

**UNIVERSITY OF MASSACHUSETTS**

**AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER**

**MINUTES OF THE MEETING OF THE  
BOARD OF TRUSTEES**

**Wednesday, September 19, 2007; 8:30 a.m.  
Board Room – Cumnock Hall  
North Campus – One University Avenue  
University of Massachusetts  
Lowell, Massachusetts**

**Trustees Present:** Chairman Tocco; Vice Chairman Manning; Trustees Beatrice, Boyle, Braceras, Carlin, Collins, DiBiaggio, Endich, Johnston, Karam, King-Shaw, Kulenovic, Lawton, MacAfee, Nath, O’Shea, Pearl, Rego Weathers, Thomas and Thompson

**Trustee Absent:** Osterhaus-Houle, M.D.

**University Administration:** President Wilson; Interim General Counsel Bench; Chancellors Motley, MacCormack, Meehan and Collins; Executive Vice President Julian; Senior Vice President Williams; Vice Presidents Chmura, Gray, Lenhardt; Provost Seymour

**Faculty Representatives:** Professor O’Connor, UMASS Amherst; Professor May, UMASS Amherst; Professor Tirrell, UMASS Boston; Professor Gibbs, UMASS Dartmouth; Professor Carter, UMASS Lowell

Chairman Tocco convened the meeting at 8:40 a.m. and welcomed everyone to the Lowell campus thanking the entire staff in the Chancellor’s office for hosting the Board today and at the dinner the night before.

Chairman Tocco started the business of the day by recognizing the new Trustees that have been appointed by the Governor: Philip Johnson, Henry Thomas, Edward Collins, Kerri Osterhaus-Houle who could not be here today, and James Karam who served previously on the Board. He also indicated that a Trustee was being planned for the near future.

Chairman Tocco turned the meeting over to Chancellor Meehan.

Chancellor Meehan welcomed everyone to the Lowell campus and reported on the site of last night’s dinner, the historic Allen House that is a home on the National Register of Historic Places.

Chancellor Meehan continued his report by discussing the activities he has been involved in since his appointment two and a half months ago. There have been 25 open sessions with various groups including faculty and students addressing some of the concerns that they have at

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this campus. One of the first things to do is to advance a top level audit on the condition of the Lowell campus; this would include a review of the financial condition of the campus that would include the entire organization. Interim Chancellor David McKenzie did an outstanding job of reducing the deficit. The deficit was in many ways a strategic deficit because there was a commitment made to hiring first-rate faculty; the faculty at this University is world-class.

More highlights from Chancellor Meehan's report included:

- the need to generate more revenue to meet the campus' financial needs including the possibility of instituting parking fees, focusing on commercial ventures, fundraising activities and research grants;
- the success of the Hockey Task Force which will allow the hockey program to continue while renegotiating with the City of Lowell that will bring in additional revenue through concessions;
- the Governor's commitment to higher education will help several initiatives including the merging of a new business school with the engineering school.

Chairman Tocco noted the Chancellor's vision for the Lowell campus and the support of the Board.

The Board then heard a **Report from the Student Trustee, UMASS Lowell**. Trustee Anthony Beatrice thanked the Board, the faculty, the staff and the students for the opportunity to share the constructive climate on the Lowell campus. Chancellor Meehan has offered support for the Lowell campus for many years and continues his support by meeting with student groups.

Other highlights included:

- incoming freshmen were invited to attend a four day welcoming session that included a casino night, a hypnotist and many development classes that focused on creating a social learning environment;
- there is excitement surrounding the possibility of new dorms and academic buildings;
- some areas of improvement include the PeopleSoft and Isys system which has not proven to be user friendly; we also need to establish an alumni base for students;
- teacher accountability – one of the biggest concerns is whether or not a teacher can be effective in the classroom.

Trustee Beatrice concluded his report by indicating the excitement surrounding the new era on the Lowell campus which will result in a great year.

The next item was the **Chairman's Report**. Chairman Tocco thanked Trustee Beatrice for his leadership. He recognized President Dana Mohler-Faria from Bridgewater State College and the Governor's Education Advisor. Some of the Chairman's highlights included:

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- the University's capital program is the most robust and aggressive program the University has ever undertaken;
- we are putting together a Strategic Task Force that will work with the Governor and his goals for the University as well as unite the system. We invite the new and current Trustees to join the task force. We have a Trustee Retreat planned for the near future that will help to define our game plan;
- over the last nine months we have been involved in extensive research to help understand the characteristics of the great university systems across the country. We are also working on a western Massachusetts initiative about the role the Amherst campus will play in helping to rebuild the City of Springfield;
- the Amherst Chancellor's Search Committee has been established; we hope to wrap up the search within four to six months and invite the new Trustees to become involved.

Chairman Tocco recognized outgoing Trustees McCarthy, Sheridan and White; he observed that Trustees commit a lot of time and energy to this University and these three individuals have served this University and the Commonwealth with dignity and energy.

The first item on the agenda was **Consideration of Minutes of the Previous Meetings of the Board.**

It was moved, seconded and

**VOTED:** To approve the minutes of the June 21<sup>st</sup> and August 15th, 2007 meetings of the Board.

The next item was the **President's Report.** President Wilson first thanked Chancellor Meehan and Trustee Beatrice for their reports on UMASS Lowell. UMASS Lowell is a campus with many strengths, and an important part of the fabric of this community and the greater Merrimack Valley region. The appointment of Chancellor Meehan is bringing a renewed excitement to the campus.

President Wilson acknowledged the loss of the father of one of our students at UMASS Dartmouth. Firefighter, Paul Cahill, father of Shauna Cahill passed away while in the line of duty. Our thoughts and prayers are with Shauna and her family. He reported that he had received a call from out going Trustee Robert McCarthy and he indicated that Shauna's younger brother is going to be attending UMASS as well.

President Wilson also offered his condolences to the University of Massachusetts community on the passing of a beloved, loyal and inspired UMASS Lowell alum, Paul Sullivan. He came in to many of our lives and was a great friend of the Chancellor.

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The University of Massachusetts benefited greatly from the Trustees whose appointments have expired. Bob Sheridan, Karl White and Bob McCarthy were all dedicated and devoted Trustees who contributed years of service to the University displaying an unwavering commitment to the University and its students. During their years on the Board, Trustees McCarthy, Sheridan, White, had a strong focus on building a University that would fully serve the needs of the students as well as the needs of the Commonwealth. President Wilson welcomed the new Trustees who have been appointed by the Governor: Edward Collins, Philip Johnson, James Karam, Dr. Kerri Osterhaus, and Henry M. Thomas, III and thanked the Governor for his strong support that he has demonstrated for the University.

President Wilson continued his report by noting the record applications across all five campuses. The student data shows that the University is attracting high-caliber students across all academic disciplines. The wise management policies of our endowment stand at an institutional high of 305 million of the fiscal year 2007, and in excess of \$345,000,000 today. Plans and measures are very ambitious as we seek to make UMASS one of the finest universities in the nation. He welcomed Trustees Beatrice, Nath and Thompson, our new student trustees. Students are the lifeblood of our campuses

It is always a pleasure to acknowledge the great work of our Chancellors. This morning we recognize an alumnus of the University of Massachusetts and former Trustee. Public higher education is a passion of Charlie Hoff and is shown by his commitment and passion in his 10 years of service as a Trustee for the University since 1991. His passion for higher education has also been shown by providing scholarships to allow students who may not otherwise be able to attend. To date, Charlie Hoff has committed \$5.5 million to the Hoff Scholarships, providing assistance to more than 1000 students. Today we are announcing that Charlie is extending his commitment to Hoff scholars over the next 10 years. Starting in 2008 the scholarships will assist over 145 UMASS students each year across all five campuses. The Hoff Scholarships will support over 2000 students by the year 2017, with more than \$10 million in scholarships. As a result of his philanthropy the Charles J. Hoff Scholarship Program is the largest donor initiated scholarship program in the history of the University.

