

CENTER FOR POLICY ANALYSIS:
REPORT OF THE FIVE-YEAR REVIEW TEAM

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1.00 PURPOSE OF THE FIVE-YEAR REVIEW

1.10 UNIVERSITY AND CAMPUS POLICY

The University of Massachusetts Dartmouth adopted a *Policy on Academic Institutes and Centers* on November 30, 1998 pursuant to the University of Massachusetts Trustee's "Policy on Centers and Institutes" (T-96-096, adopted August 7, 1996). The Trustee policy states that:

"Each campus shall have policies and procedures governing the definition, establishment, review, administration, and termination of Centers and Institutes. Every Center or Institute, whether free-standing units or sub-units of schools, colleges, departments or other organizational units, and regardless of its source of funding, shall be included within the purview of campus policies."

The University of Massachusetts Dartmouth *Policy on Academic Institutes and Centers* applies to Institutes and Centers as defined below:

"A Center or Institute is an organizational unit affiliated with the University of Massachusetts Dartmouth created to implement research or public service projects that cannot ordinarily be accommodated within existing departmental structures. An Institute is a distinct and freestanding unit of substantial size. Institutes may engage in a wide variety of research, public service, and instructional activities, typically in areas of broad concern. Institutes are frequently interdisciplinary and embrace ideas and personnel from various departments, colleges, and schools."

The UMD *Policy on Academic Institutes and Centers* (Article V) requires each Institute and Center to undergo a comprehensive performance review every five years. The Policy establishes the expectation that each Institute and Center will "make a significant contribution to the mission of the University of Massachusetts Dartmouth." The *Policy* states that the purpose of the five-year review is to evaluate "the extent to which the Institute or Center has fulfilled its mission over the previous five years," including:

1. "its ability to complete research and public service projects successfully,
2. its ability to involve faculty and students in its research and public service,
- and
3. its ability to generate external funding appropriate to its goals."

For the purpose of scheduling 5-Year Reviews, the campus *Policy* (Article VI) requires the Provost to "provide a list of academic Institutes and Centers authorized and operating under the terms of this policy" by September 30 of each year. The list of *bona fide* Institutes and Centers identifies when each Institute or Center is scheduled for a five-year review during the current academic year. The Center for Policy Analysis is included on the list of *bona fide* Institutes and Centers issued by the Provost's Office.

The Center for Policy Analysis underwent a previous 5-Year review in AY 2000-2001 that covered the period from FY 1996 through FY 2000. Consequently, its five-year review was scheduled for Academic Year 2005 - 2006.

1.20 REVIEW PROCESS

1.21 Review Team

The UMass Dartmouth *Policy on Academic Institutes and Centers* (Article V.A.) establishes a formal process for assembling a five person review team. The Review Team consists of:

1. the Director's immediate supervisor, or designee,
2. a member of the University of Massachusetts Dartmouth faculty appointed by the Institute or Center Director,
3. two members of the full-time tenured faculty selected at random by "Greek ballot" at a regular meeting of the Faculty Senate, and
4. a University administrator appointed by the Chancellor or his/her designee.

The Review Team assembled to evaluate the Center for Policy Analysis consists of:

1. Louis Esposito, Provost (Immediate supervisor),
2. Toby E. Huff, Chancellor Professor Emeritus, Policy Studies (Director's appointee),
3. Arlene Mollo, Professor, Art Education (Senate selection),
4. Severin "Sig" Haines, Professor, Fine Arts (Senate selection),
5. William Hogan, Dean, College of Arts & Sciences (Chancellor appointee),

The Review Team was convened by Professor Clyde Barrow on November 3, 2005 at 1:30 pm. At its first meeting, Dr Toby Huff was elected to Chair the Review Team.

1.22 Sources of Information

The UMass Dartmouth *Policy on Academic Institutes and Centers* (Article V.B.) states that in conducting a 5-Year Review "the review team shall inspect the Institute's or Center's work space, review its records and annual reports, interview members of the governing board, interview employees and affiliates, and solicit external input from client agencies who have worked with the Institute or Center during the last five years."

The Review Team convened several additional meetings at the CFPA's conference room so team members had ample opportunity to become acquainted with the extent and quality of its facilities on the Center for Policy Analysis at 128 Chase Road. All members of the Review Team received copies of the CFPA's *Self-Study*, which

contains extensive information on the Center for Policy Analysis, its history, organizational development, the number and types of projects completed annually, and financial operations. The Review Team interviewed several members of the CFPA's external Advisory Board as well as Members of the Executive Board on May 23, 2006. The Advisory Board includes directors, vice presidents and other officials from the region's economic and industrial development community, as well as local, regional, and national political representatives, four of whom were also present at the meeting. The Review Team received 17 letters from the CFPA's former clients, which provide additional external input into the review process. The Review Team interviewed the CFPA's staff members on March 29, 2006.

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2.00 MISSION

The UMass Dartmouth *Policy on Academic Institutes and Centers* requires each Institute and Center to demonstrate that it makes a “significant contribution to the mission of the University of Massachusetts Dartmouth” and to fulfill its own mission through its completed projects and faculty and student involvement. A Center’s ability to generate external funding appropriate to its goals is also considered a measure of how well the center is fulfilling its mission in the estimate of external constituencies, who are willing to support the center’s projects and activities.

2.10 CAMPUS MISSION

The Center for Policy Analysis (CFPA) was established in 1985 by the Southeastern Massachusetts University Board of Trustees. Dr. Toby E. Huff (Sociology) served as the center’s first director from 1985 to 1987. He was succeeded as director by Dr. Mona Racine (Professor of Economics). The CFPA ceased to operate in 1989 following the untimely death of the Center’s director. In 1992, Dr. Clyde W. Barrow, Acting Chairperson of the Political Science Department, authored a proposal to restart and restructure the Center in response to the worst economic downturn in Southeastern Massachusetts since the Great Depression. With the assistance of faculty who were previously active in the Center, the CFPA was reinvigorated for the purpose of providing applied policy research, technical assistance, and other educational services “to support the region’s economic, social, and political development” and to contribute to the University of Massachusetts Dartmouth’s expanding public service mission. The official mission of the University of Massachusetts is:

“to provide an affordable education of high quality and conduct programs of research and public service that advance our knowledge and improve the lives of the people of the Commonwealth.”

