



Annual Report, FY 2020

Public Policy Center

UMass Dartmouth

Public Policy Center

UMass Dartmouth

Our Mission

The mission of the Public Policy Center (PPC) at UMass Dartmouth is to:

- Inform evidence-based policy making.
- Improve public understanding of critical policy issues.
- Provide educational and research opportunities to our faculty and students.
- Connect the resources of the University of Massachusetts to the communities we serve.

The PPC's primary goal is to inform public policy discussions by providing policy makers with university quality research, technical assistance, and analytical services designed to help make our state, region, and communities better places to live, work, and do business. We do this by leveraging the substantial skills of our students and faculty partners, and enhancing the connections between the University and the communities it serves.

CONTENTS

- Executive Summary i**
- 1.0 Goals, Missions, and Projects 1**
 - 1.1 Fiscal Year 2020 Projects 2
 - 1.21 Pro Bono Work by Public Policy Center Staff 4
 - 1.22 Other Projects Funded by the Public Policy Center 4
 - 1.23 UMass Dartmouth Students 4
- 2.0 Fiscal Year Financial Report - Revenues 5**
 - 2.1 PPC Endowment Funds 5
- 3.0 Fiscal Year Financial Report - Expenditures 6**
- 4.0 PPC Employees and Consultants 7**
- 5.0 Physical Plant and Facilities 8**

[This page left blank intentionally]

EXECUTIVE SUMMARY

The Public Policy Center (PPC) was officially closed by outgoing Chancellor Robert Johnson effective July 1, 2020 after nearly forty years of serving the University and the region.¹ The Chancellor noted in his three-paragraph memo emailed to the PPC's Executive Director five days before the Center's closing that while he "appreciate[s] the work that has been done by PPC under the leadership of Professor Michael Goodman ... In light of the financial realities of FY 21 and the budget solutions that will need to be guaranteed to the President's Office, this is one of many decisions the university will need to make and now."

While no further details were provided by Chancellor Johnson or his team regarding how much they believed the University would save as a result of this decision, a detailed review of the PPC's financial performance over the past five fiscal years reveals that the return on investment for the University has been substantial.² During this period, the PPC completed 53 fee-for-service projects which were supported by \$1.74 million in externally funded grants and contracts. Notably, these fee for service projects do not include ongoing internal projects and community-based research collaborations that are completed pro bono as a community and public service. Pro bono services and projects over this period are conservatively estimated to be valued at over \$250K. PPC also received nearly \$50K from its endowment accounts over this period.

Total expenditures from FY16 through FY20 were \$2.35 million. Expenditures during this period included \$1.4 million in staff salaries (including fringe)³ and \$244K in student payroll.⁴ Expenditures also include \$494K in Trust Fund Administration (TFA) and Indirect costs. In sum, the PPC's net income from FY16 through FY20 was negative \$561K, or an average deficit of \$112K annually over the 5-year period (see Figure 1). The source of this "deficit," however, is revealing about the true cost of operating the Public Policy Center at UMass Dartmouth under current policies and practices. Under a special agreement with the Office of the Provost, half of all indirect cost recovery are remitted to the Office of the Provost to support various activities. Additionally, internal Trust Fund Administration (TFA) charges are mandatory on all expenditures not directly covered by grants and contracts (including those from indirect and foundation accounts). These mandatory internal charges represent 21 percent of all expenditures and are designed to cover central overhead expenses that did not disappear when the Public Policy Center ceased operations. Accordingly, the stoppage of these payments cannot be considered to be a "savings" to the campus in any meaningful sense.

When these mandatory internal transfers for the TFA and Provost's indirect are excluded, the PPC's net income from FY16 through FY20 was minus \$237K, or an average deficit of \$47K annually over the 5-year period (see Figure 2). This "deficit" was more than offset by the PPC's direct payments to UMassD students during this period. When student payroll is excluded, the PPC had net income of \$6,920 over these five years (see Figure 3). A careful assessment of the PPC's financials during the last five years makes it clear that any savings to the campus bottom line that result from the closure of the PPC are really cuts to student employment. Please note that this assessment is very conservative as it assumes that the value of the work done by the PPC, both to the on and off campus community, has no quantifiable value.