President Wilson also acknowledged former Chancellor of UMASS Lowell, Bill Hogan under whom the Hoff Scholarships were initiated. A special thanks is due to former President Bulger and all of the Chancellors and Trustees and Administrators of the past 15 years.

Chancellor Meehan indicated that this is a great day for the University of Massachusetts and a great day for the entire campus. Charlie and his family initiated the scholarship program in 1991, and they quickly expanded to include all undergraduates. In 1998, Charlie expanded to all the campuses. What the scholarship says is that we are one University. It is hoped that Charlie's generosity and commitment is an inspiration to all UMASS graduates whatever campus they graduated from. We thank Charlie for his commitment to the entire system.

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There was a round of applause.

Mr. Hoff addressed the Board: he related that he was the first member in his family to graduate college. He reported on being blessed with a wonderful family and a great life and how he is honored to give back to the University. He thanked President Wilson, Chancellor Meehan, and Chairman Tocco and the Board of Trustees for hosting him this morning. He acknowledged each of the Chancellors, some of whom he's known and worked with for many years. As an active member of the University community for many years he has witnessed a dynamic growth in the University of Massachusetts. He believes strongly in the value of education, especially an education at the University of Massachusetts. The Hoff Scholarship Program was created to help deserving students to receive an excellent education. We will continue to benefit highly motivated students, disadvantaged students, from all walks of life, recent immigrants, minorities, students from low-income families and one parent families, physically challenged students, and those who have learning disabilities. Mr. Hoff noted that he has made a point to meet each and every one of the recipients because it is important for everyone of them to see the real person behind the process. It gives them a role model and helps plant the seed to give back to the community.

Mr. Hoff indicated his pleasure that his fellow alum Marty Meehan was chosen for Chancellor of his alma mater. He will elevate UMASS Lowell both academically and as an innovative and economic leader. His passion for the well-being of the University, the city of Lowell, and the entire region is inspiring as is his ambitious plan to construct a state-of-the-art technology Center and become the hub of future economic developments. The scholarship recipients from the Lowell campus will benefit from Chancellor Meehan's leadership. The success Charlie has been able to enjoy is directly attributed to the education he received from the Lowell campus. The education gave him the tools to place down the path for success and he offered his hope that his contribution will inspire others to do the same.

On behalf of the Board, Chairman Tocco thanked Mr. Hoff for his leadership and asked for a motion to approve the following Resolution:

It was moved, seconded and

**VOTED:** **WHEREAS**, Charles (Charlie) J. Hoff, who served as Trustee of the University of Massachusetts from 1993 to 2002 serving as Chairman of the Development Committee, a member of the Committee on Administration and Finance, the Executive Committee and the Ad Hoc Committee on Personnel and Diversity; and

**WHEREAS**, Charles J. Hoff served as an executive member of the University of Massachusetts Foundation Board of Directors;

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**WHEREAS**, Charles J. Hoff has been a guest lecturer in business at the University of Massachusetts Lowell;

**WHEREAS**, Charles J. Hoff graduated from the former Lowell Technological Institute (now the University of Massachusetts Lowell);

**WHEREAS**, Charles J. Hoff is the benefactor of the Charles J. Hoff Scholarship Program at the University of Massachusetts which annually provides scholarship support for up to 145 worthy students enrolled at all five of the University's campuses;

**WHEREAS**, Charles J. Hoff has announced his intention to continue support of this program through the year 2017 and to establish an endowment fund to provide support to Hoff Scholars in perpetuity.

**BE IT RESOLVED**, that the Board of Trustees of the University of Massachusetts, in a meeting assembled this nineteenth day of September, 2007 does hereby express its profound and lasting gratitude to Charlie Hoff, and;

**BE IT FURTHER RESOLVED**, that this Board expresses its sincere admiration for and gratitude to Charlie Hoff and his family for their contributions to the University and to the people of the Commonwealth. (Doc. T07-087)

There was another round of applause as the Agreement was signed.

The next item was the **Report of the Governance Committee**. Trustee Manning, Chairman of the Committee first thanked the members of the Committee: Trustees Lawton, Pearl, Carlin and Endich. The Committee met several times over the summer and canvassed everyone that was a Committee Chair or Vice Chair to ascertain their interest in continuing in that role. The Committee also contacted the Board members about their perception of how people were doing. The conclusion is that many of the existing or sitting Chairs and Vice Chairs will remain in their current roles. The Committee structures work extraordinarily well and everyone is spending an enormous amount of time to make the Committees work well. There are now five new Trustees and it is Trustee Manning's intention to reach out to all of them to see what their interests are in terms of working on the Committees.

The Committee has left several Chair and Vice Chair positions open in anticipation of the new Trustees wanting to get involved in various aspects of the University. This does evolve and change depending on people's commitment levels, so on behalf of the Governance Committee Trustee Manning welcomed the new Trustees here; the Committee is very excited to learn more about what your interests are.

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Trustee Manning then proposed that the existing Chairman Stephen Tocco continue as Chairman of the Board; Vice Chairman will be Robert Manning, Chairman of Academic and Student Affairs will be Ruben King Shaw, Vice Chairman of that Committee will be John DiBiaggio, Chairman of Administration and Finance will be William O'Shea, Vice Chairman vacant. Chairman of the Audit Committee Vacant, Vice Chairman Lawrence Boyle, Chairman of University Advancement Richard Lawton, Vice Chairman vacant, Chairman of Science Technology and Research Janet Pearl, Vice Chairman vacant, Chairman of Athletics Committee Matthew Carlin, Vice Chairman Ken McAfee, Chairman of the Governance Committee Robert Manning, Vice Chairman vacant, Chairman of the Compensation Committee John DiBiaggio, Vice Chairman vacant, Secretary to the Board of Trustees Barbara DeVico, and Assistant Secretary to the Board of Trustees Zunilka Barrett.

Trustee Manning then asked Chairman Tocco to entertain a Motion:

To confirm and approve the Officers and Committee Chairs of the Board of Trustees set forth in Doc. T07-079, all to serve until the next annual meeting of the Board.  
(Doc. T07-079)

Chairman Tocco called for a motion for discussion; the Motion was moved and seconded to have a discussion.

Trustee Thomas asked to Move that the Board suspend the motion in light of the fact of the newly appointed Trustees. He indicated that he would like to have some time to become a little bit more informed before moving into this kind of decision. He asked to move that we suspend the vote.

Trustee Manning responded that the Governance Committee has canvassed the existing members of the Board and gotten a sense of what their position is on this slate. It is important that this is an evolving structure, and that any five Trustees can call a special meeting for a re-vote on any position as well as voting at the appointed Board meetings. We will take the time for the new Trustees to learn everyone's role here and what their capabilities are. In the spirit of advancing the University, which has been pretty tumultuous in the past year, we should move forward today as the Board is prepared to vote on this slate. It is in the best interest of the organization of the University to move forward. We clearly want to hear all the input from any Trustee in terms of the future of the University but we believe that this vote should occur today.

Trustee Johnston asked to second Trustee Thomas' motion; the newest members of the Board were contacted 48 hours ago by the Governor's office and asked to serve on this Board. There are five new members on the Board appointed by the Governor; we have new leadership in the Commonwealth and it is very important that the process being followed here be very transparent; It seem reasonable that the existing members of the Board support a motion to delay this vote for

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a month or two so the new members can get their feet wet and understand the personalities a little bit better to position ourselves going forward.

Trustee Manning responded that we should vote the slate today, but that the Board would have the opportunity to call a special Board meeting or have a different slate at another Board meeting in the future. It takes a while to get your arms around the system and everything that is happening here at the University. Except for James Karam, it will take time for the new Trustees to get a sense of what happens at the Committees and how the University is run. What the new Trustees have to say is very important but at this time we should move forward with the slate today.

Trustee Thompson also stated her belief that we should delay the vote. Having spoken with her constituents, it is her understanding that there is a lack of trust within the Board of Trustees leadership and there is a lack of trust from a student's perspective of clarity and transparency on the Board. It is crucial to take a step back and take the time voting in the new leadership, especially with the new appointees. Trustee Thompson concurred with the new members of the Board to think about delaying the vote.