To fulfill this mission, the University of Massachusetts Board of Trustees has identified five strategic priorities to be implemented on each campus. Strategic Priority No. 3 is that “the University shall offer and promote distinctive forms of public service,” including activities that “promote the economic development of the state and its regions.” The University of Massachusetts Dartmouth Vision Statement extends the system level mission to the UMD campus by similarly identifying public service as a key element of the campus vision. The UMD Vision Statement defines public service to include “support to businesses, human services organizations, and municipalities through research and policy analysis, student internships, forums, training assistance, and community-based programs.” Academic centers, such as the Center for Policy Analysis, are created by campuses specifically to implement these types of research or public service projects, because they cannot ordinarily be accommodated within existing departmental structures due to their interdisciplinary nature.

The CFPA Executive Staff currently consists of a full-time Director, a full-time Senior Research Associate, 1 part-time Senior Research Associate, 1 part-time Research Associate, 1 part-time Assistant to the Director, and 1 undergraduate research assistant.

The Center also employs several contract temporary laborers on a regular basis to conduct telephone interviews for its survey research operations.

The CFPA's *Executive Board* consists of the Director of the Center for Policy Analysis, ex-officio, and no more than fourteen other individuals, who must be faculty members at an accredited institution of higher education or a qualified professional practitioner with a documented record of scholarship or professional experience in public policy. The Executive Board meets quarterly and serves as the CFPA's governing body with its scope and powers enumerated in the *Mission Statement & By-Laws*.

The *Advisory Board* meets twice annually, while its committees on internships, program and curriculum, and lecture series meet an additional two times per year. The CFPA's Advisory Board is composed of 29 individuals from distinguished professional backgrounds in public service and in the private sector. These include six local government officials; nine state legislators; one national legislator; three executive directors of regional workforce investment boards; seven directors or executive vice presidents of economic and industrial development councils, foundations, commissions, or chambers of commerce; and two academics from UMass Dartmouth:

In sum, it is the Review Team's conclusion that the Center for Policy Analysis is making a significant contribution to the campus mission as required by the *Policy on Academic Institutes and Centers* and that it has over the last five years demonstrated

1. "its ability to complete research and public service projects successfully,
2. its ability to involve faculty and students in its research and public service, and,
3. its ability to generate external funding appropriate to its goals."

2.20 CENTER MISSION

The official mission of the Center for Policy Analysis is to:

"promote economic, social, and political development by providing research and technical assistance to client organizations. The Center for Policy Analysis offers custom designed research and technical analysis in the areas of economic development, public management, program evaluation and public opinion research for government agencies, non-profit organizations, private businesses, and educational institutions. The Center for Policy Analysis strives to erode the walls between research and teaching by training students in the techniques of applied social science and by conducting university and community based educational programs. The Center for Policy Analysis does not pursue a predetermined research agenda, but is a flexible research organization responding on a timely basis to the problems and issues identified by client agencies." (CFPA website site: <http://www.umassd.edu/CFPA/>)

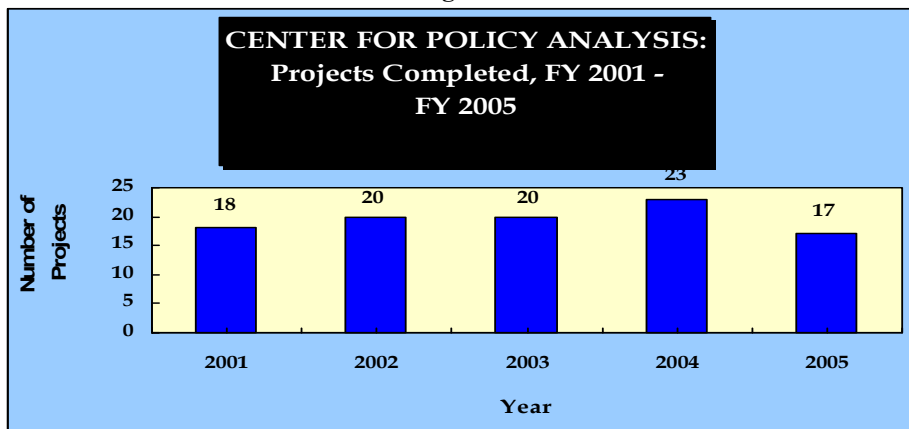
The *Policy on Academic Institutes and Centers* states that the “extent to which the Institute or Center has fulfilled its mission over the previous five years” is to be judged on the basis of three criteria:

1. “its ability to complete research and public service projects successfully,
2. its ability to involve faculty and students in its research and public service, and
3. its ability to generate external funding appropriate to its goals.”

2.21 Research and Public Service Projects Completed, 2001-2005

The Center for Policy Analysis completed 100 projects from FY 2001 through FY 2005 (see Figure 1). The number of projects completed by the Center generally showed a steady increase from 18 in FY01 to 23 in FY04 with a slight decrease to 17 projects in FY05. The decrease in FY 2005 was due to a staffing decrease of 0.5 FTE and as part of a strategic decision to accept fewer, but larger projects that generate the same or more total external revenue each year. It also continues a trend which has seen polling and program evaluation grow from approximately 17% to 34% of the Center’s total projects each year, while its involvement in K-12 education has decreased during this time

Figure 1



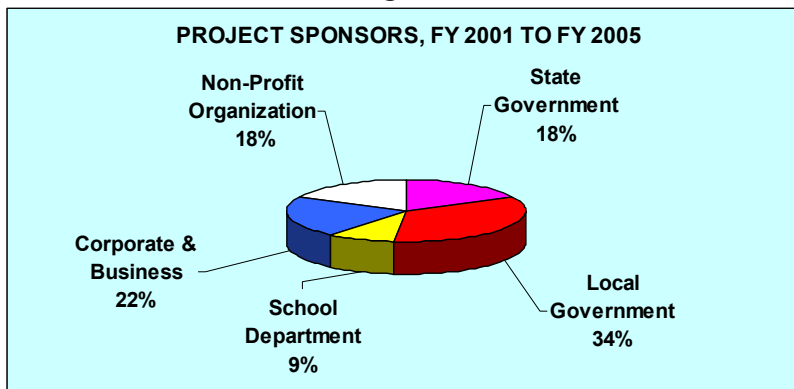
Since FY 2001, the CFPA has contributed significantly to the University and campus mission by serving nearly 100 local, regional, state, national, and international clients. Projects completed by the Center cover a wide range of public policy issues and have served a diverse array of sponsors. The Center has a long-term relationship with many of its clients, who receive preference in retaining its research services. Many of the Center’s clients are “repeat customers,” who have come to the Center for more than one project during the last five years and some rely on the CFPA as their main provider of policy analysis and research.

