Aux ³
Building 1	12.2	100%	E&G
Building 2	10.4	100%	Aux
Building 3	10.0	100%	E&G
Building 4	8.6	100%	E&G
Building 5	7.0	100%	E&G
Building 6	5.2	100%	E&G
Building 7	5.2	100%	E&G
Building 8	.7	100%	E&G
Building 9	12.2	98%	E&G
Building 10	1.6	98%	E&G
Top 10 – Timeframe A	73.0		
Other buildings	1,028.4		
Total Timeframe A	1,101.4		

Source: Gordian (63% of total backlog)

1. Facility Condition Index; reflects total DM cost as a % of replacement value
2. Education & General
3. Auxiliary

Deferred Maintenance – Progress to Date

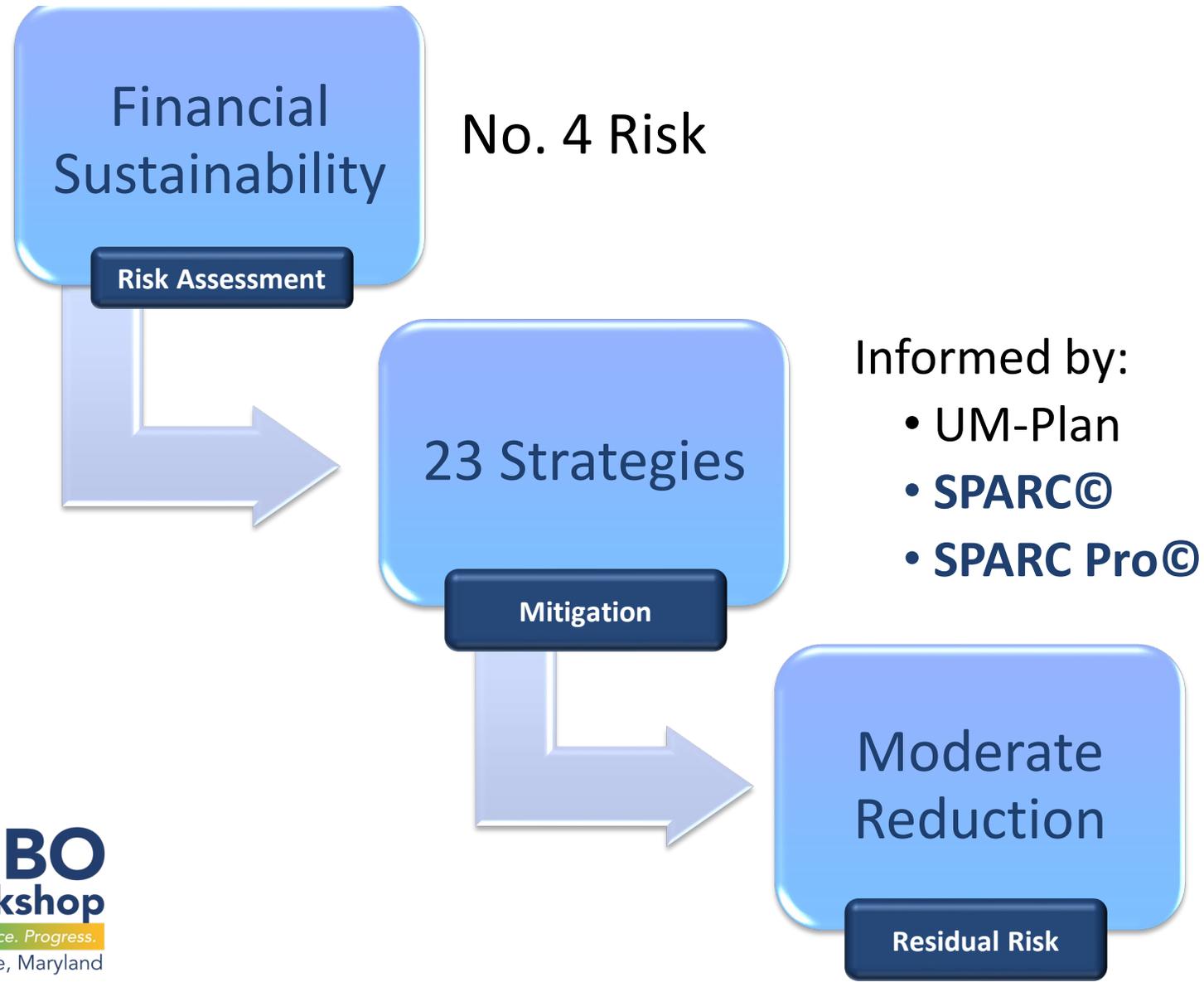


Data Supporting ERM Analyses: Financial Sustainability



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Relationship of Data



No. 4 Risk

Risk Assessment

23 Strategies

Mitigation

Moderate Reduction

Residual Risk

Informed by:

- UM-Plan
- **SPARC©**
- **SPARC Pro©**

- Maintain current controls
- Continue to increase transparency through Accountability Tools

Mitigation Data: Movement in Reducing Risk Exposure



Highest Inherent Risk Range of Potential Risk Exposure Lowest Residual Risk



- FY22 Assessed Inherent Risk
- ◆ FY23 Assessed Residual Risk
- Lowest Possible Residual Risk





Financial Sustainability



Rank	Mitigation Strategy as of June 30, 2023	Systemwide Status
1	State Financial Support	Fully
	State Funding of CBA Increases	Planned
2	Reporting – Quarterly Budget Projections and Annual Budget Reporting	Fully
	Reporting – Quarterly Capital Reporting and Biennial Capital Plan	Fully
3	Cash Flow Modeling and Projections	Fully
	Reporting – Annual Five-Year Forecast Refresh	Fully
	Reserve Policy	Fully
	UMass Global Financial Reporting	Fully
4	Maintaining Line of Credit	Fully
	Operating Cash Invested with Foundation	Fully
	Implementation of UMPlan for Annual Budgeting	Fully
5	Chart of Accounts Update	Partially
	SPARC Dashboard*	Partially
6	Reaching/Maintaining 2% Operating Margin	Partially
	UMPlan – Financial Forecast Model	Partially
	UMPlan – Tuition Planning Module	Partially
7	Compliance with Federal Grants	Fully
	Monitoring Standard Metrics	Fully
	Adoption and Forecasting of Changes in GASB	Fully
	Appropriate Account Treatment for P3s	Fully

23 Strategies

Scale: Assessed Systemwide Impact of Mitigation Strategy by Rank





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What is SPARC?

Original release Spring 2022; enhancements continue

- SPARC stands for “**Strategic Planning Analytics and Reporting for Campuses**”
- SPARC dashboard is an innovative tool for key stakeholders' users to conduct department level analysis
- Aggregates live data from source systems, including PeopleSoft finance, student, procurement and HR
- Includes choice to select college and department level data;
- Examples of the types of data:
 - Enrollment trends including student mix and overall growth, tuition & fee revenues, and financial aid
 - Employee resource allocation, including faculty by tenure status, administrative staff, student employees, and payroll source
 - Contract Pipeline includes visibility into contract request, contract creation, and contract aging
 - Contract Utilization Dashboard includes visibility into contract utilization



Long-Term Planning

Data creates transparency and drives risk mitigation



HR

- Position data
- Employee data



Financial

- Expense actuals
- Revenue actuals



Procurement

- Contracts
- Utilization



Student

- Admissions data
- Enrollment & tuition data



SPARC*

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- Advanced analytics
- Financial aid, enrollment analysis
- Revenue and expense analysis
- Procurement savings and contract tracking



SPARC: Department Analysis

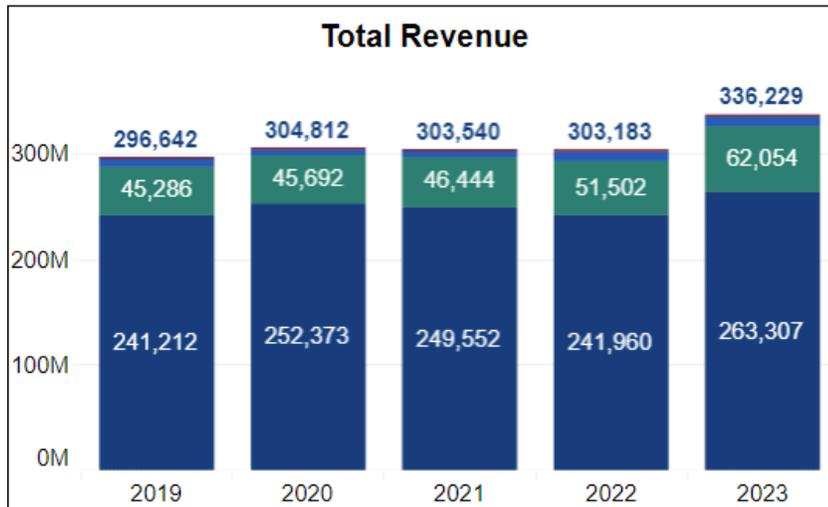


Description:

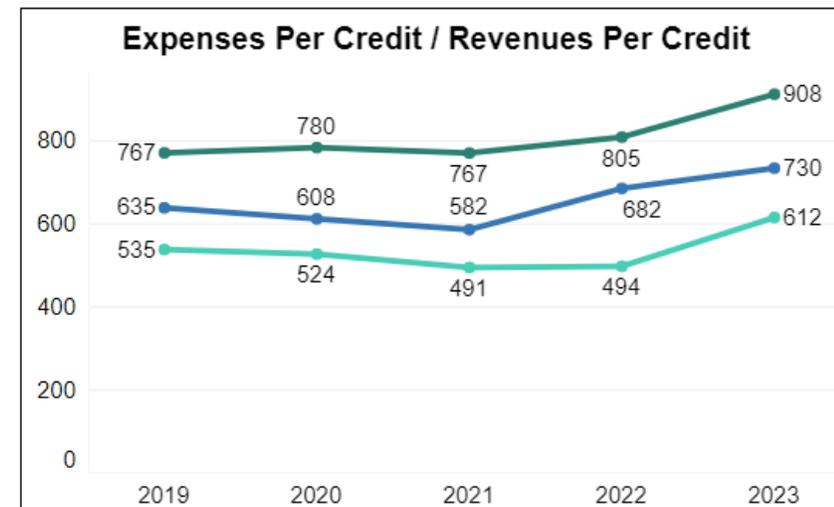
Simple, easy to consume dashboards to provide real-time, consistent information by college & department

Example Data:

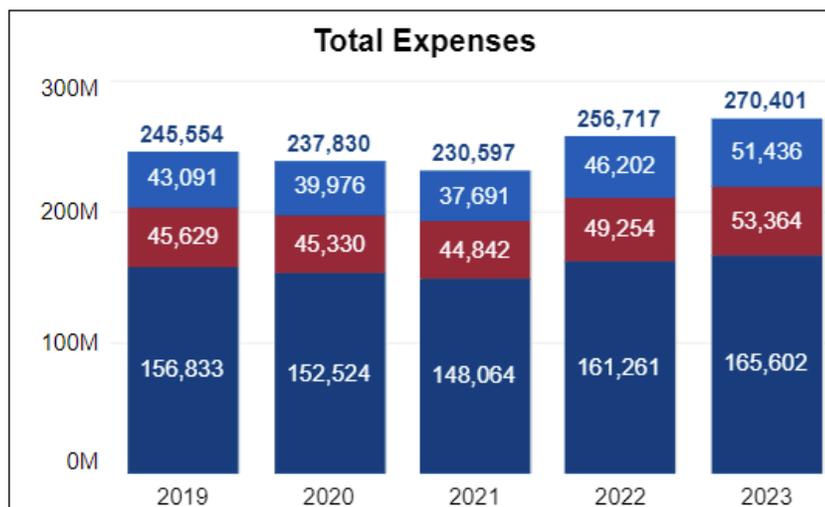
- Financial Aid
- Grants
- Employees
- Faculty by Tenure Status



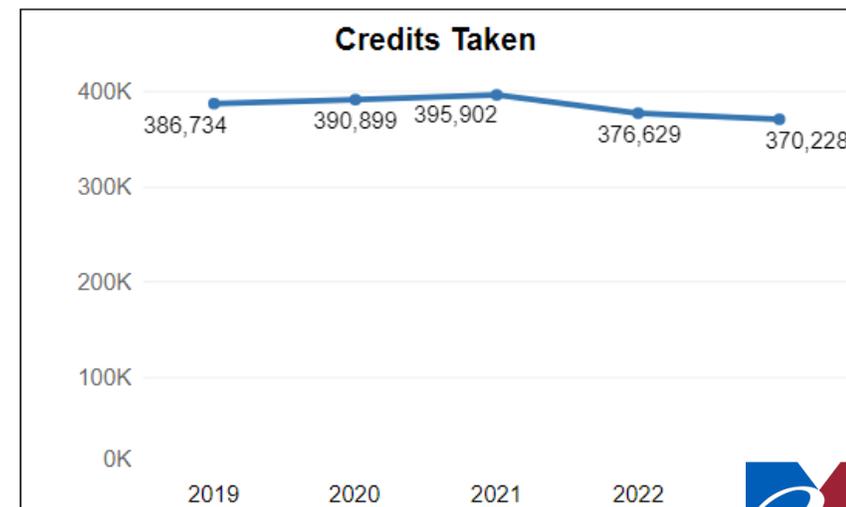
■ Gross Tuition & Fees ■ Other Revenues
■ Grants Revenue ■ Sales & Services



■ Expenses per Credit ■ Net Revenue per Credit
■ Gross Revenue per Credit



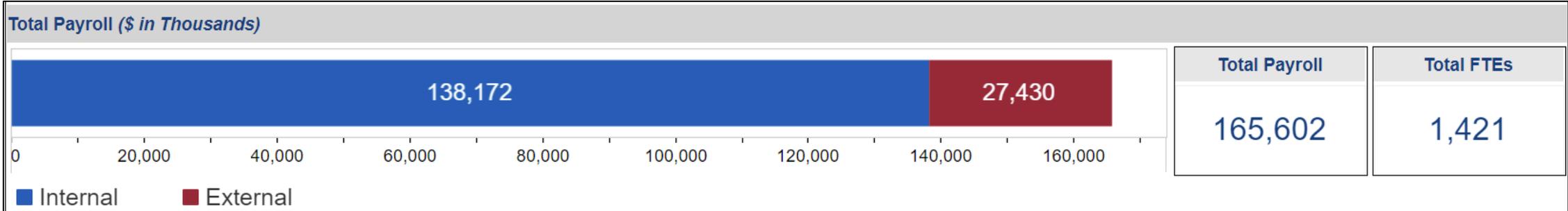
■ Payroll ■ Other Expenses
■ Fringe





SPARC: Payroll

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Description:

Simple payroll and FTE information

Example Data:

- Faculty by Tenure Status
- Student Employees
- Earnings by Type
 - Payroll
 - Ad comp
 - Overtime

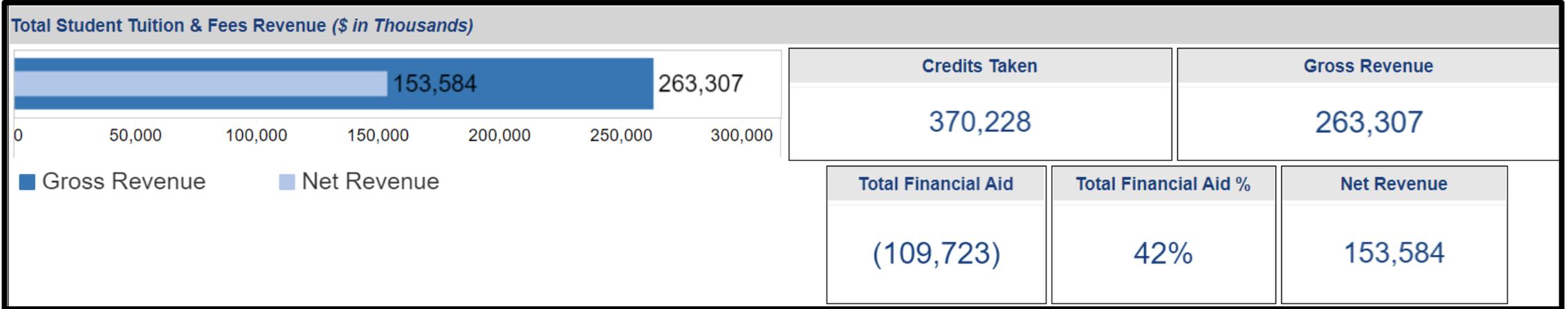
Employee Detail (\$ in Thousands) Summary