Trustee Carlin stated that he and his fellow Trustees are proud of their roles in terms of transparency and trust issues. He was a member of the Governance Committee meeting Chaired by Trustee Manning and indicated that the Committee spent a lot of time specifically on leadership positions in the Board of Trustees. Trustee Carlin also stated his willingness to give up his position on the Amherst Search Committee to a new member of the Board.

Chairman Tocco indicated that there are two motions on the table: one to vote on the slate and the other one to delay the vote.

Trustee Lawton spoke of the dedication and the public service of the Trustees on this Board. The Committee Chairs are deeply committed to the University and it would be in the interest of the University to vote a slate so that these people can continue the good work that they have been doing.

Trustee DiBiaggio offered a compromise position: there is no reason to not table this indefinitely until the next meeting of the Board. The current officers would stay in place until that period of time. The Board members just learned about the new Trustees last night; this is a motion Trustee DiBiaggio would support. Trustee Thomas accepted this as an amendment to his motion.

Trustee King Shaw spoke of the amount of time and effort these Trustees have put into the role of Chairman and Vice Chairman and he urged the Board to vote the slate today. If Trustees want to remove any one of us at the next meeting or two weeks from now, even five people can call a meeting and impose a new slate or remove people from it.



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Trustee Kulenovic indicated that this is his second term as a Trustee and it is always a little bit tumultuous when a large number of new Trustees are appointed. The Chairs seemed to be the same people that were in these positions last year, so the question is a little academic – if we tabled the motion or if we approve the slate for the next month or two, the same people will be in these positions. If certain Trustees do want a change in the slate, rather than go through another process of calling a special meeting, it might be a much more open process and a regular and expected process for the University and the community if we were to table this motion until the next meeting of the Board. Both the Chairs and all the people on this list will continue their positions until such time when we have had more opportunity to discuss this.

Trustee Manning understood that it was Trustee DiBiaggio's amendment to the motion that has been approved; we need to vote on the amendment to wait for the next meeting to vote on the new Slate of Officers and Committee Chairs and Vice Chairs.

Chairman Tocco then asked for a vote on the following motion:

To table the motion to confirm and approve the Officers and Committee Chairs of the Board of Trustees set forth in Doc. T07-079, all to serve until the next annual meeting of the Board.

By a show of hands, the vote was in the negative.

Chairman Tocco then asked for motion to approve the original motion.

It was moved, seconded and

**VOTED:** To confirm and approve the Officers and Committee Chairs of the Board of Trustees set forth in Doc. T07-079, all to serve until the next annual meeting of the Board.

Trustees Collins, Johnston, Karam, Nath, Pearl, Thomas and Thompson abstained.

Chairman Tocco thanked the Board of Trustees, and indicated that he would be reaching out to all the new Trustees to work on a program and a plan that makes sense for everybody. He indicated his honor to serve and will serve at the pleasure of the Board. The process includes the Governor appointing the Trustees and the Trustees then elect the Chairman. He holds this office with pride and commitment and is willing to work with everybody to bring the University together.

The next item on the agenda was the **Report of the Committee on Academic and Student Affairs**. Trustee King-Shaw, Chairman of the Committee reported that the Committee had met

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on August 29. There was one action item, two discussion items and three items for Executive Session, including Tenure Decisions and Discussion of the Honorary Degree Policy.

The one action item was the **Appointment to Named Professorships, University of Massachusetts Amherst and Boston.** Provost Seymour presented the qualifications for Dr. George Huber as the Armstrong Professional Development Professor and Dr. John McCarthy as a Distinguished Professor. Provost Fonteyn presented Dr. Edward Tronick as a Distinguished Professor.

It was moved, seconded and

**VOTED:** To concur with the President in the appointment of Dr. George Huber as the Armstrong Professional Development Professor at the University of Massachusetts Amherst.

And further,

To concur with the President in the appointment of Dr. John McCarthy as a Distinguished Professor at the University of Massachusetts Amherst.

And further,

To concur with the President in the appointment of Dr. Edward Z. Tronick as a Distinguished Professor at the University of Massachusetts Boston. (T07-061)

Trustee King-Shaw reported that David Gray, Vice President for Information Technology and CEO of UMassOnline, presented an update on UMassOnline. He began with a review of the structure and mission of UMassOnline. He outlined the specifics of the UMassOnline Brand and reported in the growth in enrollments, program revenues, programs, and demographics of enrolled students. He defined the new frontiers for UMassOnline as blended learning, international emphasis, and undergraduate degree acceleration.

Ensuring the quality of the UMassOnline offerings and brand was discussed. Vice President Gray indicated that UMassOnline is embedded in the accreditation and program review processes of the campuses; quality is ensured by maintaining faculty control of the courses and programs offered. When asked what was known about the students who choose to enroll in UMassOnline, Vice President Gray responded that typically, the programs are appealing to young working professionals who want the flexibility and convenience of online education. Currently, enrollments are about 2/3 in the undergraduate degree area and 1/3 in the graduate area.

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The second discussion item focused on examples of activities in which the campuses engage to ensure a focus on diversity and positive climate. Vice President Williams stressed that the examples would give just a suggestion of the multitude of activities on each campus. The discussion began with a presentation by Karen O'Connor, Director of the Center for University School Partnerships at UMass Dartmouth, who presented three examples of ways in which UMD works with local schools and districts to ensure that students are well prepared to enter college. She provided information on the "Democratizing access to math" project of the Kaput Center; Upward Bound; and three programs which target support and professional development for teachers entering the profession.

Danna Peterson, Clinical Professor of Anesthesiology and Pediatrics, Assistant Dean of Student Affairs/Diversity and Minority Affairs, UMASS Worcester, presented a specific initiative focused on increasing the number of faculty of color at the Medical School. She pointed out that a diverse faculty was critical in both recruitment and retention of medical students and also had an impact on the quality of care given to diverse patients.

Kathleen Teehan, Vice Chancellor for Enrollment Management and Marketing, UMASS Boston, began by stating that many people assume that UMass Boston does not have to work hard at enrolling a diverse population. She stated that the campus does put much effort into ensuring that the diverse population continues, and emphasized a need to reach out to first generation students who might not have knowledge and information regarding college admissions. She stressed that the campus uses a variety of strategies, including a diverse staff and a personalized approach to admissions. Two specific programs developed by the campus include the Parent and Family night and Leadership programs.

Provost Pierson presented several initiatives in place at the Lowell campus to ensure a diverse population: College Prep and Young Scholars programs at Lawrence High School; working with Lawrence teachers in the Educational Administration program; New Horizons at Lowell High School; TEAMS academy; Goler Program to recruit, mentor and support minority students; Boston summer camp on Long Island; Design Camp and a collaboration with Middlesex Community College. He also noted that there is an ongoing focus on increasing diversity among the faculty.

The presentation concluded with information provided by Provost Seymour regarding efforts to recruit a diverse faculty at UMass Amherst. In the past five years, the new hires have included 41% women and 27% minority. For academic year 2006-2007, new hires included 54% women and 42% minorities. She noted that it takes a coordinated approach on the campus to produce these results. The Amherst 250 plan and the Campus Diversity plan are critical elements in setting the direction for the hiring. Increased emphasis has been given to looking at the way in which the search begins, with the formation of the Search Committee, as a way to ensure that the results will be those desired.

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The Committee's recommendation with regard to **Award of Tenure, UMASS Amherst; Appointments with Tenure, UMASS Amherst, UMASS Boston; and Transfer of Tenure, UMASS Boston** will be taken up in Executive Session.

The next item was the **Report of the Committee on Administration and Finance**. The Administration and Finance Committee met on September 5<sup>th</sup>. Trustee O'Shea, Chairman of the Committee thanked Vice Chairman White for Chairing the meeting in his absence although he did participate by phone.