As a center for *policy* analysis, it is notable that over half, or fifty-two percent (52%), of the CFPA’s clients have been local and state government agencies, such as the Massachusetts Cultural Council, Massachusetts Attorney General, MassDevelopment, Greater New Bedford Workforce Investment Board, the Fall River and New Bedford

Housing Authorities, City of Fall River, Town of Provincetown, Town of Westport, Dartmouth Police Department, Dartmouth Board of Public Works, and many others (see Figure 2; see Appendix D for complete list of projects). The reports produced for these entities cover a wide range of topics, including business and workforce development, public management, affordable housing, agriculture, and travel and tourism, among others. Nine percent (9.0%) of the Center’s clients have also been local school departments over this period, which means that about 60% of the projects completed over the last five years have been for public sector agencies at the state and local level.

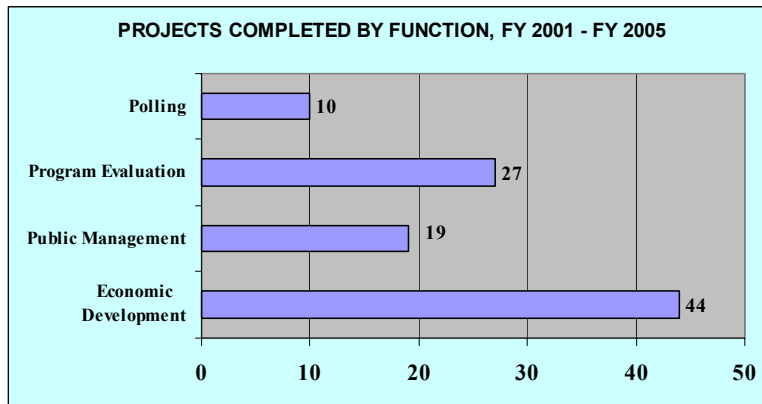
Another twenty-two percent (22.0%) of the CFPA’s clients have been corporate and business establishments. During FY 2001 to FY 2005, the CFPA completed research projects for 21 private businesses at the local, state, and even international level (see Figure 2). Eighteen percent (18.0%) of the Center’s clients have been non-profit organizations. During FY 2001 to FY 2005, the Center successfully supported the campus’ research and public service mission by serving a number of non-profit organizations, which are involved mainly in the areas of art and culture and health care delivery.

Figure 2



During the past five years, approximately forty-four percent (44%) of the projects completed by the Center for Policy Analysis have dealt with economic development. Nineteen percent (19%) of the projects have dealt with public management, twenty-seven percent (27%) have dealt with program evaluation, and ten percent (10%) have been polls (see Figure 3). The Center reorganized its “divisions,” effective September 1, 2005 by eliminating its division of educational research, since all of its activity in this field involved program evaluation, while much of the CFPA’s program evaluation work involves polling and survey research. Since these areas have become the fastest growing source of new projects for the CFPA, it was decided to create a new division of polling and program evaluation.

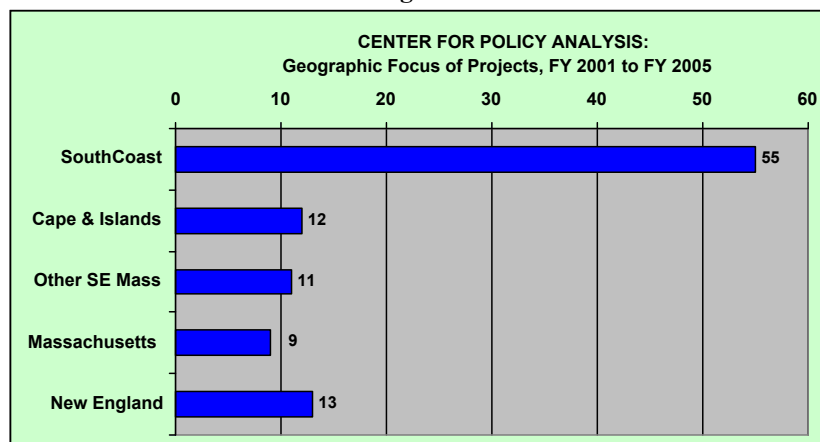
Figure 3



The University of Massachusetts Dartmouth is a regional public university that primarily serves Southeastern Massachusetts and Cape Cod. During the last five years, a majority of the CFPA’s projects had a substantive focus (e.g., economic impacts, municipal reorganization, program evaluation) that involved clients within these regions. From FY 2001 through FY 2005, 55% of the projects completed by the CFPA had a SouthCoast focus,¹ while 11% were focused on other areas of Southeastern Massachusetts (i.e., outside SouthCoast).² Approximately, 12% of the CFPA’s projects focused on Cape Cod and the Islands. Thus, more than three-quarters (78%) of the projects completed involved clients or topics within UMass Dartmouth’s service region.

However, an increasing number of the CFPA’s projects serve state-level clients (e.g., state agencies), involve sponsors in other parts of Massachusetts (e.g., Lowell), sponsors in other New England states (e.g., Rhode Island), or focus on the New England region (e.g., the marine science and technology study). Approximately one-quarter (22%) of the CFPA’s projects had an extra-regional focus.

Figure 4



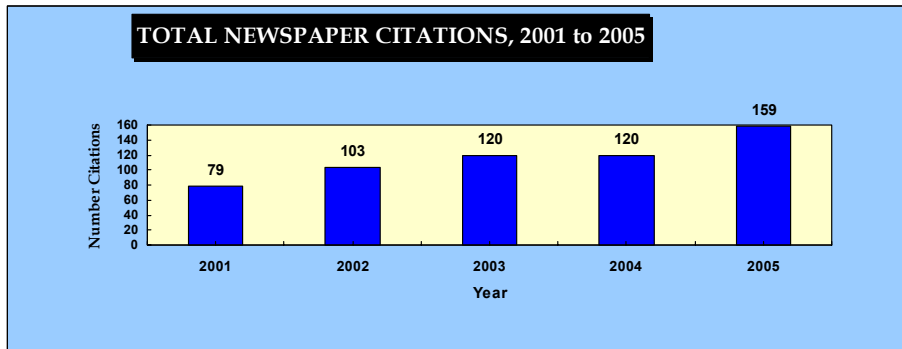
¹ The SouthCoast area of Southeastern Massachusetts is defined as Acushnet, Dartmouth, Fairhaven, Fall River, Freetown, Lakeville, Westport, Marion, New Bedford, Rochester, Somerset, Swansea, Wareham, and Westport.

² Southeastern Massachusetts includes the 45 cities and towns in Bristol and Plymouth Counties, as well as Plainville, Avon, and Stoughton in Norfolk County.