Employee Type Description	Allocated FTE	Internal Payroll (\$ in Thousands)	External Payroll (\$ in Thousands)
Faculty	854	85,161	0
Executive/Admin/Managerial	46	~5,000	0
Professional Nonfaculty	420	25,743	16,101
Secretarial/Clerical	76	~5,000	0
Technical/Paraprofessional	25	~1,000	0
Skilled Crafts	Null	0	0
Service Maintenance Workers	Null	0	0
Student	Null	12,384	~5,000



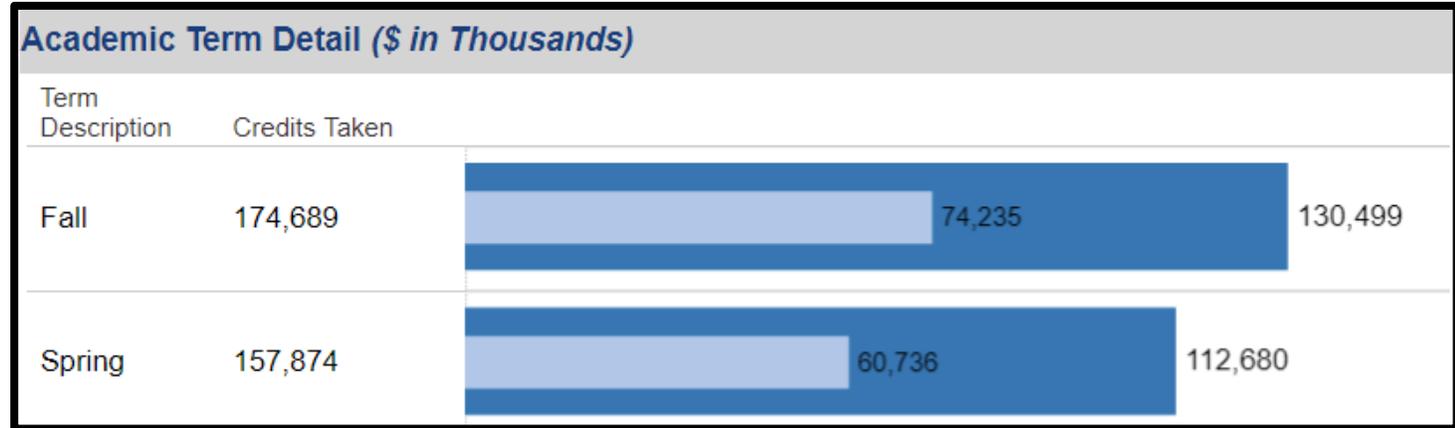
SPARC: Student Revenue

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Description:

Allocation of Tuition revenue by department (otherwise revenue is consolidated into one general fund and not viewable by department)



	Credits Taken	Gross Revenue	Total Financial Aid	Total Financial Aid %	Net Revenue
Fall	174,689	130,499	(56,264)	43%	74,235
Spring	157,874	112,680	(51,944)	46%	60,736

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SPARC: Financial Summary



Description:
Simple trending of total revenue, expenses and university support at a particular college or department

Financial Summary (\$ in Thousands)		Show Internal / External				
		FY19 - Actuals	FY20 - Actuals	FY21 - Actuals	FY22 - Actuals	FY23 - Actuals
Revenues	Gross Tuition & Fees	29,196	29,211	28,102	27,563	35,066
	Total Financial Aid	(7,461)	(8,314)	(8,828)	(9,525)	(8,408)
	Net Tuition & Fees	21,735	20,897	19,275	18,038	26,658
	Grants Revenue	117	35	5	13	186
	Sales & Services	9	1			
	Other Revenues	546	481	330	368	566
	Total Revenues	22,407	21,414	19,610	18,419	27,410
Expenses	Payroll	14,171	13,694	13,645	14,855	14,939
	Fringe	4,648	4,634	4,820	5,254	5,532
	Other Expenses	1,212	673	498	741	807
	Total Expenses	20,031	19,001	18,962	20,849	21,277
Summary	Total Revenues	22,407	21,414	19,610	18,419	27,410
	Total Expenses	20,031	19,001	18,962	20,849	21,277
	University Support	(2,376)	(2,414)	(648)	2,430	(6,133)

* Revenues do not include State Appropriations that get allocated to campuses



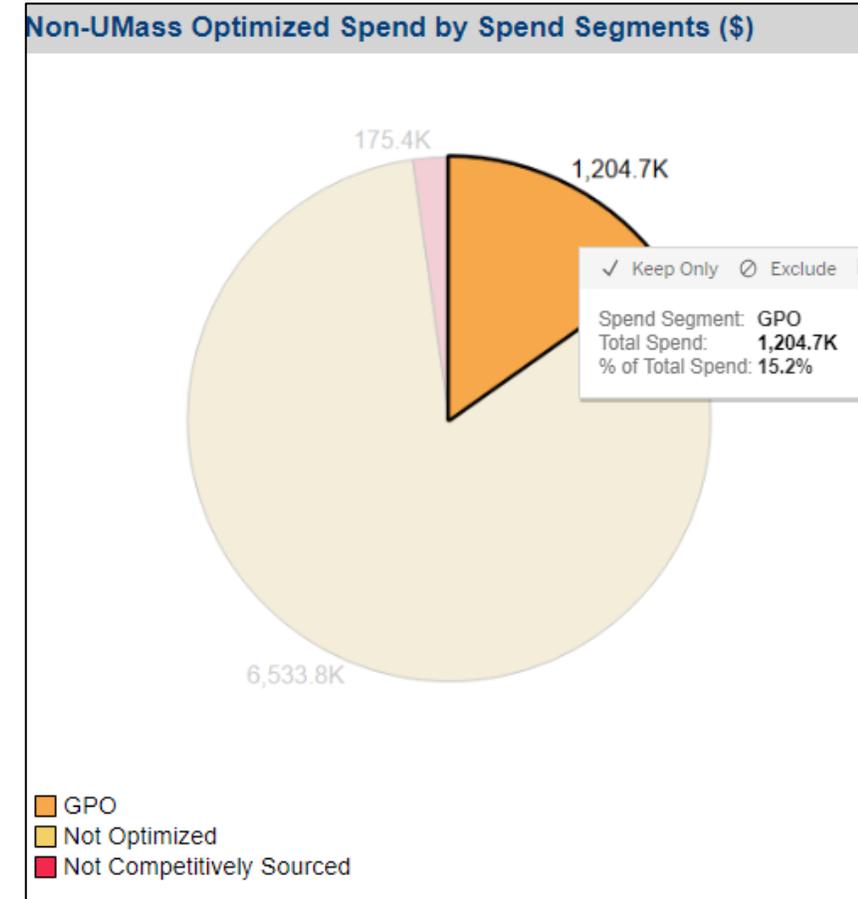
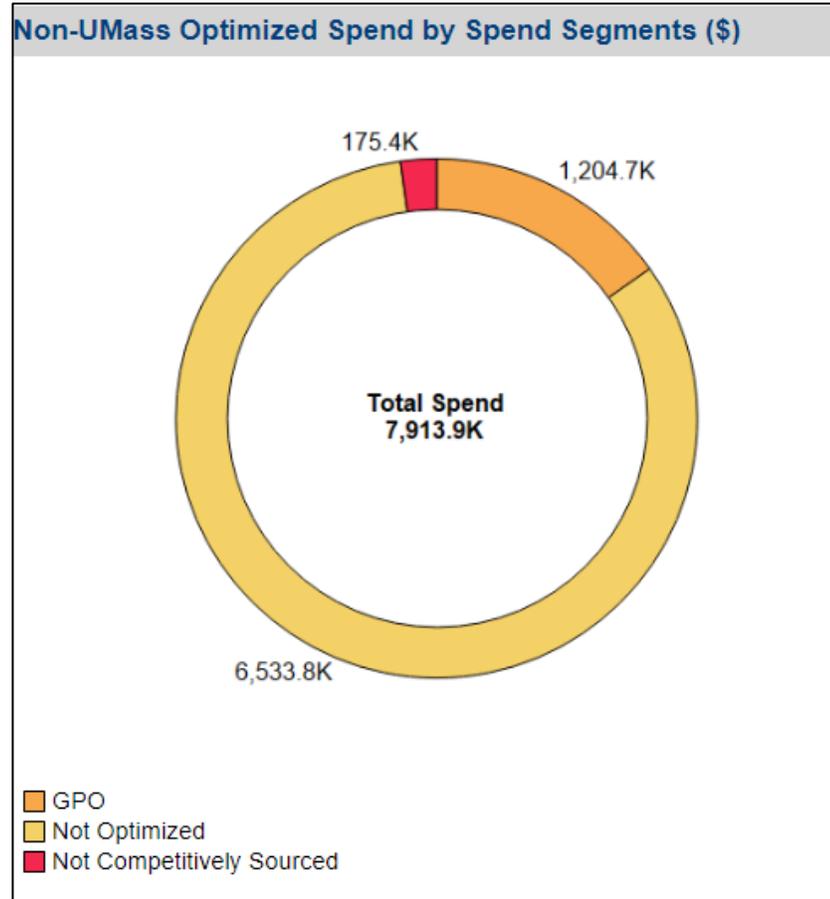


