December 5, 2016

Secretary Kristen Lepore Executive Office for Administration & Finance State House, Room 373 Boston, Massachusetts 02133

Re: University of Massachusetts FY18 Budget Request

Dear Secretary Lepore,

On behalf of the University of Massachusetts, I submit to you the University's FY18 Budget Request.

The state's investment in UMass has meant a great deal to the Commonwealth and residents in every region of the state. UMass is an economic engine from Boston to Worcester and Western Mass, the South Coast to the Merrimack Valley and beyond. A recent economic analysis showed that UMass generates \$6.2 billion in annual state-wide impact through research, employment, purchasing and other activities. That translates to a 10-1 return on the Commonwealth's investment in the university.

The five UMass campuses conduct \$629 million in annual research activity in areas vital to our innovation economy, including life sciences, computer and data science, nanomanufacturing, marine science, climate and environmental science and robotics. The UMass research enterprise trails only Harvard and MIT in Massachusetts and is the largest among public research universities in New England.

UMass is also the largest contributor to the Commonwealth's workforce, graduating 17,000 students each year, more than three quarters of whom remain in Massachusetts to live and work. UMass graduates are crucial to the sustainability of the state's workforce and to addressing the evolving needs of business and industry. Across the UMass system, approximately 35 percent of all bachelor's degrees, 30 percent of master's degrees and 55 percent of doctorates granted are in STEM fields. Meanwhile, unique industry collaborations are creating workforce pipelines from UMass to some of the state's largest employers.

UMass understands and appreciates the state's challenging fiscal environment. As the state grapples with rising costs in several areas of the budget, the University is also faced with some of the same mandatory and fixed cost increases – collective bargaining, fringe, capital investments. UMass also faces a structural gap that has persisted over the past three years because of collective bargaining costs which the University paid out to its employees, but never received the State's expected contribution. In addition, we have made affordability a priority and UMass funded financial aid continues to drive growth in expenses. Nonetheless, UMass remains committed to finding ways to help offset rising costs while continuing to deliver a high quality education and support the kind of research that helps grow the state economy.

For example, the university has aggressively pursued efficiencies across the system and is currently working on 129 projects and additional administrative actions that are projected to save \$293 million. An overarching theme of the UMass Efficiency & Effectiveness program is the ability to realize efficiencies that translate to more resources campuses can use for investments in research, teaching and improving the student experience. These key investments fuel the university's strategic objectives while keeping the overall cost per student as low as possible. I have also set aggressive fundraising goals and will continue to build on the University's endowment, but these efforts alone do not completely address the need for additional revenues.

The university's request to increase state funding is necessary to help cover obligations and is reasonable in its attempt to mitigate potential tuition increases for students and families. While we have worked to be more efficient and maintain a low cost per student, the share funded by the state has diminished over time, leaving students and families to make up the difference. Understanding that there are many demands on the State's limited resources, we hope that we can work together to secure the funding necessary for the University to meet its obligations and continue to improve quality.

The State's investment in UMass is paying off for Massachusetts residents seeking a high quality higher education at an affordable cost. This past year I was pleased to announce that all four of the UMass undergraduate campuses are now rated in the top tier of "National Universities" in U.S. News & World Report's Best Colleges rankings. UMass is now one of the few university systems in the nation – and Massachusetts one of the few states – to have each of its public research campuses so acclaimed. In addition, the Commonwealth's flagship campus in Amherst continued its sharp rise, climbing to 27th among public universities in the nation and 74th overall. This is an expression of national acclaim for a university that is focused on building a brighter future for the Commonwealth and its citizens.

We are committed to providing residents of the Commonwealth with an affordable, high quality education. Our brightest students should have the opportunity to attend a flagship campus which is on the same caliber as Berkeley, Michigan or Virginia. Given the Commonwealth's reliance on the development of intellectual capital, Massachusetts deserves a public research university that encourages the best and brightest to remain in the state to live, learn and contribute to the social and economic well-being of the state.