The CFPA’s research findings are frequently reported in various media outlets, including newspapers, radio, television, trade magazines, and e-zines. These press mentions are one indicator that the Center’s applied policy reports are being incorporated into public discussions about public policy issues and that its research is taken seriously by the media, public officials, community leaders, and the general public.

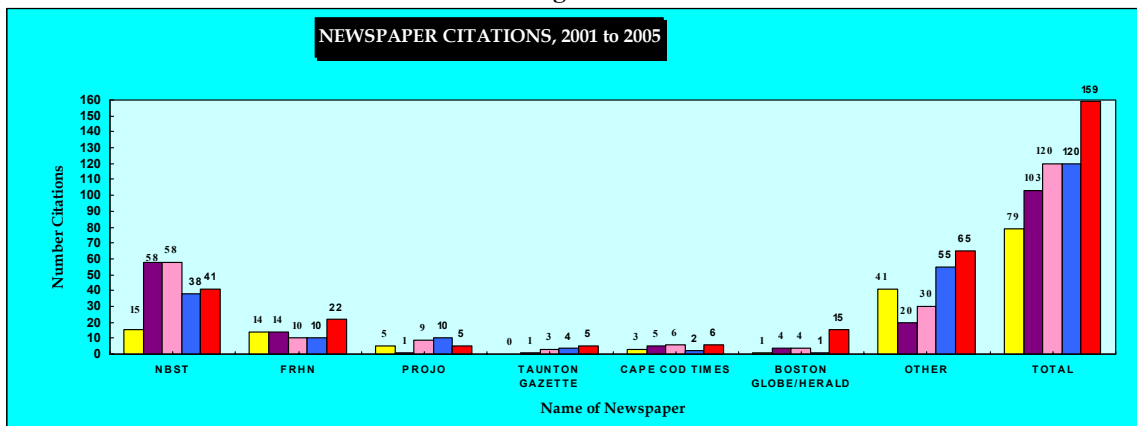
The Center for Policy Analysis and its Senior Research Associates received a total of 581 newspaper and magazine citations related to research projects during the FY01 to FY05 period (see Figure 5). These citations appeared in a number of newspapers such as the *Boston Globe*, *Boston Herald*, *Boston Business Journal*, *Providence Journal*, *New Bedford Standard Times*, *Fall River Herald News*, and many other newspapers.

Figure 5



The number of newspaper citations referring to the Center’s research has increased significantly over a ten-year period from 25 in FY 1995 to 159 in FY 2005 – more than a sixfold increase. Furthermore, the Center’s research findings are receiving wider attention from a statewide audience as indicated by the increasingly frequent citations in the *Boston Globe* and the *Boston Herald* (see Figure 6).

Figure 6



The Center’s research findings are also receiving increased media attention from newspaper outlets outside the state, including throughout the other New England states

and beyond as indicated by citations in the *USA Today*, *Washington Post*, *Hartford Courant*, *New London Day*, *Providence Journal*, *Pawtucket (RI) Times*, *Woonsocket (RI) Call*, *Palm Beach (FL) Mirror*, *Milford (Delaware) Beacon*, *Auburn (NY) Citizen*, *Allentown (PA) Morning Call*, and others.

The number of visits to the CFPA website has increased significantly from FY 2003 to FY 2005, which provides another illustration that the Center is seen as a leading authority on regional policy analysis. For example, the CFPA website was viewed by 1,801 unique visitors in FY 2005 compared to 1,486 in FY 2004 and 475 in FY 2003. The Center’s website recorded an average traffic of 4.9 unique visitors per day and 7.3 page-views per day in FY 2005 (see Table 1). Most (90%) of the CFPA’s website traffic occurs during the 5-day workweek.

Table 1

Unique Visitors and Pageviews at UMD Website, 2003-2005				
	Unique Visitors	Pageviews	Visitors per Day	Pageviews per Day
2003	475	535	4.3	4.9
2004	1486	2210	4.1	6.1
2005	1801	2675	4.9	7.3

Finally, as confirmation of the CFPA’s successful fulfillment of its mission, the Center’s Director, Dr. Clyde W. Barrow, was recognized by the UMass President’s Office, which awarded him its Public Service Award “for his leadership and scholarship in producing valuable research and analysis that has directly influenced decision making in numerous state and municipal government agencies, education departments, non-profit organizations, and private businesses throughout the Commonwealth.”

2.22 Faculty Involvement in Research and Public Service Projects

The *Policy on Academic Institutes and Centers* establishes a mandate that centers “involve faculty” in their research and public service projects. The Center for Policy Analysis involves faculty in its projects and operations in many different ways. One way the Center has involved faculty in its research projects and operations is through the CFPA’s Executive Board (E-Board). The Center’s E-Board, as noted earlier, consists of the Director of the Center, ex officio, and thirteen other individuals. Ten (10) of the Center’s fourteen (14) E-Board members are UMass Dartmouth faculty, who reside in the departments of policy studies, political science, nursing, English, and sociology. These faculty occupy various ranks, including 3 chancellor professors, 1 full professor, 3 associate professors, 2 assistant professors, and 1 full-time lecturer.

The E-Board has established a strategic goal of growth through partnerships, collaborations, and sub-contracting arrangements with a wide range of academic centers at UMass Dartmouth and with academic centers at other universities within the UMass system and beyond. These mechanisms are a way to extend the research capabilities of the Center with limited resources, while maintaining the flexibility that allows the Center

to respond quickly to targets of opportunity. During FY 2001-2005, the CFPA collaborated on projects with numerous centers on campus, including the following:

- UMD School for Marine Sciences & Technology
- Center for Portuguese Studies & Culture
- SimCalc Project
- Center for Marketing Research
- SouthCoast Development Partnership
- Gerontology Center

The CFPA also continued its long-standing and highly productive collaboration with the Donahue Institute, which operates out of the UMass President's Office. The two organizations (CFPA and Donahue) routinely collaborate on the Massachusetts Benchmarks Project and worked together in preparing an analysis of the New England marine science and technology industry and on the state economic impacts of Hanscom Air Force Base and the Natick Soldier Systems Laboratory. These projects brought together scholars and staff researchers from UMass Amherst, UMass Boston, UMass Dartmouth, and the President's Office.