SPARC Pro: Contract Utilization



Description:

- High level view of non-optimized spend
- Detailed spend data by transactions including key data points to better understand user behavior



Data Supporting ERM Analyses: Enrollment



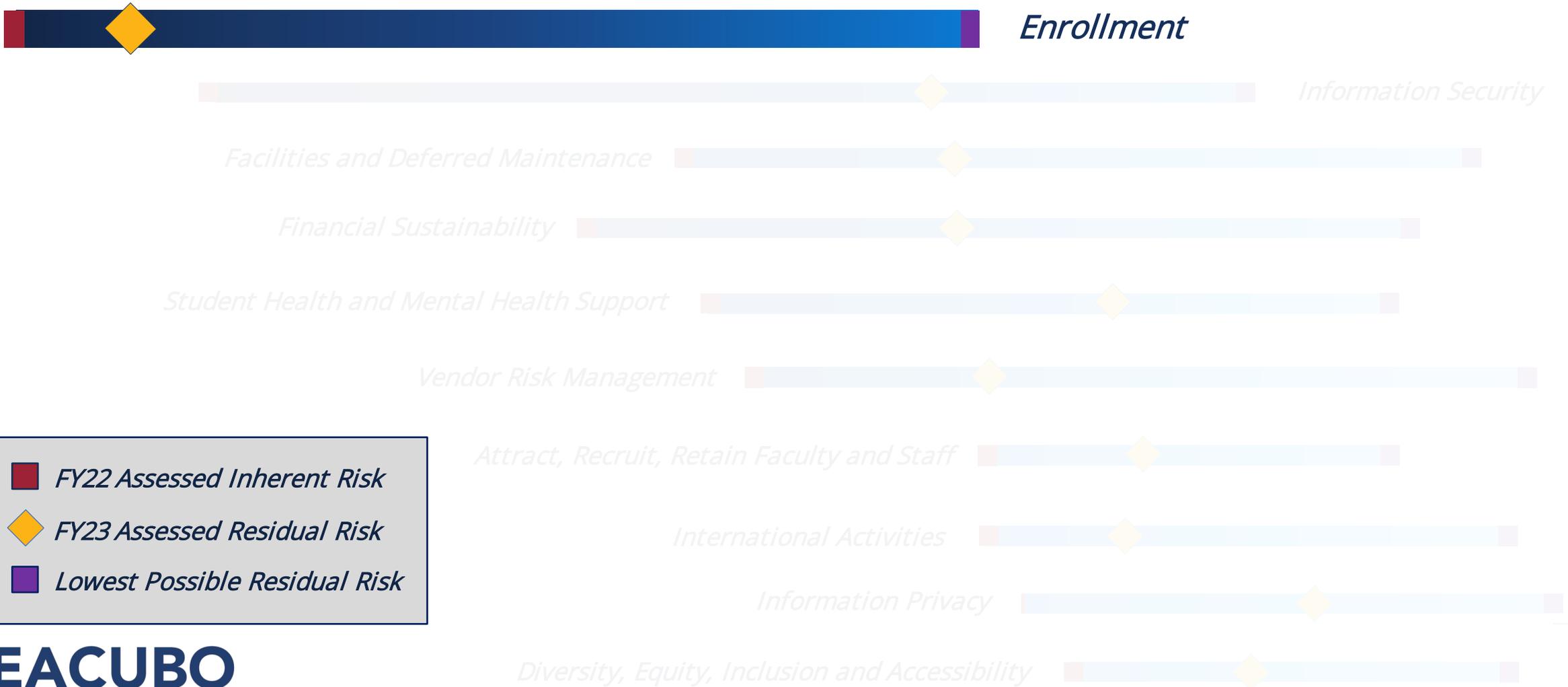
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Relationship of Data



Mitigation Data: Movement in Reducing Risk Exposure

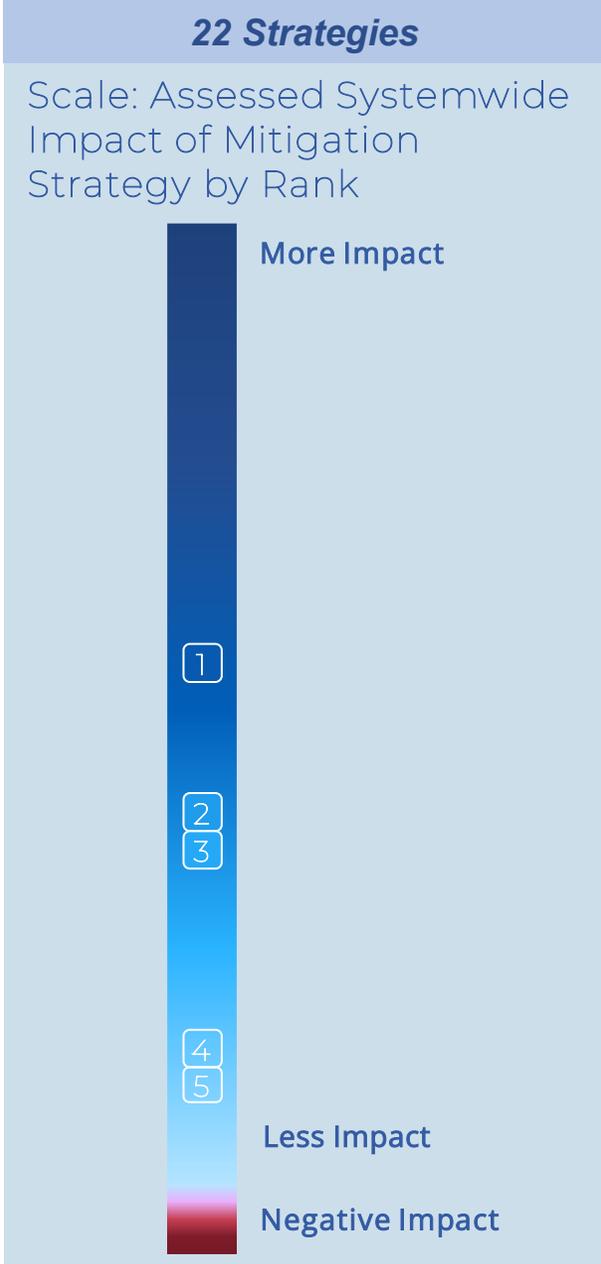
Highest Inherent Risk Range of Potential Risk Exposure Lowest Residual Risk



- FY22 Assessed Inherent Risk
- ◆ FY23 Assessed Residual Risk
- Lowest Possible Residual Risk

Enrollment

Rank	Mitigation Strategy as of June 30, 2023	Systemwide Status
1	Real-Time Admissions and Enrollment Tracking	Fully
2		
3		
4		
5		
6		