Martin T. Meehan

President

CC:

Robert A. DeLeo, Speaker of the House Stanley C. Rosenberg, Senate President Brian Dempsey, Chair House Ways & Means Karen Spikla, Chair Senate Ways & Means Michael O. Moore, Chair Joint Committee on Higher Education Tom Sannicandro, Chair Joint Committee on Higher Education James A. Peyser Secretary for the Executive Office of Education Carlos E. Santiago, Department of Higher Education Commissioner

#### Attachments:

- Attachment A Budget Context
- Attachment B Additional Budget Request Information
- Attachment C UMass Medical School's FY18 Budget Request
- Attachment D Other Legislation

# **University of Massachusetts FY18 Budget Request**

 Line Item:
 FY17 Appropriation:
 FY18 Request:

 7100-0200 - Base Funding
 \$508,292,000
 \$538,638,000

 1599-xxxx - Collective Bargaining
 \$0
 \$16,656,000

#### FY18 Funding Request:

UMass is requesting an FY18 base appropriation of \$538.6 million, which assumes an enrollment growth of 1.6%, and reflects an increase of \$30 million, or 5.9% above FY17. This amount is based on the University's need to address increases in mandatory and other fixed costs related to the core teaching and education portion of its budget. The table below shows the build-up of the State appropriation, excluding the cost of any new collective bargaining contract, which will need to be funded from reserves if it is ratified, and fringe support tied to any personnel otherwise funded from State appropriation.

FY17 UMass State Appropriation	\$ 508,292
FY18 Increase	\$ 30,346
Total FY18 UMass State Appropriation	\$ 538,638

Not including fringe

### Cost of Collective Bargaining:

The first year of the new contract is estimated to cost \$29.8 million, of which the State is expected to contribute \$16.6 million. The total cost of the contract, over three years, is expected to equal \$106.7 million and is based on increases recently negotiated with the Community Colleges as the University has not yet received bargaining parameters. This estimate is consistent with the University's most recent five-year financial forecast for FY17-21 and it assumes that State funding for the new collective bargaining contract, scheduled to begin on July 1, 2017, will be funded in a separate and identifiable reserve for FY18, as required by M.G.L. Chapter 150E.

FY18 Collective Bargaining Reserve - State's Share	\$ 16,656
FY18 University's Share	\$ 13,128
Total Cost of FY18 Collective Bargaining	\$ 29,784

Increased funding of \$555.3 million (\$538.6 million in base funding + \$16.6 million for the first year of collective bargaining, as described above) for the UMass system in FY18, would allow the campuses to meet their obligations for the upcoming fiscal year while *limiting* tuition increases for students. The growth in expenses for FY18 is \$72 million over FY17, after you net out all of the auxiliary enterprises and revenue-generating operations of the University (See attachment A). Included in the projection are certain assumptions about the amount of tuition increases that are needed to cover the growth in expenses. In addition, the projection accounts for an approximate \$30 million structural gap that has persisted over the past three years because of collective bargaining costs which the University paid out to its employees, but never received the State's expected contribution pursuant to M.G.L. Chapter 150E. The total cost of the previous contract was \$112.3 million, of which the State's share totaled \$54.3 million; only \$21.5 million was added to the base appropriation for UMass over a three-year period leaving a deficit of nearly \$34 million. Had the State funded its share of the previous contract, the University's base appropriation would be \$34 million higher than it is currently, therefore eliminating the structural gap. It would have also helped to mitigate tuition increases that were necessary in each of the last two academic years.

The following summarizes the level of State support that is needed for UMass and its potential impact on tuition increases for next fall (Fall 2017).

<u>Fully-Funded Request</u>: An increase of \$30 million in addition to \$16.6 million for the State's share of Collective Bargaining = \$47 million. This level of funding would solve the University's structural deficit and help keep tuition increases for Fall 2017 as low as possible.

If the state is unable to support an increase in the appropriation sufficient to cover the structural deficit left by previously unfunded contracts or the cost of a new collective bargaining agreement, per Chapter 150E, the University will be in the unfortunate circumstance of having to raise tuition and implement over \$30 million in cuts that would likely impact the core education and teaching mission of all five UMass campuses. These cuts would result in extending the current hiring freeze to new vacant positions, increasing undergraduate student-faculty ratios, reductions in transportation services, layoffs, changes in program offerings and the re-evaluation the University's support for satellite locations, centers and other institutes. As in previous years, the University will also need to consider higher tuition increases to help cover its obligations for the upcoming fiscal year.

# **Attachment A Budget Context**

#### UMass Budget Forecast:

Each year, the University develops a 5-year forecast of revenues and expenses showing how the strategic plans for each campus will be funded and its impact on the University's bottom line. The forecast facilitates long-term planning and is used to convey the University's financial status and funding needs. The forecast is updated annually to reflect actuals and changes in assumptions from one year to the next and serves as the basis for the State budget request. The table below summarizes the University's expense growth for FY18.