Table 2

FACULTY NAME	FORM OF INVOLVEMENT	DEPARTMENT/SCHOOL
Sylvie Didou-Aupetit	consulting, project research	Education, National Polytechnical University, Mexico City
Jeffrey Dense	consulting, project research	Political Science, Eastern Oregon University
Victor DeSantis	consulting, project research	Political Science, Bridgewater State College
Daniel Georgianna	consulting, project research	Economics, UMass Dartmouth
William Hogan	consulting, project research	Economics, UMass Dartmouth
Sat Dev Khanna	consulting, project research	Civil Engineering, UMass Dartmouth
Susan Krumholz	consulting, project research	Sociology, UMass Dartmouth
John Mallea	consulting, project research	President Emeritus, Brandon University, Manitoba, Canada (Education)
Philip Melanson	consulting, project research	Political Science, UMass Dartmouth
Glen McGee	consulting, project research	Philosophy, UMass Dartmouth
Robert Nakosteen	consulting, project research	Management, UMass Amherst
Robert Rosenthal	consulting, project research	Economics, Center for Regional Analysis, Stonehill College
Brian Rothschild	project supervision	SMAST, UMass Dartmouth
Gail Russell	consulting, project research	Nursing, UMass Dartmouth
David Terkla	consulting, project research	Economics, UMass Boston
Luther Wallin	consulting, project research	English, UMass Dartmouth

2.23 Student Involvement in Research and Public Service Projects

The *Policy on Academic Institutes and Centers* establishes a mandate that centers “involve students” in their research and public service projects. The number of students hired each year depends on the volume of projects that cannot be accommodated by the Center’s staff. During the five years under review, the CFPA has completed a number of research projects involving a total of 59 undergraduate and graduate students, and high school students. Undergraduate and graduate students were drawn primarily from UMass Dartmouth, but also came from other universities, including UMass Amherst and Marburg University in Germany (see Table 3). The CFPA has employed students from a diverse range of academic disciplines each year over the last five years, such as Sociology, Civil Engineering, English, Psychology, History, Portuguese, Design, Political Science, and others.

Table 3

Major	Student Employees					Total
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	
Biology		1				1
Business Administration	1				2	3
Civil Engineering	1					1
Design		1	1	1		3
Economics	1					1
English	2	1				3
History	1					1
Humanities/Soc Science	1					1
Liberal Arts	2		1			3
Marketing	1					1
Multi- Disc Studies		1				1
Political Science					1	1
Portuguese	1					1
Psychology	3					3
Sociology	1	2	1	1	1	6
Spanish		1				1
New Bedford High School		9	4	2		15
Bristol Community College				1	1	2
UMass Amherst				1	2	3
Northeastern University		1	1			2
Marburg University					1	1
Unknown					2	2
Total Students	15	17	8	6	10	56

Students have been employed as research assistants, office assistants, survey research assistants (telephone interviewers), and to assist with major events, such as the Center’s 2002 oil spill conference and its annual Policy Studies Lecture Series. These projects contribute directly to the mission of the University, campus, and CFPA by providing students with real world practical hands-on experience in applied policy analysis, survey research, office management, and events coordination. The projects also provide important business contacts, mentoring, and networking opportunities for

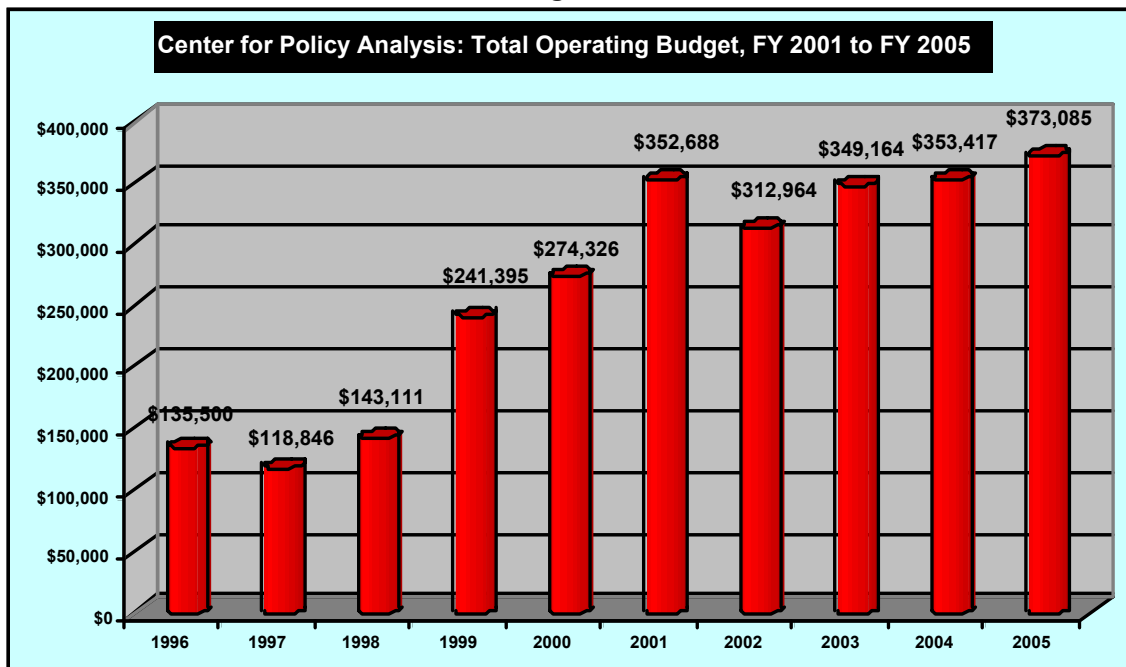
students. Furthermore, working at the Center provides an excellent platform for graduates seeking initial employment or professional advancement in the areas of public policy or public management.

It should be noted that beginning in FY 2003, the CFPA scaled back on its use of students in survey research and polling activities. It was found that students were increasingly irresponsible in attending to work assignments and less productive than temporary employees contracted through a local employment agency.

2.30 External Funding of Research and Public Service Projects

The *Policy on Academic Institutes and Centers* requires the Review Team to evaluate the Center for Policy Analysis on “its ability to generate external funding appropriate to its goals.” In FY 2005, the Center for Policy Analysis had a total operating budget of \$373,085, compared to \$353,417 in FY 2004, \$349,164 in FY 2003, \$312,964 in FY 2002, and \$352,688 in FY 2001 (see Figure 7). During FY 2005, the Center received operating support of \$179,576.76 from the University of Massachusetts Dartmouth. The UMass Dartmouth contribution covers 100 percent of the Director’s base (9-month) faculty salary, a summer stipend for the Director (12-month contract), 50% of the salary of one full-time Senior Research Associate, a \$25,000 base operating budget from the General Purpose Trust Fund (GPTF), and \$29,100 as a one-time allocation for the development of a Master of Public Policy proposal. The GPTF monies cover overhead costs such as office supplies, mail, telephone, photocopying, and compensation for one undergraduate research assistant.

