

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE  
COMMITTEE OF THE WHOLE

Tuesday, May 23, 2006; 4:00 p.m.  
Faculty Conference Room  
University of Massachusetts  
Worcester, Massachusetts

**Trustees Present:** Chair Karam; Trustees Armstrong, Austin, Carlin, Cassel, DiBiaggio, Hyppolite, Kennedy, King-Shaw, Longo, Makrez, O'Shea, Rainey and Silver

**Trustees Absent:** Vice Chair White; Trustees Boyle, Dubilo, Louis, McCarthy, Mahoney, Pearl and Sheridan

**University Administration:** President Wilson; Interim General Counsel Bench; Vice Presidents Chmura, Gray, Julian, Lenhardt, Motley and Williams; Associate Vice President Harrington; Chancellors Lombardi, Collins, MacCormack, Hogan and Lazare

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

Chair Karam convened the meeting at 4:28 p.m.

Under the **President's Report**, President Wilson reported that the Committee will hear a discussion about the **Performance Measurement Report and the Role of Indicators in Campus Planning**.

The University Performance Measurement System has been in place for about a decade and serves as a key tool for evaluating how well we are doing as an institution in meeting our strategic priorities which include Access and Affordability; Faculty Renewal; Strengthening Research and Development; Improving the Student Learning Experience; Revitalizing the Infrastructure; Improving Administrative and Information Technology Services; Increasing the Endowment; Developing a Leadership Role in Public Service; and Increasing Diversity and Maintaining a Positive Climate.

President Wilson indicated that Senior Vice President for Academic and Student Affairs and International Relations Marcellette Williams and Treasurer and Vice President for Management and Fiscal Affairs Stephen Lenhardt will provide some background information about the measurements and how they are utilized. The Chancellors will report on how the Performance Measurement System is being used by their administrations and how they are faring in the various categories that are measured.

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Under the **Chair's Report**, Chair Karam thanked Vice Presidents Williams and Lenhardt for today's presentation. The University's performance measurement has improved and increased in a number of areas. At the Development Committee meeting held earlier today it was reported that for the first time in University history the endowment has gone over \$222 million—we recognize that this is an area in which we need to do much more work. Chair Karam thanked Trustee O'Shea for chairing the Development Committee.

Vice President Lenhardt then provided an overview of the Performance Measurement System. Performance Measurement System Reviews have been conducted at the University for nine years. 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 performance. In 1997, the state Legislature adopted Performance Measurement Requirements in a statute for the University and state and community colleges. This year the Strategic Priorities were integrated with the Performance Measurement statutory requirements for Academic Quality, Student Success and Satisfaction, Access and Affordability, Service to the Commonwealth, and Financial Health.

The pyramid of assessment and accountability used by the University involves a number of reviews: course-based assessments and student evaluations of faculty; faculty annual reviews, tenure reviews, and post-tenure reviews; review by one's peers for research and publication purposes; broad academic quality and assessment development program review (AQAD); individual campus accreditation by the New England Association of Schools and Colleges (NEASC); participation in the National Survey of Student Engagement (NSSE); Alumni Surveys are conducted; and internal and external audit reviews.

Vice President Williams briefed the Trustees on the University of Massachusetts 2005-2006 Dashboard of Indicators located at their places. This allows the Trustees to look at-a-glance at the University's performance. She indicated that the University Indicators will be available for viewing at the University's newly designed website.

The Chancellors then reported on how the Performance Measurement System is being used by their administrations and how they are faring in the various categories that are measured.

Chancellor Collins of the Boston campus reported on how performance measurement informs the decision making in improving sponsored research; improving academic quality; improving enrollment; the effect of financial aid on enrollment; and the effect of fundraising on financial aid. He indicated that performance measurement is active at the campus.

Chair Karam congratulated the Chancellors for the outstanding gains in fundraising.

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Chancellor Hogan of the Lowell campus reported on how performance measurement informs the decision making process in the areas of enrollment, financial health, facilities, externally funded research, and fundraising. He indicated that the indicators have been very helpful.

Chancellor Lazare of the Worcester campus reported on how performance measurement influences the decision making of the research enterprise and the education enterprise at the campus. He indicated that having the indicators help with decision making.

Chancellor Lombardi of the Amherst campus reported on how performance measurement influences the decision making in the areas of improving the quality and diversity of the student population, improving enrollment, research, and the financial health of the campus.

Chancellor MacCormack of the Dartmouth campus reported that performance measurement is a complex process. Using the indicators and benchmarks to peer comparisons is about leadership, risk taking, choosing among a number of projects and being able to adapt when it does not turn out as expected. The indicators are helpful and the campuses are always adjusting them.

A request was then made for an update on the student Athletic Center. The Center is in the design phase and has been sent to the preparer for bid. The project is on track to completion.

There was then a brief discussion on the strategy for building the endowment at the campuses.

Chair Karam thanked the Chancellors and Vice Presidents Williams and Lenhardt. He noted that the University of Massachusetts 2005-2006 Dashboard of Indicators is helpful and indicated that the Student Profile should be included in the data.

There being no further business to come before the Committee, the meeting adjourned at 5:50 p.m.

Zunilka Barrett  
Staff Associate