¹ See, <http://publicpolicycenter.org/history/>

² The 5-year period represents the span during which the PPC was required to be 100 percent financially independent.

³ Includes salaries for senior staff members, annual stipend for PPC's Executive Director, and support for one part-time one administrative assistant.

⁴ The PPC was one of the largest employers of non-federal work-study students on campus during this period. Among other items, students used funds earned at the PPC to pay for tuition, fees, and other college expenses.

Figure 1
Public Policy Center Revenues & Expenditures, FY16 though FY20

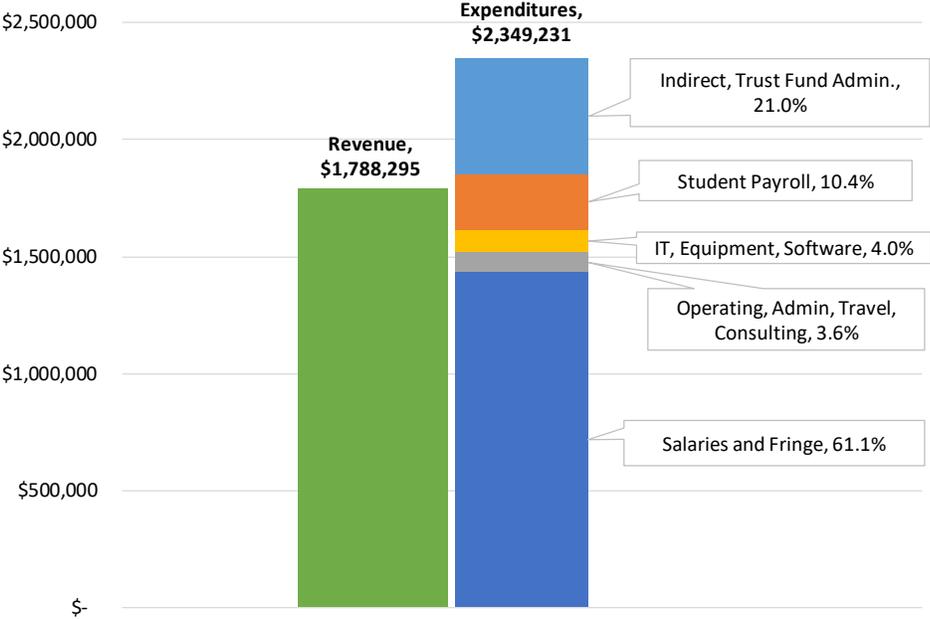


Figure 2
Public Policy Center Revenues & Expenditures, FY16 though FY20,
Without Mandatory Transfers