TOTAL Expenses	FY17	FY18	Inci	ease
Salaries & Fringe	\$ 1,876,713	\$ 1,949,530	\$	72,817
Non-personnel expense	\$ 948,863	\$ 951,128	\$	2,266
Scholarships and fellowships*	\$ 54,475	\$ 57,455	\$	20,367
Depreciation	\$ 255,760	\$ 275,110	\$	19,350
Interest & Amortization	\$ 110,909	\$ 116,423	\$	5,514
TOTAL Expenses	\$ 3,246,720	\$ 3,349,647	\$	120,313

The growth in expenses associate with the University's core education budget is \$72 million when you net out all of the auxiliary enterprises and revenue generating operations. For many other public institutions, these are costs that are supported through State resources. This amount is the basis for the University's State budget request.

Total Expenses	FY17 Budget	FY18 Projected	E&G Expense Growth
Total Expenses	\$3,504,321	\$3,624,634	\$120,313
Less Auxiliary Enterprises & Revenue Generating Operations			(\$47,975)
E&G Expenses	\$2,035,888	\$2,108,226	\$72,338

#### Major Cost Drivers:

<u>Salaries</u>, <u>Wages and Fringe</u> – These make up 58% of the University's total budget with the majority of the increase driven by collective bargaining and the fringe rate, which are determined by the State. The University employs 14,585 employees and the campuses are among the largest employers in the regions they serve. The spending of the University, its employees and students helped to support over 29,000 additional jobs in the Commonwealth.

<u>Capital Support</u> – capital expenses such as depreciation and interest support necessary investments that maintain our campuses and meet the growing needs of the University. The University's capital plan generates over \$550 million in direct construction expenditures and over \$500 million in additional economic activity in our regions supporting over 6,000 jobs statewide. These investments come after years of minimal State funding for deferred maintenance or new facilities to meet our increased enrollment.

<u>University Financial Aid</u> – the University continues to make record high investments in financial aid in order to address the needs of our student body and to help students lessen their debt burden at graduation. Most recently, UMass invested \$255 million into financial aid which is up 8% over FY15 and 160% over the last decade. As a University, we continue to meet close to 90% of In-State Undergraduate Need – meaning the percentage of need that was met of students who were awarded need based financial aid. The University strives to be accessible to our residents and therefore continues to invest in financial aid programs for our students.

# ATTACHMENT B FY18 Budget Request

### **University's Programmatic Funding:**

In addition to the main appropriation for the University, there are several line items included in the State budget that provide direct support to our campuses and fund specific programs. Below is a description of each of these important line items and the FY18 funding request:

7100-0801 – Innovation Commercialization Seed Fund (\$2.0 million) – This funding provided through the Massachusetts Technology Transfer Center provides grants, advice and assistance to public and private research institutions on strategies for technology transfer including assessing the viability and value of developing technologies; defining and exploiting potential markets for such technologies; commercialization strategies; intellectual property issues, including licensing strategies; and business development.

Line Item		FY17 GAA	FY18 Request	Line Item Language
7100-0801	Innovation Commercialization Seed Fund	200,000	2,000,000	For the Innovation Commercialization Seed Fund
		· ·		established in section 45B of chapter 75 of the
				General Laws

7100-0700 – Massachusetts Office of Public Collaboration (\$1.3M) - The MA Office of Public Collaboration state-wide mission is the state's dispute resolution office pursuant to G.L. Ch. 75, Section 46. The office's public mandate is to assist the executive, judicial and legislative branches of government, municipalities and public authorities with the design and administration of dispute resolution programs, mediation of public policy disputes, and facilitation of collaborative problem-solving and community involvement on contentious public issues. In addition, the Massachusetts Community Mediation Center Grant Program, administered by the Massachusetts Office of Public Collaboration under G. L. Ch. 75, Section 47 promotes community mediation as an affordable public service.

Line Item		FY17 GAA	Line Item Language
7100-0700	Massachusetts Office of Public Collaboration	750,000	For the operations of the Massachusetts Office for Public Collaboration and for the operation of the statewide community mediation center grant program administered by the office of public collaboration at the University of Massachusetts at Boston pursuant to section 47 of chapter 75 of the General Laws

<u>1599-7104 – Star Store (\$2.7 million)</u> - The Star Store facility is a state-of-the-art facility home to hundreds of artists working in a variety of disciplines and has developed strategic partnerships with New Bedford arts organizations. The Star Store is also home to a number of impressive exhibition spaces, which features exhibitions of local, national, and international renown. The facility includes administrative and academic office space, provides learning spaces for Bristol Community College, and provides quality meeting space for community organizations. The funding provided for the Star Store funds the monthly lease obligation for the Star Store space in New Bedford.

