

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

**MINUTES OF THE MEETING OF THE
COMMITTEE OF THE WHOLE**

Tuesday, May 24, 2005; 4:00 p.m.

Library Reading Room

University of Massachusetts

285 Old Westport Road

North Dartmouth, Massachusetts

Trustees Present: Chair Karam (arrived late); Vice Chair White; Trustees Armstrong, Austin, DiBiaggio, Moseley, Murphy, Pearl, Pham and Sheridan

Trustees Absent: Trustees Boyle, Cassel, Dubilo, Fey, Kennedy, King, Labrecque, McCarthy, James Mahoney, Robert Mahoney, O'Shea and Rainey

University Administration: General Counsel O'Malley; Associate Vice President Harrington; Vice Presidents Gray, Julian and Lenhardt; Chancellors Lombardi, Motley, Hogan and Lazare; Mr. O'Riordan, Budget Director

Faculty Representatives: Professors May and O'Connor, UMASS Amherst; Professor Tirrell, UMASS Boston; Professor Leclair, UMASS Dartmouth; Professor Carter, UMASS Lowell

Vice Chair White convened the meeting at 4:15 p.m. and announced the passing of Chancellor MacCormack's father last night.

Vice Chair White introduced the Discussion Item, the **Performance Measurement System – Academic Indicators**. Vice President Lenhardt reported that this is the University's eighth Annual Report on Indicators to the Board. He thanked Steve O'Riordan, University Budget Director and Shu-Ling Chen, Director of Institutional Research for their work on the presentation.

Vice President Lenhardt provided an overview of the Performance Measurement System. The report provides Trustees, Legislators, and state-level policy makers with information by which they can assess the University as compared with similar institutions and its own past performance. In 1995, the Audit Committee and the Committee on Administration and Finance worked to develop a series of indicators that would give a precise picture of the University's financial condition. In 1996, the state Legislature adopted Performance Measurement Requirements in the areas of Academic Quality, Student Success and Satisfaction, Access and Affordability, Service to the Commonwealth, and Financial Health. Presentations on the various indicators were made at the Committee on Administration and Finance and the Committee on Academic and Student Affairs.

Committee of the Whole
May 24, 2005

Vice President Lenhardt indicated that Associate Vice President Harrington would also report on the indicators.

Vice President Lenhardt then summarized the important aspects of the Report on Annual Indicators. The University is involved in a number of reviews: assessment of all the academic offerings; student evaluations; faculty review; annual performance reviews of faculty; individual program accreditation; internal and external audit reviews; broad academic quality assessment development program review; NEASC (New England Association of Accreditation) accreditation; the National Study of Student Engagement; alumni survey; and performance measurement system annual review report.

Associate Vice President Harrington then reported on the indicators related to Academic Quality, Student Success and Satisfaction and Service to the Commonwealth.

The Academic Quality of incoming students across the University's system remains strong. Academic quality is a mixture of SAT scores and/or high school GPA, which tells how well the University is doing with its incoming freshmen.

UMASS undergraduate enrollment includes 21% of students of color compared with 19% of the state's population of high school graduates and 14% of those high school graduates who intend to enroll in a four-year college or university. Relative to undergraduate students of color the 21% enrollment rate has remained relatively stable for the past five years. While the percentage of undergraduates remains stable, enrollment of students of color is increasing across the system.

Online course enrollment is a measure of the Service to the Commonwealth as well as a degree of access for students. We continue to grow in Online course enrollments. UMASS offers 45 degree and certificate programs through UMASS Online and the rate of growth in enrollment increased from academic year 2002-2003 to academic year 2003-2004 by 30%.

Vice President Lenhardt then reported on indicators related to the University's Financial Health. Research Expenditures is an important indicator for the University and we are showing an upward trend in it. Research expenditure has increased from \$230 million in fiscal year 2000 to \$350 million in fiscal year 2004. Another increase is projected for the current fiscal year.

The University's private funds raised increased to \$75 million in fiscal year 2001. Despite a drop in funds raised from 2001 to 2003 which reflects the downturn in the economy, the University's private fundraising is beginning to increase again.

The University's license income is generated from its intellectual property. License income for the University totaled \$26 million in fiscal year 2004. More than 90% of the license income is generated from the Medical School. A Mass Technology Transfer Center has been established

Committee of the Whole
May 24, 2005

under the Economic Stimulus Bill of the Commonwealth. University staff members in the CVIP division are working in collaboration with other private and public universities throughout the state which will help increase the University's reputation, skill set, and ability to stand on the licensing fund activity.

In fiscal year 2004 the University's operating margin exceeded that of many of its peers, while its financial cushion and debt service to operations were both within the range of peer systems.

Associate Vice President Harrington then reported on the indicators related to Access and Affordability. UMASS tuition and fees average 12% of statewide median income, a percent much lower than that for the state's private universities at 42% and other New England public universities at 14%. The vast majority (87%) of UMASS undergraduates are citizens of the Commonwealth. By contrast, only 26% of the undergraduates enrolled in the state's private universities come from Massachusetts. Sixty percent (60%) of Massachusetts residents enrolling in universities within the state as first-time undergraduates attend the University of Massachusetts.

The University of Massachusetts annually awards 14% of baccalaureate and graduate degrees (17% of bachelors degrees, 9% of master's degrees, and 18% of doctoral degrees) in the state. The University's impact at the doctoral level in computer and information sciences, and education is particularly high, as is its impact at the master's level in natural sciences and the bachelor's level in health (which includes nursing). Almost two of three undergraduate alumni and more than half of the graduate alumni of the University live and work in the Commonwealth of Massachusetts.

Vice President Lenhardt then reported that President Wilson has asked Leslie Granese in the President's Office to help with the development of a marketing campaign for the University. Ms. Granese has been in contact with Chair Karam, and will be talking with Chancellors, Trustees, and marketing firms to move forward with this initiative.

Trustee DiBiaggio then indicated his concern with the University's level of endowment. Chair Karam reported that the University is three-quarters through its fundraising year. The Amherst, Dartmouth and Worcester campuses are doing a spectacular job with fundraising efforts. The Boston and Lowell campuses are right behind the other campuses. Chancellor Lombardi reported that the campuses are in the process of building the organizations that are capable of sustaining its long-term growth. The key to success in this effort is to continue the matching programs initiated by the state. Chancellor Hogan reported that the Lowell campus had a late start with its fundraising efforts. The campus had to double its endowment's present enrollment per student to catch up with its peers.

Committee of the Whole
May 24, 2005

Chair Karam then announced that a Committee on Strategic Marketing Initiative has been established. Chair Karam, Trustees Mahoney and Sheridan will serve on the Committee. Chair Karam welcomes other Trustees with an interest to serve on the Committee.

The meeting adjourned at 5:00 p.m.

Zunilka Barrett
Staff Associate