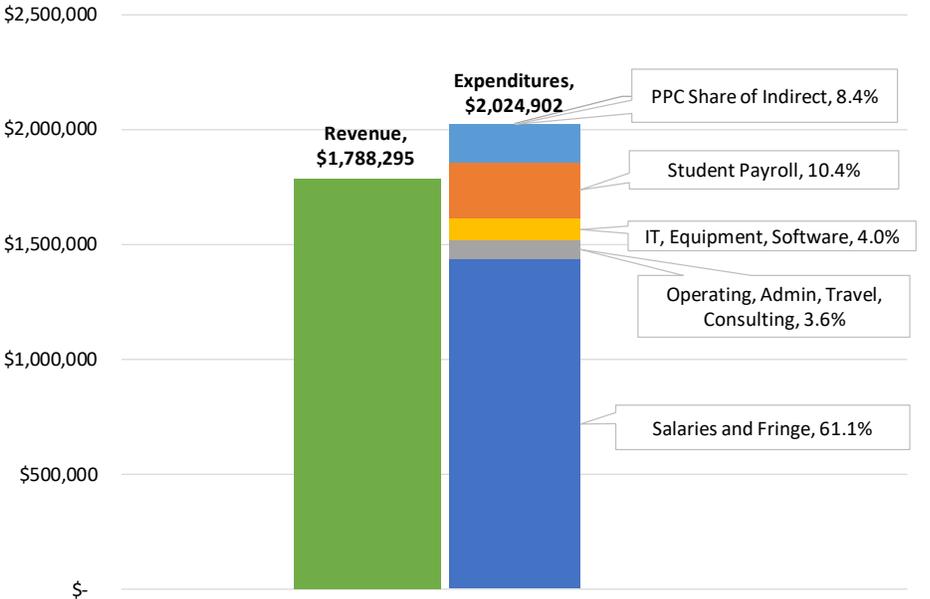
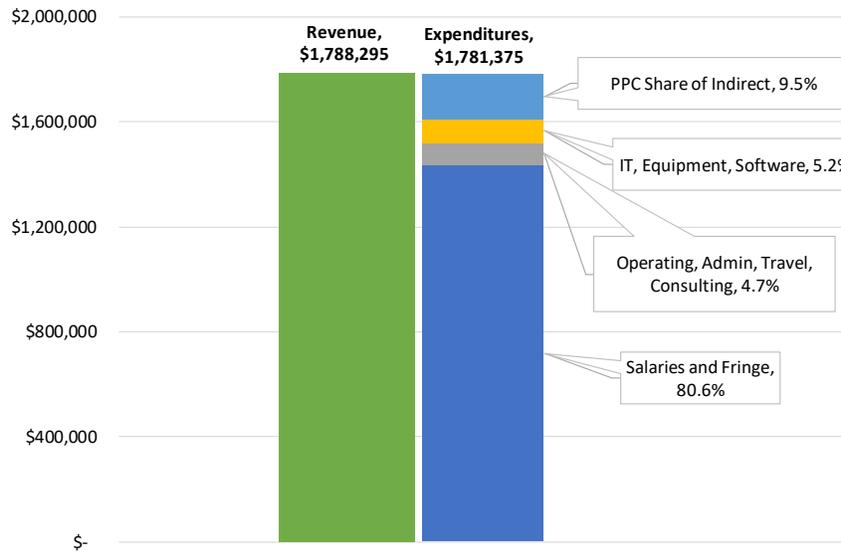
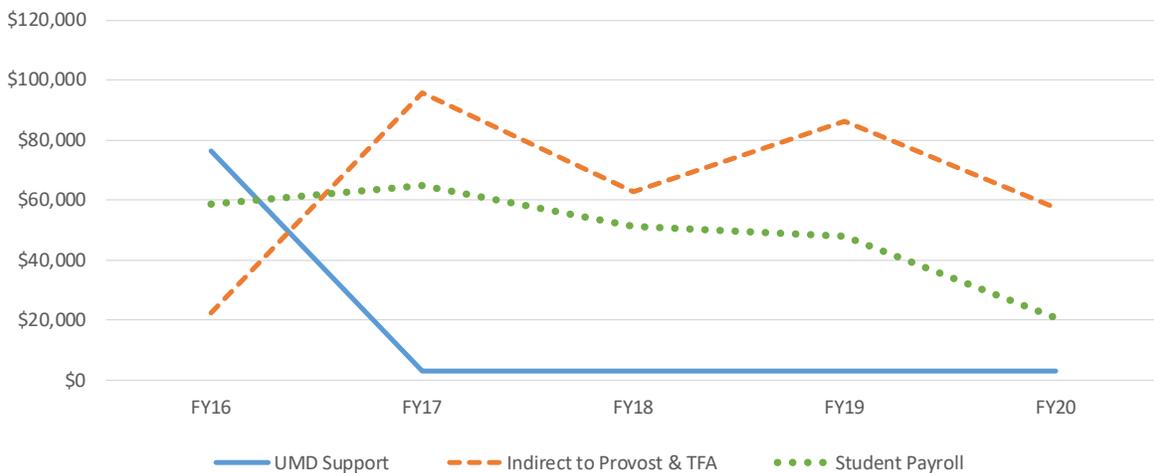


Figure 3
Public Policy Center Revenues & Expenditures, FY16 through FY20,
Without Mandatory Transfers and Student Payroll