President Wilson had introduced State Administration and Finance Secretary Kirwan and Assistant Secretary Gonzalez. Their presence was most welcome and they spoke very positively about their work with the University and the support of the Governor for the University of Massachusetts. There were positive updates on the quasi-endowment program, collective bargaining and recent partnership efforts with the State led by President Wilson.

The Committee received a report on the University's sustainability and climate control efforts. This report outlined the activities that are taking place at all our campuses to lower energy consumption and reduce emissions. They range from "green" construction, to recycling to the use of hybrid vehicles.

There was a far-ranging review of the planning, financing and project implementation process of our significant University Capital Program. The Committee was briefed on the various sources of capital funds and their certainty, the State capital process and the steps to final project execution.

The Committee also received the regular update on the UMASS Building Authority's activities. They are proceeding with many large and impressive projects with no serious problems related to any projects. Some \$500 million of project activity is presently going on in the University.

The Committee was presented with the '08 to 12 University Capital Plan. In the last 7 years the University has spent \$1.5 billion on capital and we anticipate spending another \$2 billion in the next few years against a capital need of \$2.9 billion. This level of expenditure is affordable and reflects the University's strong commitment to solving its capital issues. An anticipated three fold increase in State capital support drives much of the planned spending increase. Fifty six percent of our investment will be in repair and restoration activity. After some questions and explanations over the 5% of projects that suffered cost overruns and discussion of favorable interest rates for the University the Committee approved the plan.

The Committee discussed briefly the need to institute parking fines at Dartmouth and Lowell, since they are now instituting parking fees for the first time and need the regulatory underpinning to allow fines to be imposed.

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The first item for action was **Approval of FY2008-2012 University Capital Plan.** Trustee Karam had a question about the status of the parking garage at UMASS Boston.

Chancellor Motley responded that Chancellor Collins and his team had developed a plan that included parking spaces on campus that we didn't know existed. They have been very proactive in their thinking. Chancellor Motley indicated that he planned to present his plan to the Board at the next meeting in December.

President Wilson reported that there are approximately 400 ongoing projects that are not actually included in the plan. Chancellor Motley has taken over where Chancellor Collins left off to implement a very strategic plan for parking which is well underway.

Chairman Tocco asked that the new Trustees receive the full list of capital projects.

It was then moved, seconded and

**VOTED:** Pursuant to Trustee policy T93-122, to approve the following new capital projects:

<b><u>Project Name</u></b>	<b><u>Proj. Type</u></b>	<b><u>Prog. Type</u></b>	<b><u>Total Project Cost Est. Aug - 07</u></b>
<b><u>Amherst Campus</u></b>			
Laboratory Science Building	PR	R	\$100,000,000
Academic Classroom Building	PR	TL	\$85,000,000
New Student Center	NC	SL	\$70,000,000
Lederle GRC Repairs and Renovations	BR	R	\$41,250,000
Dubois Library Repairs	DM	TL	\$31,000,000
Retire Deferred Maintenance	DM	BI	\$30,000,000
Morrill IV Renovations	RV	R	\$25,300,000
Goessmann Addition Renovations	RV	R	\$21,000,000
Fine Arts Center Renovations	DM	TL	\$15,200,000
Morrill I Renovations	RV	R	\$15,000,000
Thompson Repairs and Renovations	BR	TL	\$13,900,000
Morrill III Renovations	RV	TL	\$13,000,000
Machmer Repairs	DM	TL	\$12,600,000
Renovate Hamden Dinning Commons	RV	SL	\$12,000,000
Renovate Fernald Hall	RV	TL	\$11,500,000
Morrill II Renovations	RV	R	\$11,000,000
Chenoweth Repairs and Renovations	DM	R	\$10,600,000
Marcus Repairs	DM	R	\$10,100,000
Tobin Repairs	DM	R	\$8,200,000
Marston Repairs	DM	TL	\$7,750,000

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Renovate French Hall	RV	TL	\$7,500,000
Hasbrouck Lab Addition Renovations	RV	R	\$7,300,000
Morrill II, III, IV Basic MEP Systems Upgrade	DM	BI	\$6,500,000
Goessmann Lab Renovations	RV	R	\$6,000,000
Isenberg School of Management Repairs	DM	TL	\$6,000,000
Campus Site/Landscape Improvements	DM	BI	\$5,500,000
Morrill III Systems Upgrade	DM	TL	\$5,000,000
Renovate Dickinson Hall	RV	TL	\$5,000,000
Morrill IV HVAC	DM	BI	\$5,000,000
Residential sprinkler installations- Gorman, Cance, Pierpont and Moore	CO	SL	\$4,800,000
Paige Lab Repairs	DM	R	\$4,000,000
Renovate Curry Hicks	RV	SL	\$4,000,000
Herter Repairs	DM	TL	\$3,800,000
Arnold Backfill Renovations	RV	TL	\$3,650,000
OIT Back-up Data Center	IT	BI	\$3,500,000
Utilities, Flint Way, Morrill II, Orchard Hill Quad Steamline	DM	BI	\$3,300,000
Campus Utility - Electrical Distribution Upgrade	DM	BI	\$3,300,000
Stockbridge Renovations for PSIS non lab functions	RV	TL	\$3,200,000
Renovate Morrill Library	RV	TL	\$3,000,000
Parking Trailers Replacement	PR	BI	\$3,000,000
Morrill I Ventilation Upgrades	DM	BI	\$2,581,000
West Experiment Station relocation of occupants/mothball	O	R	\$2,500,000
Faculty Club Structural Repairs	DM	BI	\$2,500,000
Hasbrouck Lab Repairs	DM	TL	\$2,300,000
Campus Utility Upgrades - Water and Sewer	DM	BI	\$2,100,000
South College fire safety improvements and related activities	CO	BI	\$2,000,000
Paige Laboratory BL-3 Lab replacement	BR	R	\$1,800,000
Goodell Fire Suppression System	CO	BI	\$1,725,000
Lederle GRC electrical upgrade	DM	R	\$1,695,000
Campus-wide security system	CO	BI	\$1,600,000
Campus Parking Upgrades	DM	BI	\$1,600,000
CLIP Pedestrian Safety Initiatives	O	BI	\$1,500,000
Morrill IV South Roof	DM	BI	\$1,400,000
Boyden Gym - fire alarm, emergency and exit lighting	CO	BI	\$1,300,000
LGRC Cooling Tower	RV	BI	\$1,250,000
Stockbridge Hall, Electrical, Window and Fire Suppression	DM	TL	\$1,155,000
Thompson Hall - Elevator Replacement	PR	BI	\$1,100,000
Fernald Repairs	DM	TL	\$1,100,000
Relocate Band from University Apartments	O	SL	\$1,000,000
<b>UMA Totals</b>			<b>\$669,956,000</b>

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**Boston Campus**

	<u>Proj. Type</u>	<u>Prog. Type</u>	<u>Total Project Cost Est. Aug - 07</u>
Master Plan Phase I: Construct New Academic Building	NC	TL	\$100,000,000
Master Plan Phase I: Construct New Academic Building	NC	TL	\$100,000,000
Master Plan Phase I: Relocate Campus Utility Systems from Substructure	O	BI	\$25,000,000
Master Plan Phase I: Construct 1,000 Vehicle Parking Garage	NC	BI	\$25,000,000
Master Plan Phase II: Create New Plaza at Ground Level	NC	BI	\$25,000,000
Master Plan Phase II: Construct 1,000 Vehicle Parking	NC	BI	\$25,000,000
Substructure: Upper and Lower Level Access/Egress	DM	BI	\$6,600,000
Relocate Greenhouse to Utility Plant Plaza	NC	R	\$6,000,000
Calf Pasture Pumping Station: Feasibility Study on Future Use (Replaces \$21.2 million preservation item)	BR	TL	\$1,000,000
<b>UMB Totals</b>			<b>\$313,600,000</b>

**Dartmouth Campus**

Research Extension Phase II (fit out of first floor of recently completed Research Extension building)	NC	R	\$1,500,000
<b>UMD Totals</b>			<b>\$1,500,000</b>