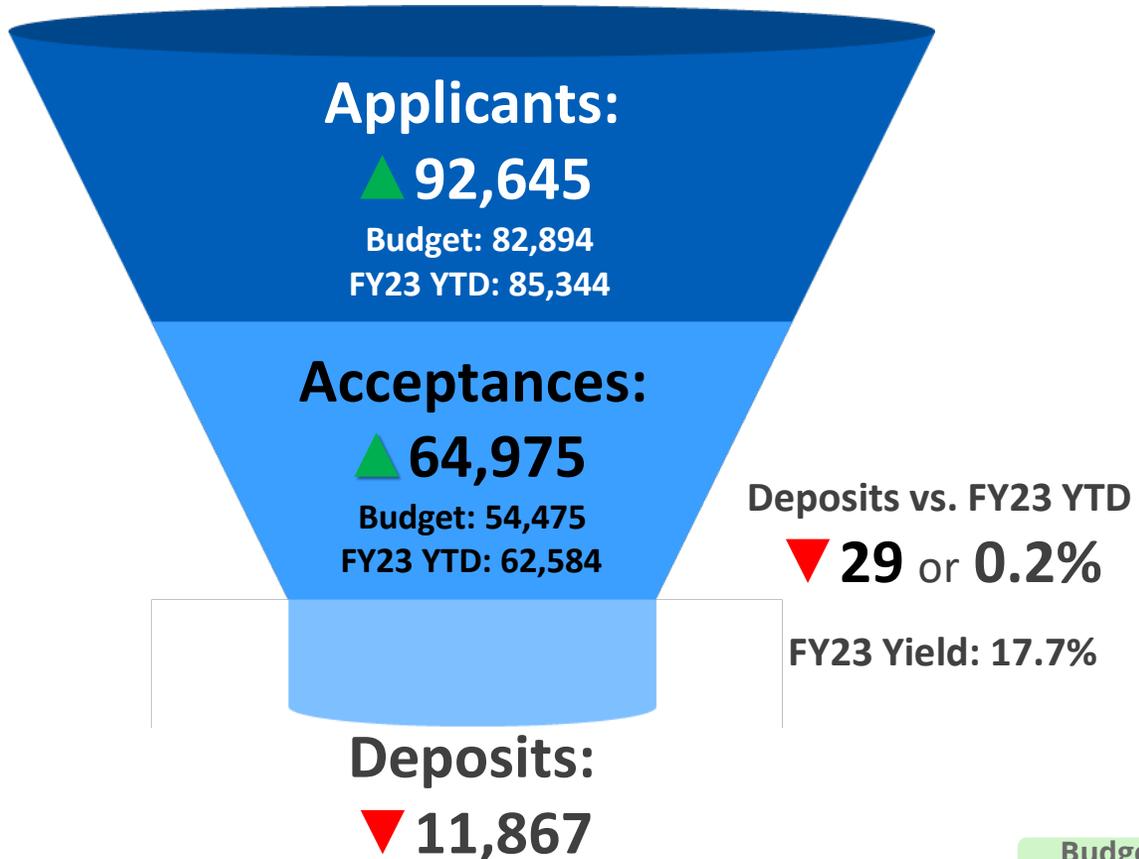


Real-Time FY24 Fall Admissions Tracking (as of 5/24/23)

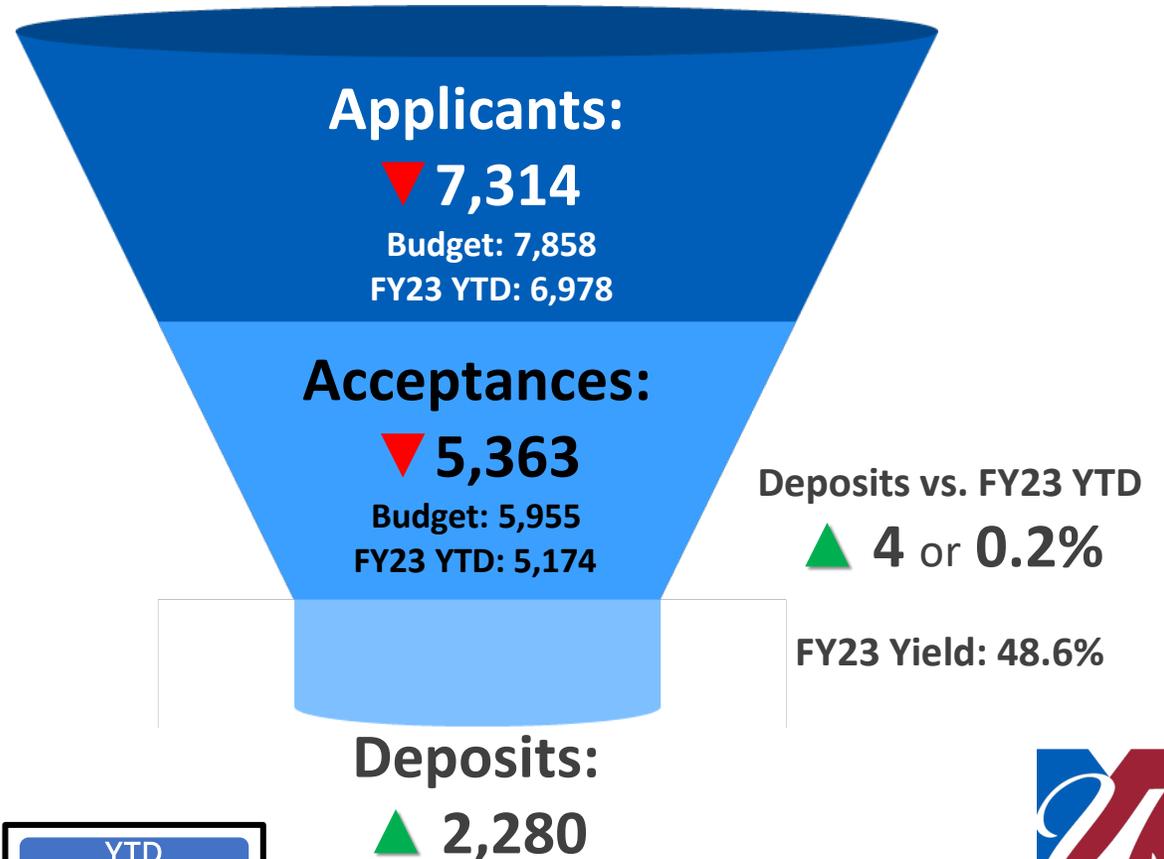
Board Slide

New freshmen applications & acceptances ahead of budget; transfers below.

New Freshmen: YTD Headcount



Transfers: YTD Headcount



Source: Fall admissions tracking from A&F Dashboard

FY24 Fall Enrollment: Key Takeaways

Total Enrollment (FTE)
(comparison to prior year)

▼ Budget: 64,363; -0.3%

▲ YTD: 64,731; 0.2%

By Career

▼ **Undergraduate**
Budget: -491 or -1.0%
YTD: -230 or -0.5%

▲ **Graduate**
Budget: 226 or 2.0%
YTD: 574 or 5.2%

▲ **Continuing Education**
Budget: 45 or 0.8%
YTD: 146 or 2.6%

By Residency

▼ **In State**
Budget: -928 or -2.0%
YTD: -1,037 or -2.2%

▲ **Out of State**
Budget: 511 or 4.8%
YTD: 369 or 3.4%

▲ **International**
Budget: 198 or 2.9%
YTD: 818 or 11.9%





Enrollment: Residency & Demographics in SPARC



Board Slide

Guiding principles:

- Preserved filtering by college and department
- Preserved 'views' of enrollment by credits taken, course enrollments, unique class participants and financial FTE
- Utilized source system data

Data added:

- Residency detail
- Student demographics
- Filtering capabilities

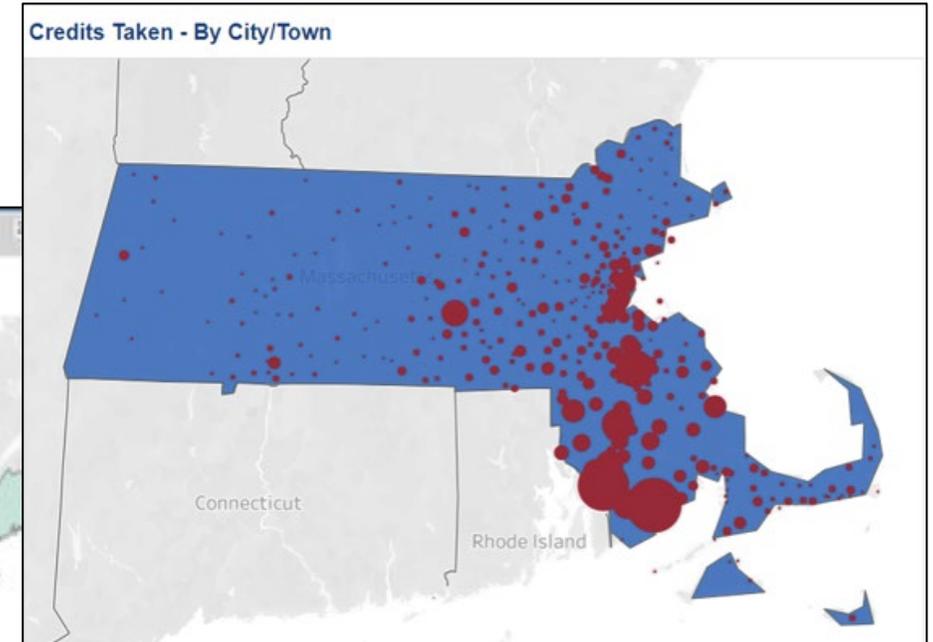
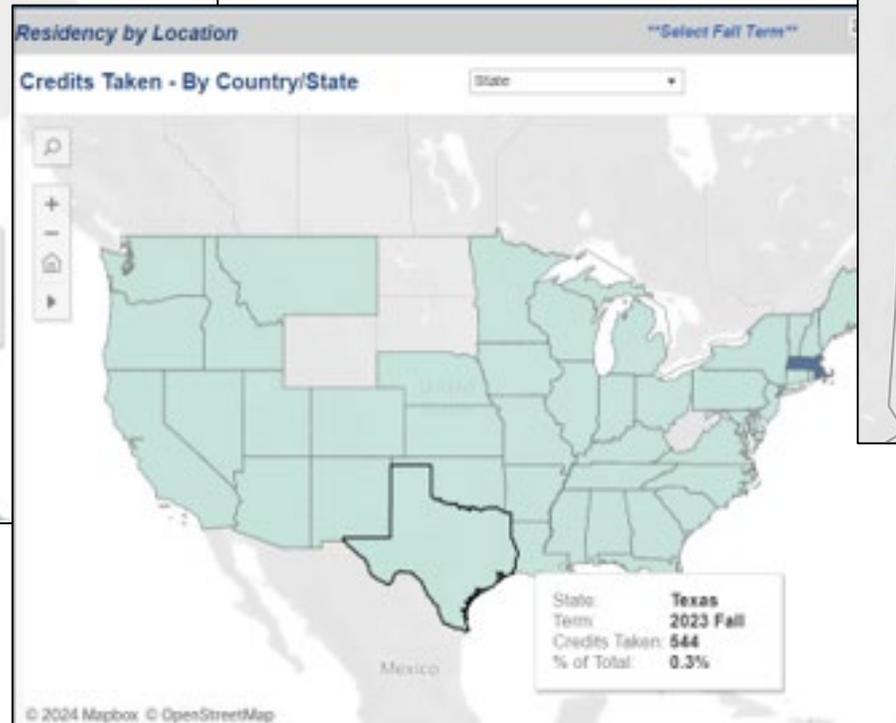
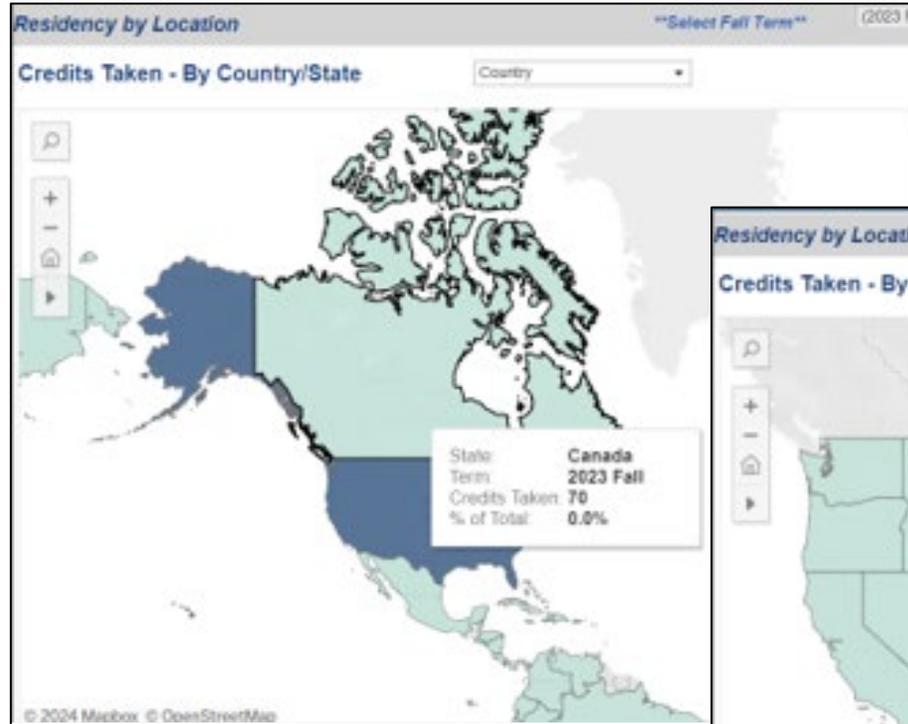


Filters: Campus: All Functional Area: Academic Affairs College: All Department: All

Campus	Functional Area	College / Division	Department	Residency	Academic Career	Student Category	Northeast States
(All)	Academic Affairs	(All)	(All)	(All)	(All)	(All)	(All)

Description:

Mapping allows for detailed view of residency by Country, State, City/Town; trend data (Fall 2018-2023)