Over the five-year period, the PPC returned \$260K to the Office of the Provost in indirect costs recovered from sponsored projects, including \$49,089 in FY20. The PPC also returned \$64,498 to the University in Trust Fund Administration (TFA) fees (\$8,465 in FY20), for a total of \$324K over five years (Provost + TFA) (see Figure 4). The amount collected by the Provost’s Office as a result of indirect charges increased significantly from FY16 and will now return to zero given the decision to close the PPC.⁵

Figure 4
University Financial Support Excluding Internal Transfers, FY11 to FY19



⁵ The Provost’s Office received no indirect funds

Other highlights include:

- The PPC provided \$234.5K in external support for students over the past five years, which makes it one of the largest employers of non-work-study students on campus.⁶
- In addition to externally funded projects, PPC staff spent a significant amount of time on pro bono projects for the University and the regional community that do not generate any direct external revenues, although they do provide a valuable public service to the University and the region. Approximately 5 percent of staff time is dedicated to these activities, which are conservatively estimated to have a value of over \$50,000 annually.
- The PPC's Public Service Fund balance as of April 30, 2019 was \$25,725. The fund was established to "support public service and outreach activities consistent with the mission of the Public Policy Center." In addition, the PPC's General Endowment Fund (GEF) balance was \$99,756 as of April 30, 2019.⁷ The purpose of the GEF is "to assist the Public Policy Center in meeting its annual operating expenses, including the purchase of capital equipment and other capital items deemed essential or important, by the Executive Board of the Public Policy Center."

⁶ The PPC also employed numerous work-study students over this period.

⁷ More recent data on endowment fund balances was not available at the time of this annual report.

1.0 GOALS, MISSIONS, AND PROJECTS

The campus *Policy on Academic Institutes and Centers* defines a center's successful fulfillment of mission as the "ability to complete research and public service projects successfully, its ability to involve faculty and students in its research and public service projects, and its ability to generate external funding appropriate to its goals." The Public Policy Center also supports and advances the University of Massachusetts System and the Dartmouth campus by contributing to the system and campus missions in the areas of applied policy research, research-based public service, economic development research, and technical assistance to state and municipal government agencies and non-profit organizations.

The PPC's applied policy research operations implement its official mission in many ways:

1. It implements the PPC's mission "to promote economic, social, and political development" by providing information to state, municipal, school, and non-profit officials on the effectiveness of various programs, by assisting public officials in their planning and decision-making responsibilities, and by providing businesses with information on public support or opposition to various economic development initiatives.
2. It provides undergraduate and graduate students with a hands-on opportunity to learn various applied policy research techniques, including survey research, in practice, as well as in class, thereby implementing the PPC's mission "to erode the walls between research and teaching by training students in the techniques of applied social science." Students are paid for their work so it is also a source of financial support for undergraduate and graduate students.
3. It generates publicity for the university and its Master of Public Policy program and this publicity indirectly supports our graduate student recruitment efforts.
4. It supports internal university operations in the areas of accreditation, program development, and student services (e.g., program evaluation).
5. It supports the Center's and the public policy faculty's basic research program with many of the research findings, providing the basis for faculty authored and peer-reviewed scholarly journal articles.

1.1 FISCAL YEAR 2020 PROJECTS

The Public Policy Center worked on eight fee-for-service projects in FY20 that had a total contract value in the fiscal year of \$292,547.43.⁸ Collectively, these projects represent the topics of workforce development, renewable energy, health, human services, and economic development (see Table 1). Importantly, these fee for service projects are in addition to ongoing internal projects and community-based research collaborations, which are conducted pro bono.