Figure 7

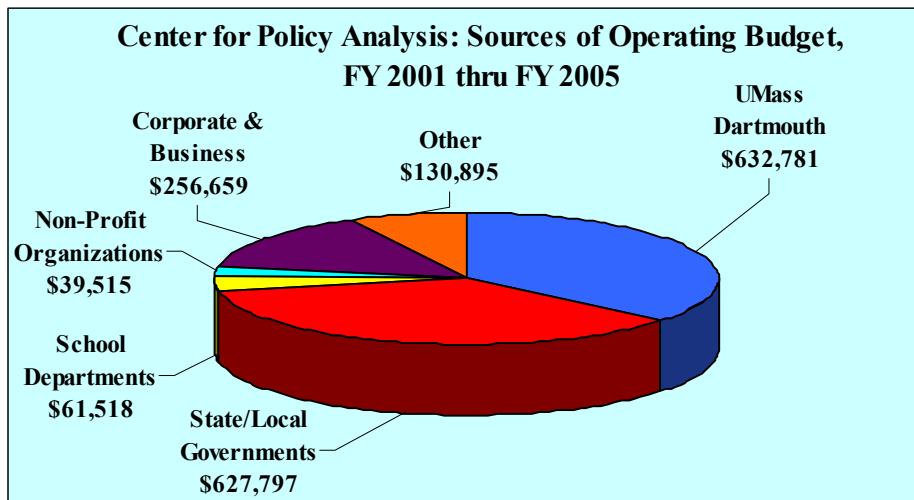


In FY 2005, the Center for Policy Analysis generated \$171,802.40 in external revenues from new grants, contracts, and endowment income and carried forward \$21,705.73 in external grants and contracts from the previous fiscal year that were still in-progress. The external funds generated have allowed the Center to pay its full-time and part-time Senior Research Associates, contribute to other staff salaries, hire students, pay additional compensation to faculty researchers, and bring in high profile speakers for its annual policy studies lecture series.

2.31 Total Operating Budget & Sources of Revenue

The Center for Policy Analysis receives financial support from the University of Massachusetts Dartmouth, but it generates most of its revenue through external grants and research service agreements with state and local governments, private businesses, school departments, non-profit organizations, and other sources such as endowment income (see Figures 8 and 9). The Center for Policy Analysis has established a diversified revenue stream of external revenues that cushions its operations from year-to-year against volatility in any one source of revenue.

Figure 8

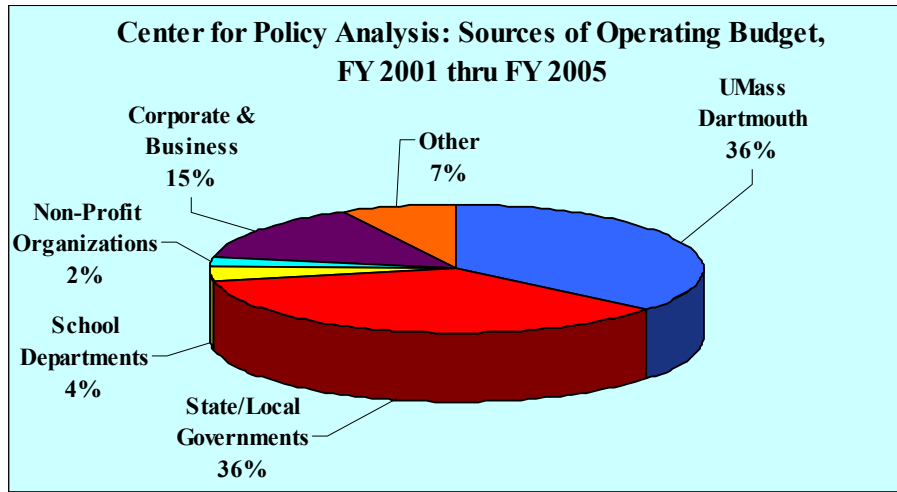


For the period FY 2001-2005, the Center for Policy Analysis had a total operating budget of \$1,749,165.³ The University of Massachusetts Dartmouth contributed 36% of the Center's total operating budget, while state and local government projects accounted for another 36% of its total operating budget. Other sources of revenue were corporate and business sponsored projects (15%), school departments (4%), and non-profit organizations (2%). Other sources (9%) of revenue include publication sales, donations,

³ The Total Operating Budget (TOB) includes opening balances carried forward from the previous fiscal year, new external revenues received, contributions to the general endowment received by June 30th of each year, and accounts receivable by July 31st of each year. The 5-year TOB includes \$208,079 in revenues that were carried forward from year to year. If carry forwards are excluded from the five-year then net operating revenues for FY 2001-2005 were \$1,541,086.

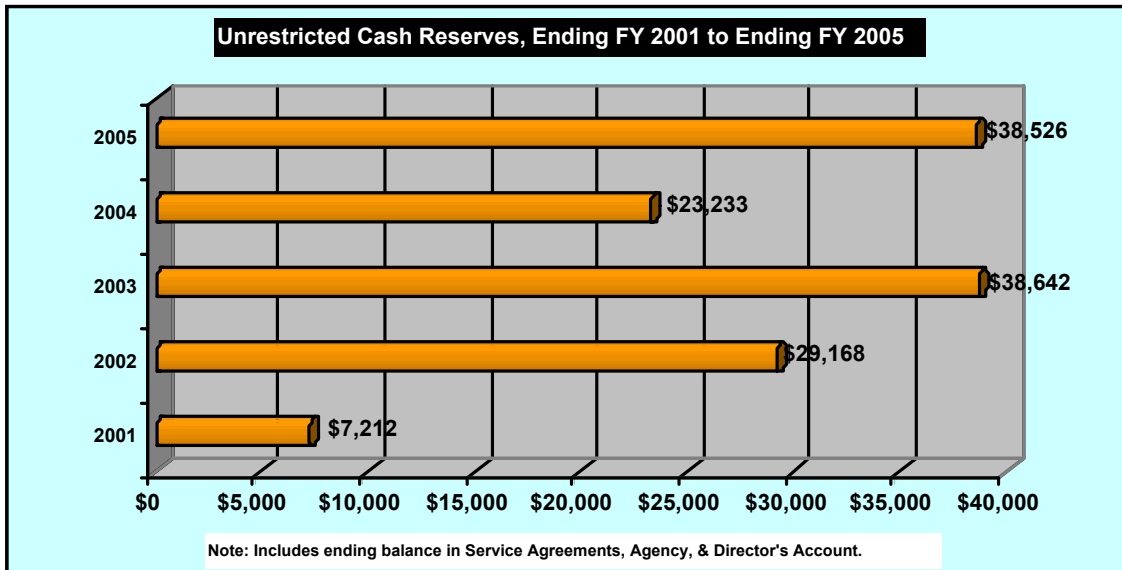
endowment income, and funds from higher education institutions, including other academic units of UMass Dartmouth that contract with the CFPA.