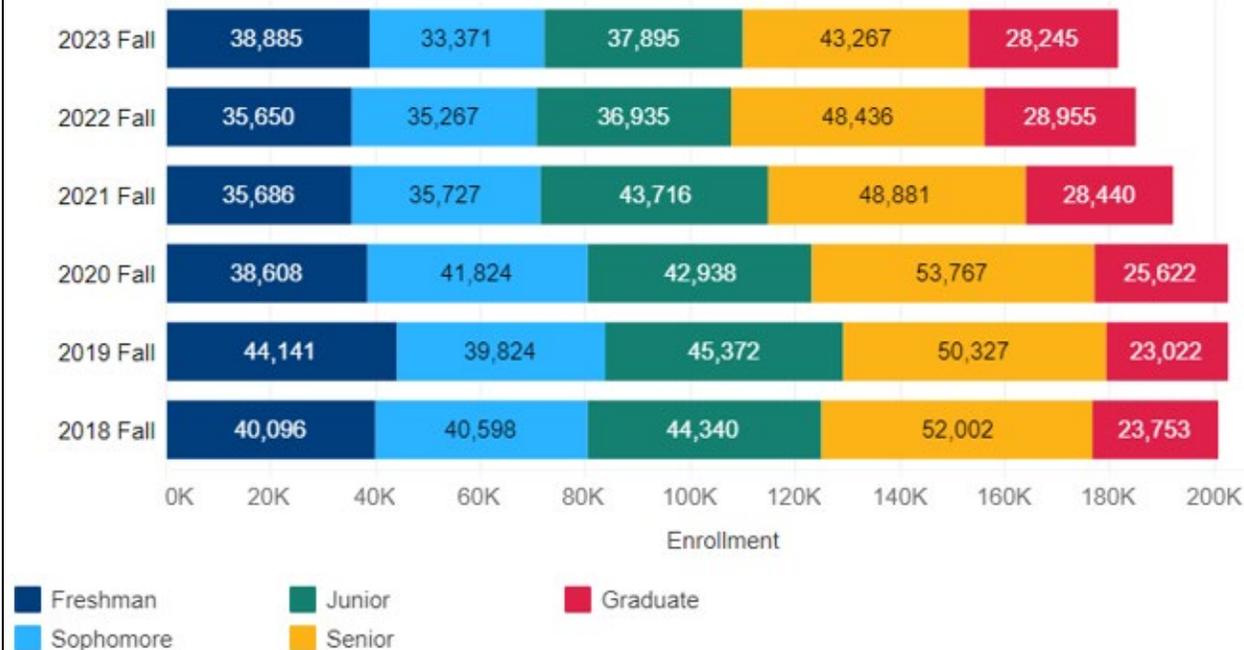


Enrollment: Demographics

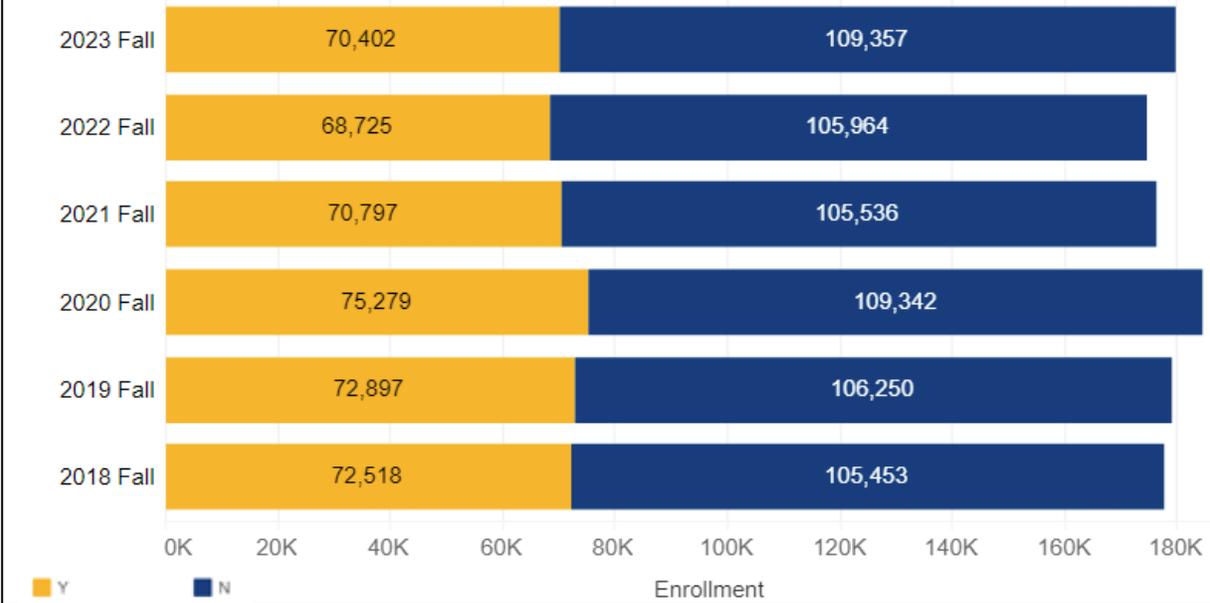
Description:

Simple graphics on frequently requested demographic data including Underrepresented Minority, Person of Color, Ethnicity, Gender, Pell Eligibility

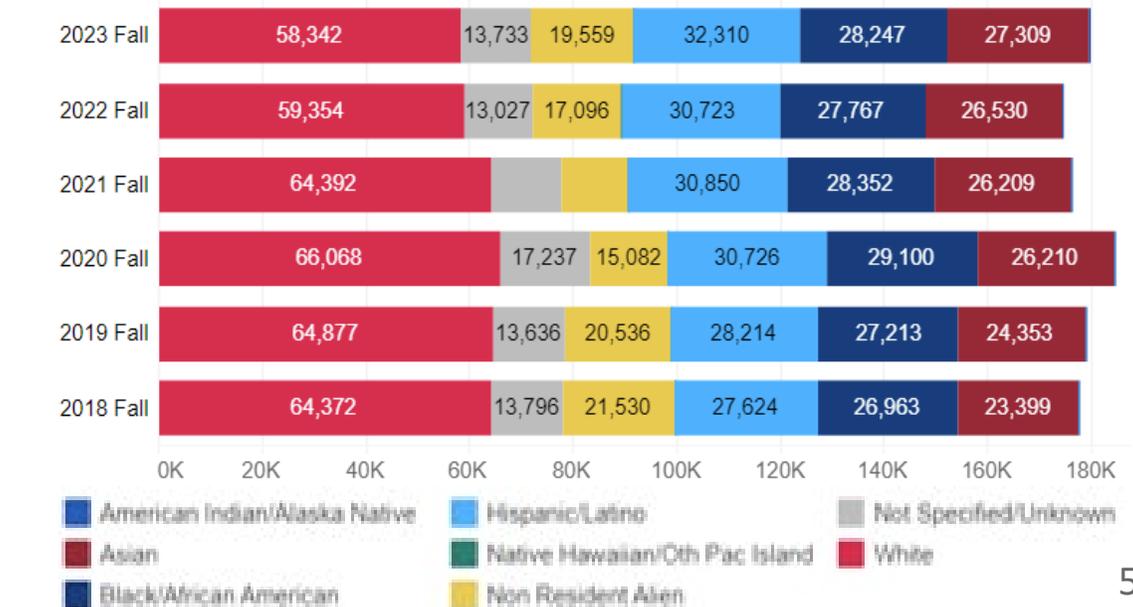
Credits Taken - Academic Level



Credits Taken - Pell Eligibility

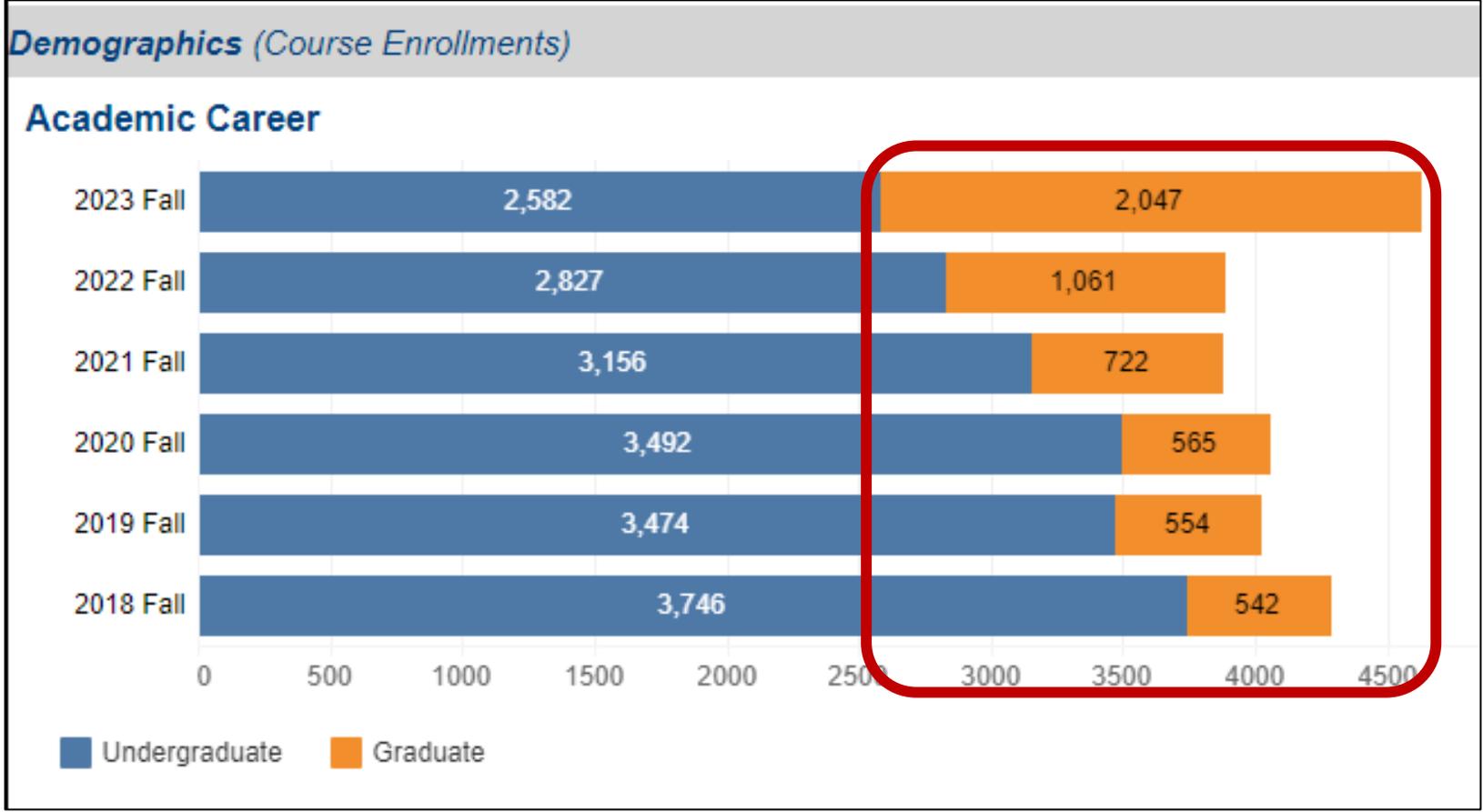


Credits Taken - Ethnicity





Using SPARC to Assess Enrollment Strategies



Strategy:
Improve Graduate Enrollment in the College of Engineering

Findings:
Fall 2023 (YTD as of 8/23/23) enrollments shows positive results compared to prior full year data (Fall 2018 – Fall 2022)