Table 1
Sponsored Projects, FY 2020

Project	Sponsor	FY20 Contract Value
Assessing the Workforce Needs of the Regional Life Sciences Sector in SE Mass	Bristol Community College	\$ 96,994.74
Economic Contribution of Quincy College	City of Quincy	\$ 50,893.64
495/Metro West Suburban Edge Commission Technical Assistance	495/MetroWest Partnership	\$ 39,581.24
North Shore Blue Economy Assessment - Phase I	City of Gloucester, Gloucester EDIC, Cape Ann Chamber	\$ 29,809.94
^Southeastern Massachusetts Marine Science and Technology Corridor	Economic Development Administration	\$ 27,169.82
Southcoast Health Community Health Needs Assessment 2020 (CHNA)	Southcoast Health	\$ 20,357.36
Economic Contribution of the Community Provider Network of Rhode Island	Community Provider Network of RI	\$ 14,701.49
Southcoast Community Health Improvement Plan (CHIP)	Southcoast Health	\$ 13,039.20
		Total: \$ 292,547.43

A brief description of FY20 fee-for-service projects and sponsors includes:

Assessing the Workforce Needs of the Regional Life Sciences Sector in Southeastern Massachusetts

Sponsor: Bristol Community College

This analysis was conducted to assist Bristol Community College in understanding and meeting the current needs of Life Sciences employers in Southeastern Massachusetts and Eastern Rhode Island. Specifically, this work seeks to validate the need for a proposed Life Sciences training center to be located in Taunton. To that end, the PPC undertook a comprehensive study of employers in and around Taunton; their current and expected training, educational, and research needs; and their interest in utilizing and supporting the proposed Taunton facility. This information will be used by BCC to understand the private sector’s training needs and interest in utilizing a facility located in Taunton for educational, training, and/or research purposes.

Economic Contribution of Quincy College

Sponsor: City of Quincy

This report focuses specifically on how Quincy College’s direct operations support other sectors of the economy. The analysis is based on detailed direct expenditure data provided by the City of Quincy, including employee payroll and purchases made from local suppliers that support the College’s operations. The analysis also estimates the indirect and induced effects generated by the college’s direct expenditures. These “spin-off,” or multiplier effects, are quantified using Implan, an input-output model that traces the organization’s purchases of goods, services, and labor. Measuring these ripple effects on the economy provides a more complete picture of Quincy College’s economic contributions to its Service Area and to the state.

⁸ The total value of these contracts is \$483,607, with several spanning multiple fiscal years.

495/Metro West Suburban Edge Community Commission Technical Assistance II

Sponsor: 495/Metro West Partnership, Inc.

PPC worked in conjunction with the 495/MetroWest Partnership to provide focused data, research, and analysis to the 495/Metro West Suburban Edge Community Commission. The PPC prepared a detailed analysis of the thirty-five-community region, with particular emphasis on the priorities of the state's economic development strategy, *Opportunities for All: The Baker-Polito Strategy and Plan for Making Massachusetts Great Everywhere*.

North Shore Blue Economy - Phase I

Sponsor: UMass Amherst, City of Gloucester, Gloucester Economic Development and Industrial Corporation, Cape Ann Chamber of Commerce

The PPC is undertaking a regional economic assessment designed to support and inform ongoing efforts to develop a Blue Economy-based economic development strategy for the North Shore region. This work is being conducted in parallel with Professor Katherine Kahl of UMass Amherst, who is engaging with Blue Economy stakeholders to identify challenges, obstacles to growth, gaps in regional understanding, and emerging economic development opportunities.

Southeastern Massachusetts Marine Science and Technology Corridor

Sponsor: U.S. Economic Development Administration

The project is a 3-year initiative coordinated under the direction of the UMass Dartmouth in collaboration with the regional planning agencies. In Year I, PPC conducted a comprehensive analysis of the Marine Science and Technology sector in Southeastern Massachusetts, Cape Cod, and Rhode Island.

Southcoast Health Community Health Needs Assessment 2020

Sponsor: Southcoast Health

The PPC is conducting a Community Health Needs Assessment that will identify the most important health-related issues and needs in the region. The study will document the major demographic, socioeconomic, and health trends among Southcoast, Massachusetts, and Rhode Island residents with a focus on health behaviors and chronic disease. Barriers to healthy living and residents' ability to access health care will also be explored.