Line Item	FY17 GAA	FY18 Request	Line Item Language
1599-7104 Star Store	2,700,000		For a reserve of not more than \$2,700,000 for the facilities costs associated with the College of Visua and Performing Arts at the University of Massachusetts at Dartmouth including funds from this item for Bristol Community College

1599-7114 – UMass Center at Springfield (\$1.5 million) - With UMass Amherst as the lead campus, the UMass Center at Springfield opened in the fall 2014 and offers bachelor and master level courses associated with a variety of existing academic degrees and certificates. The academic offerings include courses in Management, Healthcare and Nursing, Education, Cyber Security, Landscape Architecture and Regional Planning, Architecture, a bachelor's degree completion program, a 2+2 bachelors program in liberal studies, and a noncredit certificate in Addictions Counseling. The center houses classrooms, computer labs, conference rooms and small meeting rooms, faculty and staff offices, a student learning commons and a lounge. The Center also houses selected outreach, research, and economic development programs and activities. Other UMass campuses, Holyoke Community College, and Springfield Technical Community College, offer for-credit courses and workforce training programs on-site and/or blended that are associated with existing academic degrees and certificates that are responsive to the educational, economic and social needs of Springfield area residents. The funding requested for the UMass Center at Springfield funds the monthly lease obligation along with staff salaries and administrative costs currently subsidized by the campuses.

Line Item		FY17 GAA	FY18 Request	Line Item Language
1599-7114	Springfield Satellite Center	500,000	1,500,000	For a reserve to support the operations of the
				UMass Center at Springfield

1599-3857 - Center for Innovation & Entrepreneurship (formerly Advanced Technology & Manufacturing Center) (\$1.1 million) - The Center for Innovation & Entrepreneurship provides infrastructure for early-stage and transition companies as they grow and mature. The primary objective of the Center is to provide an environment where technology companies will develop into employers located in Southeastern Massachusetts. By attracting these companies to the Center for Innovation & Entrepreneurship, the University facilitates the economic growth of the region. Participating companies benefit from an environment that includes quality space, complete facilities and support services, technical and business expertise, and proximity to other companies facing similar challenges. Access to UMass Dartmouth faculty and staff, as well as the fullyequipped research laboratories, is one of the most beneficial resources. Additionally, business and technical support is available from the UMass Dartmouth. The services include strategic and business planning, financial and capital planning as well as market research. The University will also help with legal and intellectual property issues as needed. The Center has established commercial alliances with accounting, legal, human resources and funding organizations. The Center also provides a wide array of intern and work experiences for UMass Dartmouth students. This line item, historically funded at \$1,581,922, has supported the lease and operations of the Center in Fall River. However, in 2014, the Dartmouth campus acquired the Center for Innovation & Entrepreneurship with funding provided in the Life Sciences Bond Bill and approved by the Life Sciences Board. Due to the acquisition, the funding for the lease costs estimated at \$514,830 are no longer needed, but the remaining amount that supports the ongoing operational costs of the center is needed. Funding for this item was not included in the FY16 or 17 GAA and the University is requesting that \$1,067,092 be restored to support operating costs of the Center for Innovation & Entrepreneurship and to ensure that it continues to be a successful resource to growing companies in the area.

Line Item		FY17 GAA	FY18 Request	Line Item Language
1599-3857	Center for Innovation & Entrepreneurship (formerly	-	1,067,092	For the operation of the center for innovation and
	Advanced Technology and Manufacturing Center)			entrepreneurship

1599-4417 – Edward J. Collins Institute (\$541K) - The Edward J. Collins, Jr. Center for Public Management at the University of Massachusetts at Boston's McCormack Graduate School of Policy Studies provides Massachusetts state and local governments with cost-saving, revenue-enhancing, and performance-improving services. These services include assistance to Massachusetts municipalities to achieve savings through consolidated purchasing, service exchanges, governance reforms, cost-saving technologies, and incentive programs, as well as revenue-enhancement support. Since its founding, the Center has provided services to scores of the Commonwealth's cities and towns, as well as to numerous State agencies. The support from the Commonwealth allows the Center to provide specialized services and expertise to public sector clients that would not otherwise be available and to provide these services at a reduced cost.