Using SPARC to Assess Enrollment Strategies: Credits & Net Revenue

FY2023	Credits Taken	Gross Revenue	Total Financial Aid	Total Financial Aid %	Net Revenue
Grand Total	6,339	7,514	(1,961)	26%	5,553

FY2022	Credits Taken	Gross Revenue	Total Financial Aid	Total Financial Aid %	Net Revenue
Grand Total	3,745	4,302	(1,646)	38%	2,655

Findings:

- **109%** growth in Net Revenue
- **69%** growth in Credits Taken



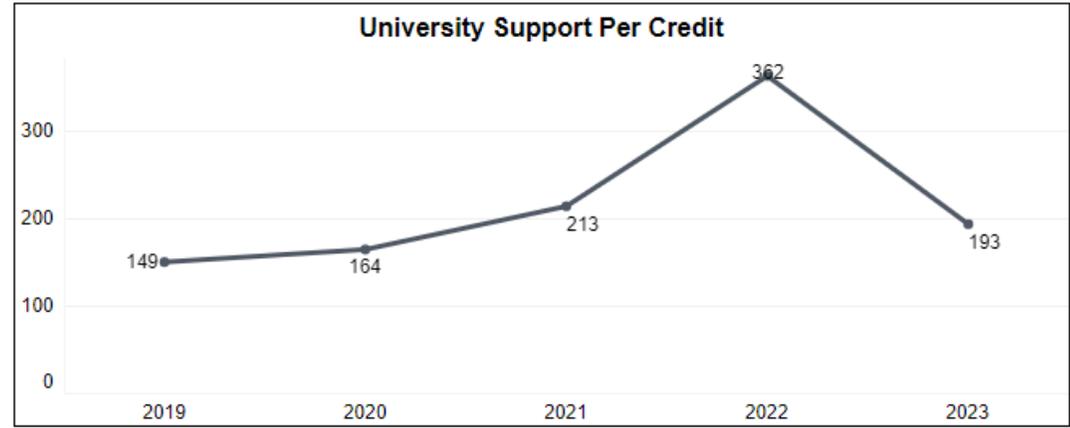


Using SPARC to Assess Enrollment Strategies: University Support

Financial Summary (\$ in Thousands)		Show Internal / External	
		FY22 - Actuals	FY23 - Actuals
Revenues	Gross Tuition & Fees	15,705	18,136
	Total Financial Aid	(7,769)	(7,466)
	Net Tuition & Fees	7,936	10,670
	Grants & Contracts	5,659	8,293
	Sales & Services		
	Other Revenues	295	328
	Total Revenues	13,890	19,291
Expenses	Payroll	14,310	14,116
	Fringe	4,204	4,217
	Other Expenses	3,624	5,577
	Total Expenses	22,138	23,910
Summary	Total Revenues	13,890	19,291
	Total Expenses	22,138	23,910
	University Support	8,247	4,620

Findings:

- Revenue growth is outpacing expense growth
- University support is declining





Using SPARC to Assess Enrollment Strategies: Staffing



FY2023				
	Allocated FTE	Internal Funds	External Funds	Total Funds
Faculty	64	7,834	1,162	8,996
Student		655	1,260	1,915
Secretarial/Clerical	8	1,020	366	1,386
Professional Nonfaculty	13	1,133	174	1,307
Executive/Admin/Managerial	2	315	8	323
Technical/Paraprofessional	2	2	187	189
Service Maintenance Workers		1		1
Grand Total	89	10,961	3,156	14,116

FY2022				
	Allocated FTE	Internal Funds	External Funds	Total Funds
Faculty	64	8,734	951	9,686
Student		702	829	1,531
Professional Nonfaculty	13	1,112	193	1,305
Secretarial/Clerical	9	952	307	1,258
Executive/Admin/Managerial	1	323	10	332
Technical/Paraprofessional	2		196	196
Service Maintenance Workers		1		1
Grand Total	90	11,825	2,485	14,310

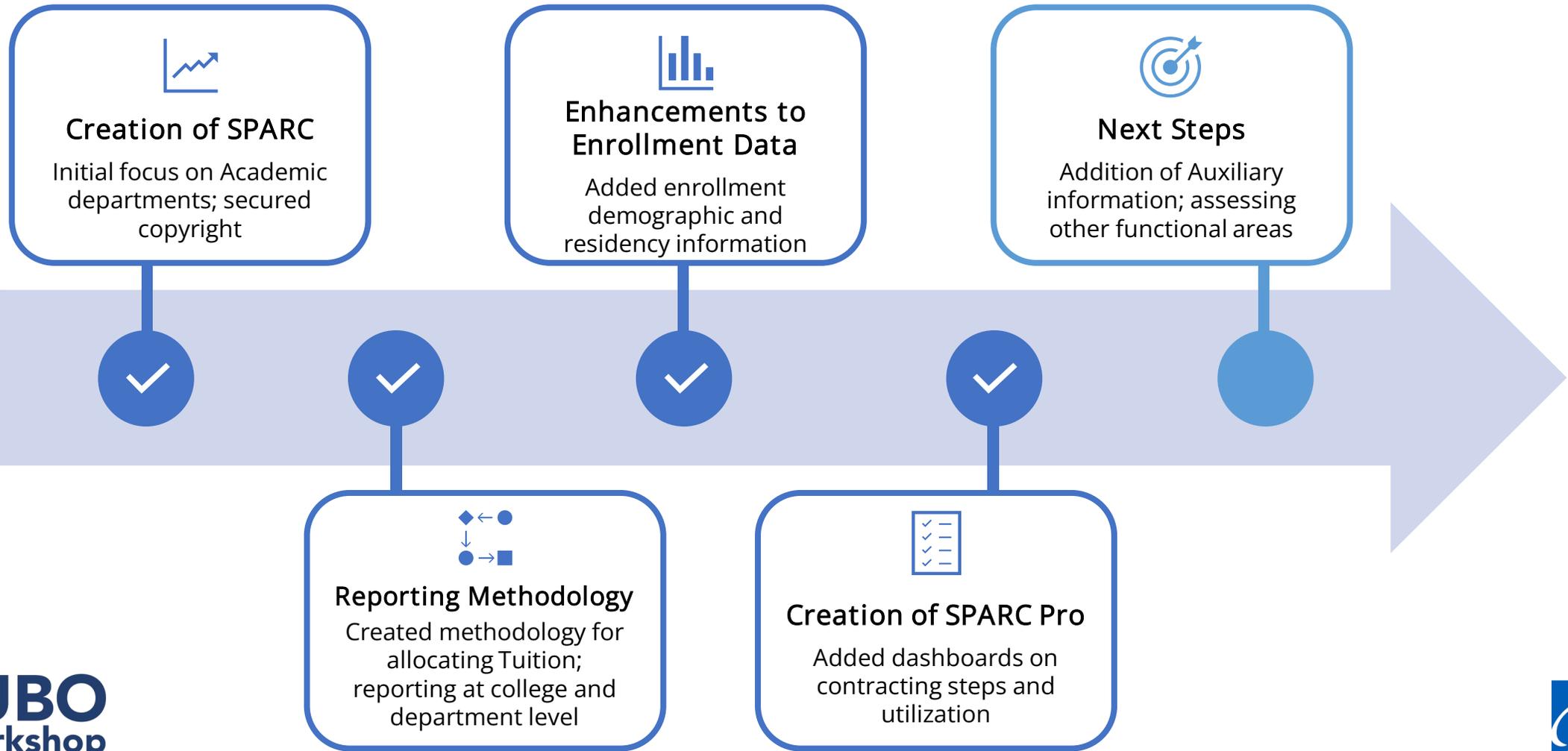
Findings:

- Existing resources support enrollment growth:
 - Total FTEs decreased by 1.1%; faculty remained flat
 - Total payroll decreased by 1.4%





SPARC: Progress to Date



Key Takeaways

- **Data is powerful:** it improves analysis and allows for proactive planning
- **Getting at the “right” data can be hard:** start somewhere, create versions, don’t stop pushing through the weeds
- **ERM cannot stand alone:** it must be intertwined in all planning (budget, forecasting, capital, etc.) and use data to assess effectiveness

THANK YOU
ANY QUESTIONS?



LeeAnn Pasquini
University of Massachusetts
lpasquini@umassp.edu



Christine Packard
University of Massachusetts
cpackard@umassp.edu

THANK YOU FOR ATTENDING

WE HOPE YOU ENJOYED THIS SESSION

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