Economic Contribution of the Community Provider Network of Rhode Island

Sponsor: Community Provider Network of Rhode Island

The Community Provider Network of Rhode Island (CPNRI) is a non-profit trade association of private providers of services and supports to people with intellectual and developmental disabilities across Rhode Island. Apart from the vital services these organizations provide to people in need, human service providers are often overlooked in terms of their economic contributions to state economies, particularly in terms of how their direct operations (i.e., employing residents and making purchases from local businesses) affect other sectors of the economy. Accordingly, this brief provides a conservative and credible analysis of the economic contribution of CPNRI's twenty-three-member organizations on the state of Rhode Island as a result of their direct expenditures. The analysis also provides an overview of the development disabilities sector to provide context to the data.

Southcoast Health Community Health Improvement Plan (CHIP)

Sponsor: Southcoast Health

Following the recent completion of the Community Health Needs Assessment (CHNA), which identified the most significant health issues in the community, Southcoast Health is embarking on a Community Health Improvement Plan (CHIP). The CHIP will be an ongoing process for Southcoast residents and will provide realistic plans with achievable outcomes and goals for the betterment of the entire community.

The Public Policy Center (PPC) will provide technical assistance to Southcoast Health for the CHIP from 2019 through 2022 by facilitating strategic planning to identify priorities, setting metrics and selecting health-related indicators to measure progress, analyzing data from Southcoast Health's community partners, conducting a baseline analysis of Southcoast Health's patient data, surveying community members, and developing supporting materials to supplement the CHIP process such as infographics, maps, and presentations to inform stakeholders of health and social determinant trends identified during the CHNA and of progress made during the CHIP.

1.21 PRO BONO WORK BY PUBLIC POLICY CENTER STAFF

In addition to externally funded projects, members of the PPC staff spend a significant amount of time on pro bono projects for the University and the regional community that do not generate any direct external revenues, though they do provide a valuable public service to the University and the region. The PPC routinely answers inquiries from University staff, faculty, and outside organizations to assist in grant writing, report preparation, and public presentations. The majority of the inquiries are for data, such as employment figures and demographic data that often require a substantial amount of time to complete. PPC staff members also make presentations to various groups throughout the year to impart their knowledge to various organizations. Approximately 5 percent of staff time is dedicated to these activities, which has an annual value of over \$50,000.

1.22 OTHER PROJECTS FUNDED BY THE PUBLIC POLICY CENTER

SouthCoast Urban Indicators Project (SCUIP)

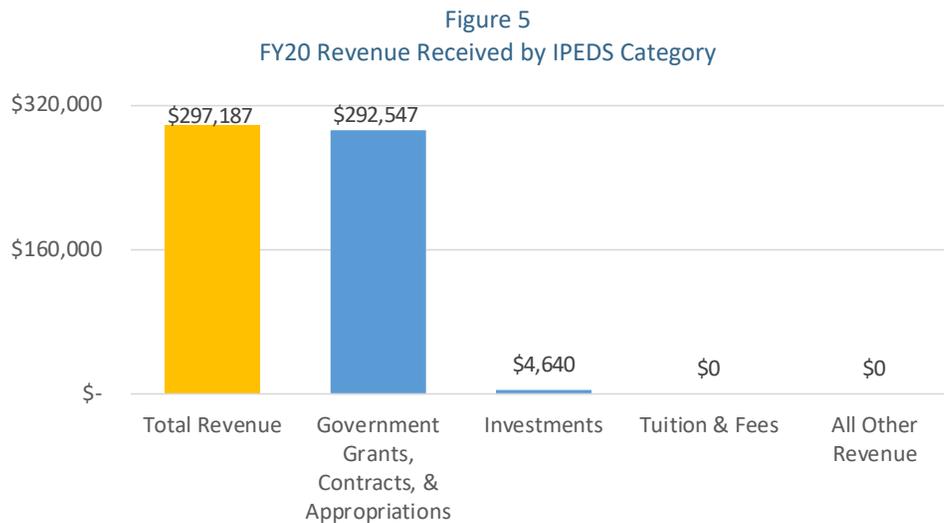
Similar to other indicators projects from cities around the United States, the SCUIP is designed to meet the information needs of citizens and leaders of Fall River and New Bedford. The short-term goal of this project is to promote informed decision-making by every level of stakeholder in these communities. In the long term, we hope this project will empower citizens to become actively engaged in improving outcomes for themselves, their neighbors, and their cities. Startup costs for the project were provided by the Community Foundation of Southeastern Massachusetts, although the project is now fully supported by the PPC.