Figure 9



The Center had total (operating) account balances of \$63,649.90 on June 30, 2005, which includes encumbered and unencumbered funds on continuing research projects, as well as \$38,526.34 in unrestricted cash reserves.⁴

Figure 10

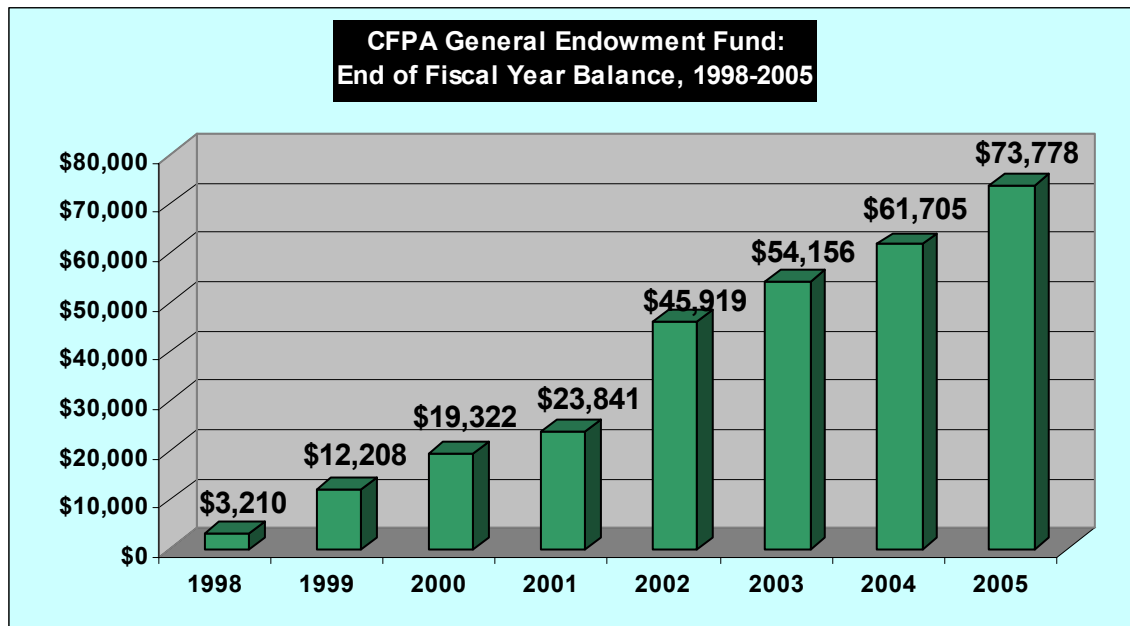


⁴ The unrestricted cash reserves consist of current balances in the Service Agreements Account and Director's Account minus/plus any year end operating deficit/surplus (effective June 30th) in the Agency Account that will be covered from cash reserves.

2.32 Endowment Funds

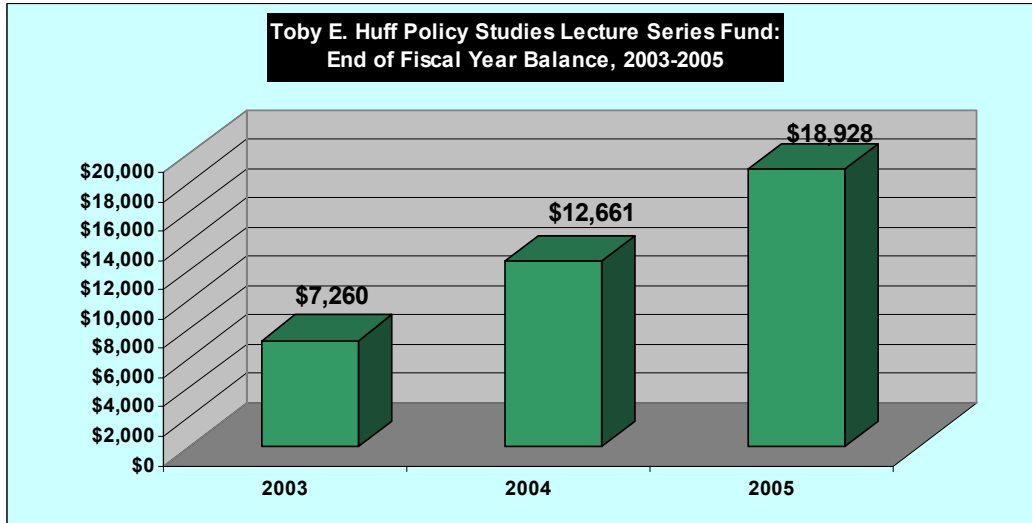
The Center for Policy Analysis established a General Endowment Fund (GEF) in 1998 that is held in trust by the University of Massachusetts Dartmouth Foundation. The purpose of the GEF is “to assist the Center for Policy Analysis in meeting its annual operating expenses, including the purchase of capital equipment and other capital items deemed essential or important, by the Executive Board of the Center for Policy Analysis.” The General Endowment Fund balance was \$73,777.90 on June 30, 2005 (see Figure 11).

Figure 11



The Toby E. Huff Policy Studies 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 Center for Policy Analysis Executive Board voted to name its Annual Policy Studies Lecture Series after Dr. Toby E. Huff, Chancellor Professor of Sociology, who was a member of the UMD Sociology Department for 32 years (1972-2003) and a founding member of the Department of Policy Studies (2003-2005). The CFPA contributed \$6,688.65 to the Huff Policy Studies Lecture Series Endowment, which had a balance of \$18,928.00 on June 30, 2005 (see Figure 12).

Figure 12



The Policy Studies 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 CFPA Policy Studies Scholarship Fund had a balance of \$1,545.00 on June 30, 2005.

The Center’s three endowments are funded almost exclusively with surplus revenues generated by the Center for Policy Analysis through research services agreements with its external clients. The endowments also receive small amounts from publication sales, individual donations, and investment income. In FY 2002, the CFPA established a goal of contributing 10 percent of its total annual expenditures to its combined endowment funds. In FY 2005, the CFPA’s endowment contributions were equivalent to 8 percent of its total expenditures, compared to 5 percent in FY 2004, 12 percent in FY 2003, and 8 percent in FY 2002.