**Lowell Campus**

	<u>Proj. Type</u>	<u>Prog. Type</u>	<u>Total Project Cost Est. Aug - 07</u>
UML South Academic Building	NC	TL	\$40,000,000
UML South Steam Plant	PR	BI	\$4,500,000
<b>UML Totals</b>			<b>\$44,500,000</b>

**Medical School**

**Worcester Campus**

New Science Facility	NC	R	\$235,000,000
South Street Shrewsbury Renovations	NC	R	\$4,000,000
Stem Cell Phase I, RRG	NC	R	\$2,000,000
<b>UMW Totals</b>			<b>\$241,000,000</b>

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**Total University New Projects**

**\$1,270,556,000**

And further,

To approve the following revised project cost estimates for previously approved capital projects:

<b>Campus Projects</b>	<b>Initial Total Project Cost Estimate</b>	<b>Revised Total Project Cost Estimate as of August 2007</b>
<b>Amherst</b>		
Lederle GRC Exterior Panel Joint Repairs	\$5,200,000	\$7,500,000
Herter Ventilation & Chiller Upgrade	\$3,500,000	\$4,500,000
Tobin Structural Repair	\$1,000,000	\$1,700,000
GRC/Gierasch Renovation	\$750,000	\$950,000
PVTA Transit Garage	\$4,000,000	\$5,400,000
<b>Boston</b>		
Utility Plan: Roof Replacement	\$2,700,000	\$5,075,000
Seawall Restoration	\$2,300,000	\$3,800,000
Surface Parking Lots	\$3,500,000	\$8,711,000
Campus-wide: Campus Master Plan	\$1,000,000	\$1,355,000
<b>Dartmouth</b>		
Repair/Replace Cedar Dell	\$74,000,000	\$22,000,000
Charlton Phase II	\$2,625,000	\$12,000,000
Power Plant Upgrades/MEP	\$2,397,937	\$6,600,000
Basic Infrastructure	\$33,749,284	\$60,000,000
<b>Lowell</b>		
Building Envelopes	\$4,550,000	\$5,500,000
Dugan Hall Renovations	\$2,060,000	\$4,200,000
Institute of Plastics Innovation	\$1,250,000	\$9,000,000
South Dining Hall	\$950,000	\$2,500,000
Durgin Hall Expansion	\$2,875,000	\$5,375,000
Interior Upgrades	\$4,900,000	\$6,000,000
Compliance	\$4,600,000	\$6,000,000
<b>Worcester</b>		
Complete the CHW and Steam Loop	\$3,000,000	\$10,000,000
Renovate Amphitheatres	\$3,000,000	\$2,000,000



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And further,

To approve the FY2008 to FY2012 University Capital Plan as described in Doc. T07-076.

And further,

With respect to any or all of the projects identified in the said University Capital Plan as described in Doc. T07-076, to authorize the President of the University and such other officers of the University as he may designate (the President and each such other officer referred to herein as an “Authorized Officer”), each acting singly, in the name and on behalf of the trustees, the University or the Commonwealth, as appropriate, (a) to effectuate the financing of one or more or all of such projects by such means as such Authorized Officer shall deem advisable, including without limitation by requesting in writing the University of Massachusetts Building Authority, the Massachusetts Health and Educational Facilities Authority, the Massachusetts Development Finance Agency or any other statutorily qualified issuer in the Commonwealth to issue debt therefore, or to request the Worcester City Campus Corporation to effectuate the financing thereof through any such issuer of debt, so long as the estimated total project cost does not exceed the estimated total project cost listed in Doc. T07-076 by more than 20% (exclusive of capitalized interest, debt service reserve funds, cost of issuance of the obligations, costs of bond insurance or other credit enhancement and other cost of the financing), and, (b) in connection with any such financing, to take such actions (including without limitation the execution of the guaranty of the Commonwealth on any obligation guaranteed by the Commonwealth), secure such governmental approvals, execute such agreements (including without limitation contracts for financial assistance, management and services, contracts for management and services or leases or subleases) containing such provisions and provide for such terms and sources of repayment, all as such Authorized Officer shall deem advisable and as may be required or permitted by law, including without limitation St. 1960, c. 773, §\_19A, as amended, and St. 1992, c. 138, §\_15A, as inserted by St. 2000, c. 159, §\_303. (T07-076)

The next item was **Resolution of Authorizing Requests for Initiation by Building Authority of University Projects**. This vote authorizes the Building Authority to carry its duties on behalf of the University.

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It was moved, seconded and

**VOTED:** WHEREAS, the University of Massachusetts Building Authority is a body politic and corporate and a public instrumentality of The Commonwealth of Massachusetts (the “Commonwealth”) created to aid and contribute to the performance of the education and other purposes of the University of Massachusetts (the “University”) by providing dormitories, dining commons and other buildings and structures for the use of the University, its students, staff and their dependents and for lease to or use by an organization or association, in any form, of students or others the activities of which are a part of the activities at the University and subject to regulation by the Board of Trustees of the University (the “Trustees”);

WHEREAS, pursuant to the Building Authority’s enabling act, the Building Authority may issue bonds to finance projects undertaken by the Building Authority at the request of the Trustees, or, with the approval of the Trustees, issue refunding bonds, all of which bonds are secured, in part, by revenues from the Building Authority, the University and the Commonwealth, as authorized by the Trustees on behalf of the University and the Commonwealth;

WHEREAS, in the judgment of the Trustees it is in the best interests of the University, its students, staff and their dependents and said organizations that the Building Authority undertake projects and finance such projects as described below;

WHEREAS, in the judgment of the Trustees it is in the best interest of the University for the Building Authority to refund bonds when market conditions are favorable; and

WHEREAS, the Building Authority’s enabling act authorizes the Trustees, on behalf of the Commonwealth, to provide a Commonwealth guaranty of not to exceed \$200,000,000 outstanding principal amount of Building Authority Bonds;

NOW, THEREFORE,

1. Each of the President and the Vice President for Management and Fiscal Affairs and Treasurer of the University, acting alone, be and each, acting alone, (each, an “Authorized Officer”) hereby is authorized in the name and on behalf of the Trustees to make a written request of the Building Authority that the Building Authority initiate and undertake:

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(a) Any or all of the projects set forth in the University of Massachusetts FY2008 to 2012 University Capital Plan (Trustee Document T07-076); and

(b) Any other construction of or respecting or renovation, repair, remodeling or other work in or upon or respecting any building or structure owned or used by the University or the Building Authority, or the provision, installation, renovation, repair or remodeling of or other work upon or respecting any furnishings, furniture, machinery, equipment or facilities with respect to any such building or structure, all as may be requested of the Building Authority in writing from time to time by an Authorized Officer, the making of any such request being hereby authorized.

2. The projects to be initiated by the Building Authority in accordance with any request authorized to be made in Section 1 of this resolution may in the discretion of the Building Authority be undertaken separately or together for financing purposes.

3. The issuance of refunding bonds by the Building Authority is hereby approved, in such amount and on such terms as shall be approved in writing by an Authorized Officer.

4. Each Authorized Officer hereby is authorized to execute and deliver on behalf of the University and the Commonwealth one or more contracts for financial assistance, management and services with respect to the projects financed or refinanced by the Building Authority and the Building Authority bonds issued in connection therewith, including any refunding bonds. Each such contract may include the Commonwealth guaranty of all or a portion of such bonds, as determined by an Authorized Officer and within the limits prescribed by the Building Authority's enabling act.

5. Each Authorized Officer is hereby authorized to take such other action as deemed necessary or desirable to be done or taken to effectuate the matters hereby authorized, as conclusively evidenced by their doing the things or taking the action hereby authorized. (T07-077)

The next item was **Approval of Parking Violation Fines, UMASS Dartmouth and UMASS Lowell**. Trustee O'Shea reported that the reason for these fines is not to punish anyone but to make sure they follow the regulations.

Trustee Carlin had a question about voting on the penalties but not the fees. Chancellor MacCormack responded that the fines are required by state law to be set by the Trustees and that we need to find more consistency across the five campuses.