1.23 UMASS DARTMOUTH STUDENTS

The PPC is primarily a research and public service unit, but a part of the PPC's mission is "to erode the walls between research and teaching by training students in the techniques of applied social science." Thus, we are committed to providing graduate and undergraduate students with policy-oriented educational opportunities that are both applied and interdisciplinary in nature. The PPC spent a total of \$20,899 on students in FY20. While the PPC provides employment opportunities and financial assistance to students, the most important aspect of their affiliation is their participation in applied research projects and the types of skills they acquire outside of the classroom.

2.0 FISCAL YEAR FINANCIAL REPORT - REVENUES

The Public Policy Center received a total of \$297,187 in revenues in FY20, including \$292,547 in grants, contracts, and appropriations, and \$4,640 in investments (see Figure 2). Investments include interest from two PPC endowment funds.



2.1 PPC ENDOWMENT FUNDS

A General Endowment Fund (GEF) was established in 1998 that is held in trust by the University of Massachusetts Foundation. The purpose of the GEF is “to assist the Public Policy Center in meeting its annual operating expenses, including the purchase of capital equipment and other capital items deemed essential or important, by the Executive Board of the Public Policy Center.” The General Endowment Fund balance was \$85, 912.27 on March 31, 2020.⁹

The Philip H. Melanson Public Policy Scholarship Fund was established in 2004 “to provide financial support to students who are enrolled at UMass Dartmouth and who are studying in, conducting research for, or participating in internships through the Policy Studies Program.” The endowment was named for Dr. Philip H. Melanson, Chancellor Professor of Public Policy (2003-2006), who was also previously a member of the Department of Political Science for 33 years (1971-2003) and a founding member of the Department of Public Policy. He was Chairman of the PPC’s Executive Board from 2002 to 2006. The Melanson Scholarship Fund balance was \$35,803 on March 31, 2020.

The Toby E. Huff Public Policy Lecture Series Fund was established in 2002 “to provide for speaker honoraria and travel expenses, and other miscellaneous operating expenses of the policy studies lecture series.” In establishing this endowment, the Public Policy Center Executive Board voted to name its Annual Public Policy Lecture Series after Dr. Toby E. Huff, Chancellor Professor of Public Policy, who was also a member of the UMass Dartmouth Sociology Department for 32 years (1972-2003) and a founding member of the Department of Public Policy (2003-2005). The lecture series was named in honor of Dr. Huff, who spearheaded the effort to create the Center for Policy Analysis

⁹ More recent data on endowment fund balances was not available at the time of this annual report.

in 1983 and served as its Initial Director (1983 to 1987). The Lecture Series Fund balance was \$23,024.70 on March 31, 2020.

A new Foundation account was established in FY 2015; the Public Policy Center Public Service Fund was established to “support public service and outreach activities consistent with the mission of the Public Policy Center.” The fund balance as of March 31, 2020 was \$25,200, all raised without any assistance from University staff not affiliated with the PPC.

3.0 FISCAL YEAR FINANCIAL REPORT - EXPENDITURES

Total expenditures in FY20 were \$442,989 which includes \$316,533 in payroll expenses and \$33,204 in other expenses (see Table 2).