Line Item		FY17 GAA	FY18 Request	Line Item Language
1599-4417	Collins Ctr. Public Mgt. UMB	-	·	For the Edward J. Collins, Jr. Center for Public Management in the John W. McCormack Graduate School of Policy and Global Studies at the University of Massachusetts at Boston

<u>2000-1207 – State Climatologist (\$200K)</u> – The State Climatologist is responsible for gathering and archiving data on climate conditions around the commonwealth; conducting and fostering research concerning the climate of the commonwealth and looking for opportunities for sponsored research concerning climate issues around the commonwealth; coordinating with the Northeast Regional Climate Change Center housed at the University of Massachusetts Amherst by the federal Department of the Interior; educating and informing the citizens of the Commonwealth on matters related to climate.

Line Item		FY17 GA	A FY18 F	Request	Line Item Language
2000-1207	State Climatologist		•	200,000	For the office of the state climatologist
2000 1207	State Similatologist				

# ATTACHMENT C UMass Medical School - FY18 Budget Request

<u>Line Item:</u> 7100-0900

FY18 Amount: \$20,000,000

The University is seeking a special appropriation of \$20 million to address the funding needs of the Medical School which have previously fallen outside of any projected increase provided by the State. This funding, in addition to what the Medical School has historically received as part of the main State Appropriation which will allow for the Medical School to continue to support its mission as the State's only public Medical school.

Only fifty years since its founding, the University of Massachusetts Medical School (UMMS) is, unquestionably, one of state government's most successful initiatives as a renowned hub for medical education, biomedical research and health care innovation. While based in Worcester, it has a strong presence throughout the state, is a major catalyst for economic development, a major source of innovative and impactful discoveries, a major contributor to the State's healthcare and life sciences workforce and a major component of the UMass System.

While external conditions unique to UMMS and beyond the control of the University (i.e. federal investment in research, changes to the health care delivery model and payment systems, etc.) impact the Medical School's economic condition, state government's support for the state's only public Medical School serves as the foundation from which UMMS can fully leverage its entrepreneurial endeavors. In recent years, UMMS has been negatively affected by a lack of support for non-unit salary increases, a lack of inclusion in the 50 / 50 appropriation increases and a lack of capital funding to invest in the Medical School's capital intensive facility needs. Indeed, UMMS did not receive the capital funds that were authorized in the last Higher Education Bond Bill (\$30 million) nor has the campus been included in any current DCAMM capital budgets.

In recognition of the budgetary constraints and fiscal realities facing the Medical School over the last several years, UMMS management has already taken aggressive measures to redesign and refine business and operational activities to reduce costs and elevate efficiency. Since 2013, UMMS management has accrued over \$35 million in cost savings / revenue generation including reductions in central administrative departments, tuition increases and asset sales. This has allowed the Medical School's operating budget to maintain mission critical programs while limiting non-essential and discretionary expenditures. However, UMMS is fast approaching a line of demarcation and an adjustment in funding from the state will be essential.

The following selected facts and figures demonstrate and underscore the Medical School's unique and central role within the UMass System and throughout the Commonwealth of Massachusetts.

- UMMS has a strong record of educating physicians, nurses and research scientists critical to the state's essential health care and life science sectors, with 62% of graduates establishing their careers in the state;
- UMMS has a nationally recognized program in primary care medical education, perennially ranking in the top ten percent among all Medical Schools in the U.S. News and World Report annual rankings;
- According to the Association of American Medical Colleges, UMMS ranks in the 97th percentile for graduates satisfied with the quality of their medical education, in the 94th percentile for graduates practicing in primary care, and in the 23rd percentile for the in-state cost of attendance;
- UMMS anchors and drives the University's R&D portfolio, generating more than \$250 million in annual research awards and accounting for more than 95% of the UMass System's nationally ranked licensing revenue.

The University of Massachusetts Medical School takes seriously its role as the Commonwealth's first and only public Medical School. The campus looks forward to partnering with state government to ensuring that UMMS's mission-based activities continue to benefit the health and well-being of the people of the Commonwealth and the state's innovation economy.