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Trustee Carlin asked if the fees apply to faculty Chancellors and staff. Chancellor MacCormack responded that the fees have to be negotiated because it constitutes a change in working conditions. Trustee Carlin would like to see this issue return to the Board.

Trustee Rego Weathers asked if there is a way to delegate this action to the President and the Chancellors.

Chairman Tocco asked Trustee Endich for her feedback on the issues. Trustee Endich responded that students have been getting tickets all along.

It was moved, seconded and

**VOTED:** In accordance with Section 1A (b) of Chapter 75 of the General Laws, to establish and approve the schedule of parking violation fines for the Dartmouth campus as described below.

<u>Dartmouth</u>	
More than 6 ft from curb	\$15
Left wheel to curb	\$15
Angle Parking	\$15
Parking in Crosswalk	\$15
Parking on Sidewalk	\$15
Impeding Traffic	\$15
No permit/Invalid permit	\$15
Bus Stop	\$25
No parking zone	\$25
Restricted parking/spaces	\$15
Loading zone	\$25
Blocking driveway	\$25
Impeding snow removal	\$25
Overnight Parking w/o authorization	\$25
Hydrant/fire lane	\$25
Handicapped	\$50

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And further,

In accordance with Section 1A (b) of Chapter 75 of the General Laws, to establish and approve the schedule of parking violation fines for the Lowell campus as described below.

Lowell

Parking violation:	\$15
Snow emergency parking violation:	\$25
Handicapped parking violations:	\$50

(T07-082)

Trustee Lawton gave the **Report of the Advancement Committee**. The Committee had met on August 29<sup>th</sup>. He thanked former Trustee Charlie Hoff for setting the bar so high in regard to private giving to the University.

His generous gift will continue, in perpetuity, to benefit many future UMASS students and will also challenge others to increase their personal contributions to this great institution. This extraordinary gift is one more signal that the University of Massachusetts continues to advance to another level of philanthropic success.

The Trustees are committed to continue to develop policy initiatives that present opportunities to make the best use of our limited resources, drive increased participation and donations by alumni and friends, and improve perceptions about the University. Whether we are talking about operational changes or participation challenges, we want to aim at what is good for the University for the long-term.

The University's endowment as of June 30 stands at \$305M thanks to the good work of the Trustees in enacting the Quasi-Endowment Policy and the good work of the UMASS Foundation Investment Committee with a year-end performance of 16.01%. Over a 7-year period we are at two and a half times the benchmarks in performance. Today the University's endowment stands at approximately \$344M. Growth looks good, investment performance continues to be strong, and fundraising will continue to increase.

The Online Alumni Community is online and is preparing to go forward this fall at the Boston, Dartmouth, Lowell and Worcester campuses. The Alumni Relations Directors are talking about programs where we could have strategic interactions among the five campuses. We will be in position to share at least the prototype of the portal by the next meeting of the Committee.

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As reported at the last meeting with the Constituent Relationship Management System (CRM), members of the Advancement offices have contributed revisions to the Guidelines on University Advancement Data, which has been submitted to the Trustees Office and to the Trustees. Each campus made significant revisions and contributions. The first level guidelines are up and running. The policy guidelines are complete, the procedural guidelines are in process. We are also in the process of obtaining access to the databases on each campus in order to begin to map data elements in a consistent way and begin the actual migration.

Campus-level positioning statements are being developed for the Integrated Marketing Plan, and we will report on the progress each campus is making at the next Committee meeting. Once those positioning statements are complete we will work on the overall University positioning.

Five full years of top line giving data from the campuses has been gathered and we can look at historic performance on both new gift activity and cash collection. This is the first stage of what will be a deeper analysis that can help to inform where greater activity or additional investment in staff or other programmatic areas might yield increased philanthropic dollars in the long term. Our colleagues at the Medical School are taking the lead on this and our Amherst colleagues are contributing as well to help develop activity reporting standards.

The five campuses raised \$90.4 million dollars in commitments last year and \$75.5 million dollars in cash. The Trustees look forward to hearing some stretch goals for the coming year in dollars, participation, and activity. Chairman Tocco has asked that the Trustees participate in the effort to support fundraising by facilitating visits to corporations and individuals whom they can influence to give. We will be sending out screening materials in the coming weeks and ask all Trustees to participate in this effort.

We are committed to supporting University fundraising in a variety of ways and look forward to working with the President's Office and the campuses in a variety of ways in the coming year.

Chairman Tocco reported that the corporate constituency is one we have a lot of interaction with; we are going to be asking all the Trustees to go to them and ask what they can do for the University. We need to be aggressive in this outreach and I hope we all can work together with this goal.

The next item was the **Report of the Athletics Committee**. Trustee Carlin thanked Trustee Karam who was the past Chairman of this Committee. He thanked the Committee members: Trustees Braceras, Lawton, McAfee and Endich and former Trustee Sheridan for their steady commitment to athletics throughout the system and a special thanks to Chancellor Motley who played an integral role over this past year. Since the last meeting the Committee has had three areas of focus: Lowell hockey, the potential for women's hockey at the Amherst campus and

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elevating football at Amherst to Division IA, which is now referred to as the NCAA Bowl Division Level.

It is interesting to note that these areas have been in the Committee meeting's minutes for years and have not been brought to resolution. At all times we are considering excellence and/or potential for excellence as it relates to women's hockey and programs we don't currently have. We are also keeping a brand and demand front and center at all times.

UMass Lowell Hockey: the Task Force was chaired by former Trustee Sheridan. The results have been very positive thus far and there is a lot of work ahead. The new arrangement has given indication of its potential to earn a lot more money. It was noted how important it was for past Chancellor McKenzie and Athletics Director Dana Skinner who engaged us in a candid conversation. The outcome was terrific and David MacKenzie and Dana Skinner are to be applauded. Chancellor Meehan reminded us of Jonathan Papelbon. We were at a critical juncture and we really needed someone to close the deal, and there is no question that he did that.

The potential for Women's Hockey on the Amherst campus: Trustee Carlin reported that he had asked Jennifer Braceras to Chair the Committee on the same day she was asked to Chair the new search for a Chancellor at Amherst. Trustee Braceras agreed to do it and gave a brief update.

Trustee Braceras reported that there had been an informal meeting to discuss what the Task Force is going to be looking at. Originally the Task Force thought they'd be looking at logistical and feasibility issues, but after further review, it was decided to take a step back and first assess whether or not there is demand for a Division I women's ice hockey team at Amherst, and if so what the potential is for enhancing the UMASS athletic brand.

Trustee Carlin thanked Trustee Braceras and asked Trustee McAfee to comment briefly on the Football Task Force.

Trustee McAfee stated that the objective of the Task Force will be merely a fact-finding and feasibility study of elevation of UMASS football to division 1A status. With the success they've had last year and this year it would elevate and prove that they can compete at the 1A level. This will be an all encompassing Task Force including alumni and faculty members.

Trustee O'Shea had a question about an analysis of the potential impact on other sports programs. Trustee McAfee answered that the Task Force will utilize the knowledge of John McCutcheon and the faculty at UMASS Amherst to help answer those questions.

Trustee Karam indicated that approximately five years ago, former Chancellor John Lombardi and a similar committee did a very extensive study on this issue and that information

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should be taken into consideration. The study showed that resources came far short of what we needed.

Chairman Tocco reported that part of the discussion should include the importance of branding opportunities this could provide for the University. There is powerful data that branding a national Division I program has potential to bring in revenue and we should look at as part of ramping up our donor and alumni giving. At this point this looks like it is worth taking a hard look at. There are benefits beyond the athletic field for the University.

Trustee DiBiaggio made several points: there are definitive studies which show that you don't improve the quality of students with winning teams in football, nor do you generate monies. Virtually all the programs around the country with very few exceptions lose money on football. The harsh reality is that the contributions forthcoming certainly go to athletics and not to the rest of the University. So while there are certain advantages, you have to approach with some caution. There are institutions for instance that did not sponsor major football programs and are very successful, such as basketball at Georgetown and others which have gained the visibility at a far lower cost.