Table 2
FY20 Expenditures

Category	Items	Non-SPA	SPA	FY20 Total
Payroll Expenses				
AA	Regular Employee Comp	\$ 78,300	\$ 134,243	\$ 212,543
CC	Student Payroll	\$ 4,112	\$ 16,787	\$ 20,899
DD	Fringe Benefits/Pension Ins	\$ 30,648	\$ 52,443	\$ 83,091
	Payroll Expenses Total:	\$ 113,060	\$ 203,473	\$ 316,533
Other Expenses				
BB	Employee Related Expenses	\$ 1,311	\$ 129	\$ 1,440
EE	Administrative Expenses	\$ 2,821	\$ -	\$ 2,821
FF	Fac Oper Supplies	\$ 147	\$ -	\$ 147
GG	Energy Cost		\$ -	\$ -
HH	Consultant Service Contracts		\$ -	\$ -
JJ	Operational Services		\$ -	\$ -
KK	Equipment Purchase		\$ -	\$ -
LL	Equipment Lease/Purch/Rent		\$ -	\$ -
MM	Purchased Client Services		\$ -	\$ -
NN	Infrastructure & Land		\$ -	\$ -
PP	State Aid to Subs		\$ -	\$ -
SS	Debt Payment		\$ -	\$ -
TT	Loans & Special Payments		\$ -	\$ -
UU	Information Technology	\$ 16,098	\$ 12,698	\$ 28,795
FD	Fund Deductions	\$ -	\$ -	\$ -
	Other Expenses Total:	\$ 20,377	\$ 12,827	\$ 33,204
	Direct Expenditures Total:	\$ 133,437	\$ 216,300	\$ 349,737
	Indirect & Overhead (F&A)	\$ 8,465	\$ 84,787	\$ 93,252
	Total Expenditures	\$ 141,902	\$ 301,087	\$ 442,989

4.0 PPC EMPLOYEES AND CONSULTANTS

The Public Policy Center employs various individuals on a full-time or part-time basis to fulfill supervisory, research, and clerical functions on an on-going basis. In FY19, the PPC staff consisted of an Executive Director, Director of Research and Administration, Senior Research Associate, Research Associate, Assistant to the Director (Clerk IV), Program Coordinator, one Graduate Research assistant, and five undergraduate Research Assistants.

Public Policy Center Staff

Primary Staff

Michael D. Goodman, Ph.D., Sociology, Executive Director, Public Policy Center and Associate Professor, Department of Public Policy

David Borges, M.P.A., Director of Research and Administration

Elise Korejwa, M.S., M.P.P., Senior Research Associate (left the PPC in January, 2020)

Michael McCarthy, M.P.P., Research Associate

Jodie Beksha-Tinsley, Assistant to the Director (part-time)

“As-Needed” Staff

Gloria Pontes, Program Coordinator, Division of Polling & Program Evaluation (on-call as needed)

Students:

Robert Stickles, Undergraduate Research Assistant, UMassD Finance Major

Salvador Balkus, Undergraduate Research Assistant, Data Science

Mashiat Amreen, Undergraduate Research Assistant, UMassD Finance Major

Evan Gendreau, Undergraduate Research Assistant, UMassD Political Science major

Tobey DaSilva, Undergraduate Research Assistant, UMassD Political Science major

Romulo Cabrera, Undergraduate Research Assistant, UMassD Political Science major

Kelly Moniz, Undergraduate Research Assistant, Economics

Shreyas Shinde, Graduate Research Assistant, Computer Science

5.0 PHYSICAL PLANT AND FACILITIES

The Public Policy Center occupies part of the first floor and the Executive Director’s office on the second floor of 128 Chase Road, which is at the far eastern edge of the main UMD campus. The Center’s total space includes nine rooms and approximately 2,262 square feet (see Table 3). PPC occupied the entire ground floor (basement) of the building in FY16, but this space was renovated in FY17 to house staff of the UMass Dartmouth Campus Master Planning/Capital Projects Department. PPC retained control of the basement Conference/Seminar room when the renovation was complete, but staff from the CMP/CP Department filled the remainder of the space. The building is accessible by a service road from the central campus’s Ring Road.

Table 3
PPC Space Inventory, FY19

Function	Sq. Ft.	Plan Designation
Common Room/Graduate Office	420	105
Executive Director Office	350	201
Director of Research Office	219	101
Research Assistant Office	151	103
Senior Research Associate Office	122	102
Reception Area	260	106
Research Associate Office	131	109
Kitchenette	24	NA
Hallway	157	NA
Conference/Seminar Room	428	G-008
Total:	2,262	9 rooms