# ATTACHMENT D UMass Legislative Priorities

### **State Capital Funding for Deferred Maintenance**

The University continues to implement a capital program that focuses on the deferred maintenance needs of the campuses. Over the last several years, the University has reduced its deferred maintenance backlog, replaced outdated academic facilities and implemented reserves to fund the maintenance of buildings. In FY15, the University employed Sightlines to develop a complete deferred maintenance inventory that included consistent definitions across all of the campuses. Through their work, a backlog of \$3.1 billion of which \$1.4 billion has been categorized in timeframe A (1-3 years) to address reliability, asset preservation and safety / code compliance. Because of recent investments in capital from the Higher Ed and Life Sciences bond bills, the University has made investments as to not grow the backlog. However, without continued State support it will be difficult to continue to meet these needs and would put even more pressure on the University's operating budget. The University requests that an annual and consistent amount of funding be provided to continue to address deferred maintenance through the State's annual capital planning process.

#### **Full Allotment of State Funds**

The University's State appropriation supports only a portion of the overall operations in any given fiscal year. In an effort to maximize State funds, the University utilizes the appropriation solely for payroll purposes. Because State funding only covers a portion of the overall payroll, it becomes an administrative burden to move employees from the State funding source to other funding sources between allotment periods.

The allotment process is governed by MGL Chapter 29, Section 9B which states:

"Section 9B. Any monies made available by appropriation to state agencies under the control of the governor or a secretary, but not including the courts, the office of the governor and the office of the lieutenant governor, shall be expended only in such amounts as may be allotted as provided in this section. The secretary of administration and finance shall allot to each such state agency the amount which it may expend for each month out of the sums made available to it by appropriation or otherwise, taking into account the programmatic needs of the program supported by the appropriation and the cash-flow needs of the commonwealth."

Since the University is not an Executive Branch department and, therefore, not subject to the provisions of section 9B, we are asking for a full allotment of the University's appropriation. In prior fiscal years, the University's appropriation was fully allotted at the beginning of each fiscal year and was not subject to the periodic allotment process. A full allotment of the University's appropriation would allow for greater efficiencies in payroll processing.

# **State Matching Endowment Incentive Program**

State matching funds programs serve as powerful incentives for public universities to raise funds from private sources. Public colleges and universities that fully utilize state matching funds programs maintain a considerable competitive advantage over their peer institutions. The availability of matching funds from state appropriations is a major factor in the fundraising success of many public universities. In the past, the Commonwealth's Public Higher Education Endowment Incentive Program matched 50 percent of gifts to the University's endowment, funds that can be designated for academic purposes, including scholarships, facility construction or named faculty chairs. Endowment giving for faculty support, faculty-led research programs and financial aid provide opportunities for positive press and the building of a donor base.

For public universities with modest fundraising histories, matching funds provide a strong incentive to flag the important role that the endowment can play in supporting University operations. The use of matching funds to encourage endowment giving has produced dramatic results. The last endowment match program sponsored by the Commonwealth was funded at \$20 million and helped the University to raise over \$92 million in private funds and added \$142 million to the University's endowment. This fueled the establishment of more than 70 endowed professorships and chairs and numerous scholarships for students.

### **University Insurance on Properties**

Currently, Massachusetts General Law limits the University's ability to properly insure our buildings based on the following language:

- Chapter 29 Section 30. No officer or board shall insure any property of the commonwealth without special authority of law.
- Chapter 75 Section 9. The trustees may insure the memorial building and its contents in such amount as they deem sufficient.

The inability to properly insure our facilities is a disadvantage to the University and results in a significant cost when buildings are damaged by accident or natural disaster. Furthermore, when a federal emergency is declared, the federal government requires proof of insurance on damaged facilities in order to apply for and receive federal reimbursement for some or all of the damage. The language identified below would allow for the University to properly insure our facilities and utilize such insurance in the event it is required.

Massachusetts General Law is hereby amended in Chapter 75 by striking Section 9 in its entirety and replacing it with the following language: - "The trustees may insure its buildings and any and all of its contents."

**Additional Information Links:** Below is additional information including links to the University's web page for in support of the University's overall FY18 Budget Request.

- University of Massachusetts FY17 Budget https://www.umassp.edu/budget-office/annual-budget
- Efficiency & Effectiveness Projects at the University https://www.umassp.edu/budget-office/efficiency-effectiveness
- University Capital Plan –
   https://www.umassp.edu/budget-office/capital-planning
- University Sustainability Report –
   https://www.umassp.edu/budget-office/sustainability