Chairman Tocco agreed that the finances need to be looked at both as exists today and as they could exist. There should be a six-month analysis before we have anything going back to the Athletics Committee and ultimately the Board. Anyone that has an interest in either of these task forces should make it known.

Trustee Carlin wrapped up his Report by noting the excitement surrounding the groundbreaking for the new Recreation Center at the Amherst campus scheduled for November 2<sup>nd</sup>. This much needed Recreation Center will serve all of our students for years to come

It was then moved, seconded and

**VOTED:** To establish a Task Force to review the issue of the establishment of a Women's Ice Hockey Program at UMass Amherst and to report back to the Athletics Committee with their findings. (Doc. T07-083)

It was moved, seconded and

**VOTED:** To establish a Task Force to review the Football Program at UMass Amherst and to report back to the Athletics Committee with their findings. (Doc. T07-084)

Trustee Carlin indicated that there was a motion Trustee Sheridan was going to move on asking the Board of Trustees to go on record to make an issue of the expansion and improvements of the recreation/fitness center on the Dartmouth campus and to make that a high priority.



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Chancellor McCormack indicated that the Dartmouth campus does not have a plan for a new recreation center. The fitness center is on the capital plan list, and she asked the Trustees to table discussion. We need a much more in-depth look at this before we make any kind of decisions.

Trustee Braceras reported that the idea behind the resolution was not to dictate where the priorities should be in terms of capital planning, but to send a message as far as the athletic priorities; the members of the Athletics Committee felt that should be a top priority on campus and the reason is because that is what we've been hearing from the students. The Committee wanted to make it clear that we share their priority.

Trustee Endich reported from a student's perspective - in terms of the gym it is always busy. You go in between two to six and it's packed and it is relatively full for the rest of the day. Unless you want to get up at seven o'clock in the morning it is packed until 11 p.m.

Chancellor McCormack responded that it is because it is also being used as the training facility for the teams. We need to have a different facility for the teams in order to free up the fitness center. A study is underway to take a look at how we maximize initiatives in our capital plan. We have put aside \$5 million and this is a priority.

Chairman Tocco responded that there will be a thoughtful approach to the students' concerns and will balance that against all the other challenges in campus. There will be a discussion at the Athletics Committee meeting next week; therefore the Board will table the motion.

Trustee Carlin concluded his report by urging the Trustees, the administrators, faculty and students to get out and support the athletic teams. It means the world to the student athletes.

The next item was the **Report of the Audit Committee**. The Audit Committee met on September 5<sup>th</sup>. Trustee Boyle, Vice Chairman of the Committee reported that the Committee heard a briefing on all current University audit activities, both internal and external, and the completed internal audit reports.

The Committee heard a report from Mr. Harrison, Director of Internal Audit, summarizing the audit-related activity in process throughout the University System. Mr. Harrison briefed the Committee on the status of the current audits under way internally, those reviews contracted with outside CPA firms, and the status of current projects by the Office of the State Auditor and Federal audit agencies. He also introduced us to members of the Internal Audit staff, Ms. Christine Galica and Mr. Lance Watkins.

The Committee heard a briefing on some informational items - one being a report dealing with a surprise cash count at the Medical School Campus Bursar's office. The purpose of this unannounced audit was to confirm the cash on hand, determine what the Office is accountable

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for, and make any useful observations on the overall office control environment. The visit met with full cooperation, and rounded out surprise cash internal audits at all five campuses. He provided the Committee with an informational brochure published by the Institute of Internal Auditors, describing the internal audit profession and its place in our business governance.

The Committee was briefed on the process needed this year in order to allow the Office of the State Comptroller to receive the University's Draft Financial Statements by October 15<sup>th</sup>. The actual full discussion and acceptance of our Annual Statements will be at the November Audit Committee meeting.

Mr. Harrison went over the provided Quarterly Summary Listing of all the system-wide activity. This concise summary denoted a number of items closed since the last reporting period, including three action items for Committee acceptance.

Of note was the departments' completion of a Request for Bid process that resulted in a pool of approved Internal Audit Service firms with very competitive hourly rates good for work at all University locations for a term of three years. This provides a readily available source of audit firms if resources or subject dictate the need to co-source internal audit work.

For system-wide external audit requirements, Mr. Harrison reported that he has CPA firms under contract for all fiscal year 2007 needs, and that in addition to the Annual Financial Report, the Federal A-133 Audit, the State Financial Aid Audit, and the University Management Letter will be presented at the November Committee meeting with PricewaterhouseCoopers.

Mr. Harrison noted that the Amherst and Boston Campus had worked diligently to close out a number of Federal and State Agency audit inquiries; and that lengthy, detailed, State Auditor's Office reviews at Dartmouth and Boston were on a path of closure. When any of these external agency reviews result in a written report, the Committee and the President will receive copies.

A number of new projects are in the works due to the leadership changes at the campuses. The first Transition Review was just completed for UMass Lowell; fieldwork for the Amherst Campus Transitional Review starts this month. Planning for similar transitional reviews, which primarily focus on expenditure compliance and seek participation of campus executives in top-level control environment interviews, are being planned for the Boston and Medical School campuses. Chancellor Meehan noted that he was using the review report as one form of reference assistance in his campus committee discussions with faculty and department chairs.

Internal Audit will also initiate a compliance review of the President's Office and is working on organizing reviews of Cash Handling Locations for all five campuses.

A follow-up status was asked regarding the Treasurer's Office cash reconciliation process control changes and the Committee was briefed that the department, in conjunction with the

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University Controllers Office, now does a full monthly reconciliation and has a plan in place to satisfy the annual external audit.

The first item for action was the **Internal Audit of Time and Labor Reporting Practices at the Dartmouth Campus**. There was a selected sample of departments based on campus management discussions as to high risk factors such as minimal vacation usage, significant overtime, and a history of prior payroll audit findings. Recommendations included comments related to the use of a standard timesheet, conducting post-payroll accuracy reviews, segregation of duties, and consideration of PeopleSoft functionality in the next software upgrade. All observations were fully discussed with the campus management and detailed action plan responses were included in the final report.

The next item for action was the **Time & Labor Reporting Review at the Medical School Campus**. An evaluation of practices at eight sampled departments resulted in findings of good overall practices and brief observations which were adequately responded to by campus management. Mr. Harrison commented that the audit staff received cooperation, especially from the Campus Controller and the Human Resource System Support Manager.

Trustee Boyle had initiated a brief discussion on the subject of the University's unused vacation and sick leave accruals, and questioned whether a more standardized procedure could be used system-wide for basic timesheets and time reporting practices. An explanation of the existing caps on earned time accruals was provided by Deputy Chancellor Stanton and Vice President Lenhardt with further details to be provided at a future meeting. As regards standardization of certain practices and implementation options for additional PeopleSoft features during the next software upgrade, Chancellor MacCormack suggested that all Chancellors would be open to recommendations of their Vice Chancellors for Administration and Finance.

The next item was the **Follow-up Review of Procard Administration** to determine the status of audit recommendations made in the calendar year 2003 audits of all five campuses and the President's Office purchase credit card programs, known as "Procard". The results were exceptionally positive, with 84 of the original 88 distinct audit comments addressed fully; and the report Appendix provides a good reference guide for the campus Procard Administrators. The Procard Program began as a pilot in 1996 on the Amherst Campus and has grown to include over 4,000 cardholders with a spenditure of over \$40 million.

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It was moved, seconded and

**VOTED:** To accept the following Audit reports:

1. Internal Audit Report on Time and Labor Reporting, UMASS Dartmouth (Doc. T07-059)
2. Internal Audit Report on Time and Labor Reporting, UMASS Worcester (Doc. T07-060)
3. Follow-up Review of Procard Administration (Doc. T07-068)

Trustee Pearl then gave the **Report of the Committee on Science, Technology and Research**. The Committee had met on August 29 and it was a very positive and productive session. The Committee focused on a number of topics that had been stimulated by the Committee over the past year. It is exciting to see the progress being made and the strategic positioning that the University is achieving in key areas such as life sciences and clean energy.