2.33 Expenditures by Category

The Center for Policy Analysis had total expenditures of \$1,448,623 from FY 2001 thru FY 2005 (see Figure 13). More than three-quarters (78%) of the Center’s expenditures were the salaries and wages of the executive staff, additional compensation to UMD faculty who work on research projects, consultant fees, operational services fees, and hourly wages for graduate and undergraduate research assistants, and telephone interviewers for survey research. An individual receiving compensation from the Center for Policy Analysis must make a substantial contribution to the research and final report of a specific research service agreement or public service project. The CFPA’s remaining expenditures are research- and conference-related travel (6%), the purchase of research materials (including equipment) (6%), administrative expenses (6%), contributions to the Center’s two endowment funds (6%), and the campus overhead assessment (1%) for general debt repayment (see Figure 14).

Figure 13

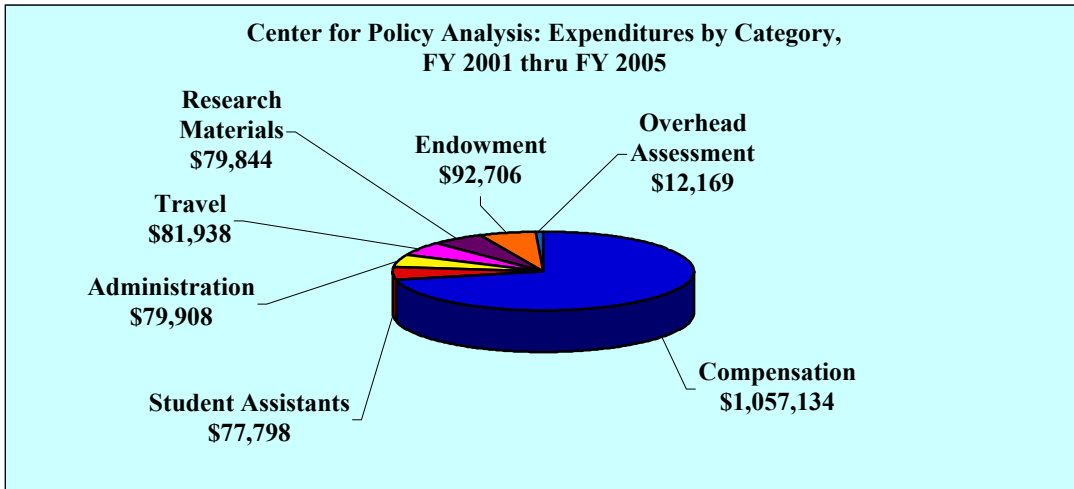
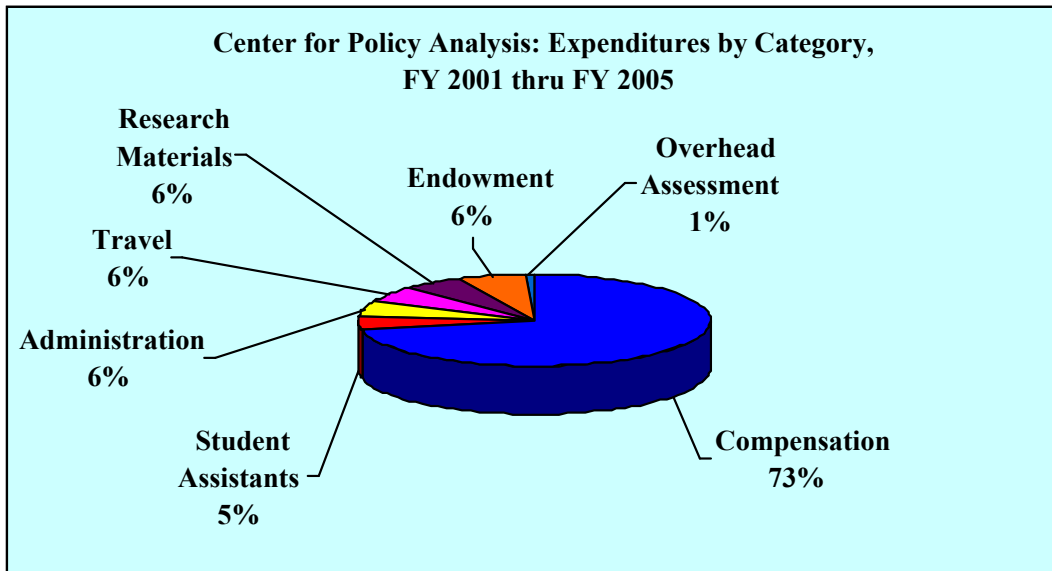


Figure 14



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3.00 CONCLUSIONS & RECOMMENDATIONS

The five-year review process for academic institutes and centers concludes with a recommendation from the Chancellor to the President (1) to continue the Institute or Center for another five years; (2) recommend modification and restructuring of the Institute or Center, or (3) terminate the Institute or Center without further review or appeal. The Five-Year Review Team convened its final meeting on May 23, 2006 and agreed to recommend continuation of the Center for Policy Analysis for another five years.

The Review Team was impressed by all the accomplishments of the Center for Policy Analysis, especially during the last five years. The letters of support from the community clearly indicate that the CFPA has been a great asset to the Region, and its clients from both the public and private sectors have been pleased with the work done for them.

The Center's *Self Study* has indicated the need for some changes, and the Review Team concurs:

1. The CFPA should be reorganized in order to : (a) create the position of Assistant Director, reporting to the Director, who would take on such duties as day-to-day supervision of student research assistants, payroll and personnel reporting and related duties as set out in the *Self-Study*; (b) create another position of Associate Director, also reporting to the Director, who would be groomed to take over the Directorship when needed;
2. Major efforts should be made by the Administration to recruit and train an Associate Director who can assume leadership of the CFPA when the current Director is ready to step down;
3. The position of Director of the CFPA should be separate from the Chair of the Policy Studies Program;
4. Efforts should continue to involve more Faculty from other departments in the work of the CFPA, while additional efforts should be put into promoting the joint work of the CFPA and the Policy Studies Department while training students for a Master's Degree;
5. The CFPA should develop a Long Range Strategic Plan and the Administration should support and assist the CFPA in developing such a plan by funding a Strategic Plan Retreat for the Faculty and Staff of the Center, as soon as possible;
6. The Administration should assist the CFPA in upgrading its facilities as indicated in the *Self-Study*, and in the future should fully acknowledge the Center's needs for additional space and facilities;

7. The Review Team was undecided about the issue of expanding the CFPA's activities beyond the local region, at the same that it recognizes the state-wide service and emerging national reputation of the Center;

8. The Review Team encourages the faculty and staff of the CFPA to continue undertaking those intellectual exercises that result in peer-reviewed national publications;