The Committee heard from President Wilson who highlighted three important areas of progress in science and technology at UMASS in recent months:

- the University just completed its most successful year ever in technology commercialization, generating over \$41M in revenue; while most of this revenue was generated by the Medical School, every campus reported increases in invention disclosures, patent applications and patents issued during the last year.

- the University was involved in two of the Commonwealth's recent science and technology successes; the wind energy center at Amherst was the lead academic institution in the state's successful bid for a \$20M wind energy testing facility ... and Dartmouth, Boston and Amherst were among the academic partners with the Woods Hole-led \$110M Ocean Observation Initiative.

- the Life Sciences Center Board awarded its first grant, and it was made to the Donahue Institute to study the talent needs of the life sciences industry; this is just the first of many investments in UMASS by the life science center.

The Committee had heard an update on the Life Sciences Initiative. Interim Chancellor and Senior Vice President Collins updated the Committee on the University's work regarding the Governor's Life Sciences Initiative; he and Vice President Chmura and their staff have been visiting all five campuses to explore ways in which the campuses might best collaborate in the

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life sciences and position the University best to compete for funds from the new Life Sciences Initiative.

The Medical School is farthest along in its planning for life sciences investments; Chancellor Collins and his team have done extensive work to determine what it would take to develop the proposed stem cell bank (about \$15M); they have also developed a concept of an international stem cell registry to be housed at UMASS (about \$1.5M); these proposals are now under review by state officials.

Chancellor Collins made it clear that the campus does not seek to simply house a stem cell bank and registry; he outlined a comprehensive plan for an advanced therapeutics cluster at UMASS Worcester that would potentially include \$250M of state and University investments to develop stem cell science, RNAi and gene therapy at the Worcester campus.

The President and Chancellors will be meeting later this month to begin crafting an overall vision and collaborative strategy for pursuing life science opportunities for the University. There will be an update in November.

Trustee Pearl reported on the Clean Energy Update. Vice Provost Kostecki had updated the Committee on the work of the System-wide Clean Energy Working Group. They have completed an inventory of activities across the campuses and are in the process of developing a white paper suggesting ways to position the University as a leader in clean energy.

Energy and Environmental Affairs Secretary Ian Bowles met with the group and expressed a strong interest in forging a partnership with UMASS on clean energy; steps are now being taken to formalize such an agreement; the group is also working with the organizers of a new state-wide clean energy council to ensure close ties to industry.

Associate Vice President Brancato updated the Committee on a series of steps being taken to improve University linkages with industry and Vice Presidents Chmura and Williams reported on the \$1.5M of investments that President Wilson has made in 13 campus projects in science and technology and the creative economy.

Trustee O'Shea led an important discussion at the end of the meeting about the Committee's need to focus not only on these exciting initiatives but on the larger strategy and focus for each of our campuses and the University as a whole. We need to do a better job of tracking our performance and positioning in science, technology and research.

The five campus Chief Research Officers will join the Committee at a future meeting to discuss strategy and begin to review data from the National Science Foundation and other sources to track our performance.

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President Wilson addressed the stem cell proposal that was prepared by the joint committee. It is intended to involve all the campuses and a key part of that was to band together the research in the stem cell areas with UMASS Amherst and the Medical School. The concept is to process these things as cross-campus activities that have singular leadership.

The next item was the **Department of Defense**. This is a routine vote since the Board's membership has changed since the last meeting.

It was moved, seconded and

**VOTED**: WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Chairman of the Board, the President, the Secretary, and the designated Facility Security Officer meet the personnel clearance requirements established for a contractor's facility clearance; and

WHEREAS, said Department of Defense Regulations permit the exclusion from the personnel clearance requirements of certain members of the Board of Trustees and other officers, provided that this action is recorded in the minutes.

NOW, THEREFORE, BE IT DECLARED that the Chairman of the Board, the President, the Secretary and the designated Facility Security Officer at the present time do possess, or will be processed for, the required security clearance; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Chairman of the Board, the President, the Secretary or the designated Facility Security Officer, such individual shall immediately make application for the required security clearance; and

BE IT RESOLVED FURTHER that the following members of the Board of Trustees and other officers shall not have, and can be effectively excluded from access to all classified information in the possession of the corporation and do not occupy positions that would enable them to affect adversely policies or practices in the performance of classified contracts for the Department of Defense or the User Agencies of its Industrial Security Program:

<b><u>NAME</u></b>	<b><u>TITLE</u></b>
Anthony Beatrice	Trustee
Lawrence F. Boyle	Trustee
Jennifer C. Braceras	Trustee
Matthew E. Carlin	Trustee
Edward W. Collins, Jr.	Trustee
John A. DiBiaggio	Trustee

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Tamara Endich	Trustee
Philip W. Johnston	Trustee
James J. Karam	Trustee
Ruben J. King-Shaw, Jr.	Trustee
Aleksandar Kulenovic	Trustee
Richard J. Lawton	Trustee
Kenneth A. MacAfee, II	Trustee
Robert J. Manning	Trustee
Bharath Nath	Trustee
William T. O'Shea	Trustee
Kerri Osterhaus-Houle	Trustee
Janet D. Pearl	Trustee
Alda Rego-Weathers	Trustee
Ruth Thompson	Trustee

(T07-057, as amended)

The next item was **Tuition and Fee Waiver**. Chairman Tocco reported that this issue was mentioned earlier and involves the Cahill family. Former Trustee, Robert McCarthy had asked the Board to consider this motion. The State waives tuition for family members of fallen fighter fighters but tuition is only a small part of the cost of education and a large piece of that is in the fees. Shauna Cahill is currently a student at UMASS Dartmouth and Chancellor MacCormack and her team would like to relieve some of the stress and the financial pressure that family is now under. Shauna's brother is potentially a candidate to attend UMass Dartmouth as well. The motion would waive in addition to tuition and fees for the children of firefighter Cahill. It is a small token of our appreciation for what they are dealing with and what their father gave up.

The motion is moved and seconded.

A discussion ensued about a policy in place for the families of fallen firefighters. Trustees Carlin and King-Shaw had questions about other firefighter families down the line and wanted to make sure we are not doing something we wouldn't do again and haven't done before.

Chairman Tocco suggested we vote for the waiver and in the future will do some further research and come up with a more straightforward proposal in the November meeting that may deal with other lines of service in the Commonwealth such as families of policemen and women.

Chancellor MacCormack indicated that she had spoken with the family and they are very grateful to the University.

Trustee Boyle had a question about returning veterans from Iraq.

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It was the consensus of the Board that this issue would return to the Board for further review but the current motion would move forward.

It was then

**VOTED:** To waive the tuition and fees for Shauna Cahill and the other children of fallen firefighter Paul Cahill, while attending the University of Massachusetts Dartmouth with the full support of Chancellor Jean MacCormack. (Doc. T07-086)

Chairman Tocco then announced the Board would enter **Executive Session** to consider an **Award of Tenure, UMASS Amherst; Appointments with Tenure, UMASS Amherst, UMASS Boston; and Transfer of Tenure, UMASS Boston.** The Board would also discuss the Honorary Degree Policy.

The Board will not reconvene in Open Session. The Secretary will call the Roll; Trustees are requested to state yes or no.

It was moved, seconded and

**VOTED:** To enter Executive Session to consider an **Award of Tenure, UMASS Amherst; Appointments with Tenure, UMASS Amherst, UMASS Boston; and Transfer of Tenure, UMASS Boston** and to discuss the Honorary Degree Policy.

Chairman Tocco voted for the motion as did Vice Chairman Manning, Trustees Boyle, Braceras, Collins, DiBiaggio, Johnston, Karam, Lawton, MacAfee, Nath, O'Shea, Pearl, Rego Weathers, Thomas and Thompson. The time was 11:10 a.m.

Barbara F. DeVico  
Secretary to the Board of Trustees