

UNIVERSITY OF MASSACHUSETTS
AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

**MINUTES OF THE MEETING OF THE
COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS**

Tuesday, November 20, 2007; 12:00 noon
Amherst Room
225 Franklin Street – 33rd Floor
Boston, Massachusetts

Committee Members Present: Chair King-Shaw; Vice Chair DiBiaggio; Trustees Beatrice, Braceras, Carlin, Endich, Kulenovic, Nath, Pearl and Thompson (via conference call); Chair Tocco; Vice Chair Manning

Committee Members Absent: Boyle and Osterhaus-Houle

University Administration: President Wilson; General Counsel Bench; Executive Vice President Julian; Senior Vice President Williams; Vice Presidents Chmura, Connolly, Gray, Lenhardt and Smith; Chancellors Motley, MacCormack and Collins; Associate Chancellor Moloney; Provosts Seymour, Fonteyn, Garro and Pierson; Vice Chancellor Ockene; Associate Vice President Harrington

Faculty Representatives: Professor May, UMASS Amherst; Professor Keisler, UMASS Boston; Ms. Gibbs, Librarian, UMASS Dartmouth

Chair King-Shaw convened the meeting at 12:08 p.m. and welcomed the newest member of the Committee: Kerri Osterhaus-Houle (who was not present).

Chair King-Shaw then asked for a motion to **Consider the Minutes of the Prior Meeting of the Committee.** Trustee Carlin asked for a clarification of the minutes on page 6, third paragraph, last line. This line only refers to the Medical School. Senior Vice President Williams explained the reference to Trustee Carlin's satisfaction.

It was moved, seconded and

VOTED: To approve the minutes of the August 29, 2007 meeting of the Committee.

The next item was the **President's Report.** President Wilson reported on a few of the campus initiatives that forward the agenda of the University Trustee Priorities:

- Enhance the Student Learning Experience
- Strengthen the University's Research Enterprise
- Develop a Leadership Role in Public Service

Committee on Academic and Student Affairs
November 20, 2007

- Increase the Endowment
 - Position the University in the Higher Education Marketplace
1. The UMMS Simulation Center has been awarded an Academic Technology Grant from the University of Massachusetts Information Technology Council for its project, “A Multidisciplinary Simulator-Based Approach for Teaching and Learning Central Venous Catheter Insertion.” The project focuses on three aspects of a simulation experience to build students’ clinical competence: education, training and performance assessment. Technologies include an on-line module, Varian simulation technology and hands-on simulation experience. The project incorporates multidisciplinary teaching and learning experiences into clinical practice early in the curriculum of both the medical and nursing schools; these experiences bring an understanding of knowledge, skills and clinical roles for physicians and nurses, as well as teamwork in patient management.
 2. **Assistive Technology Program Takes on ALS Patient Housing**
This year, UMass Lowell electrical engineering students will be working with the Chelsea Jewish Nursing Home Foundation to design a specialized facility for patients with Lou Gehrig’s disease, referred to as ALS (for amyotrophic lateral sclerosis). The foundation plans to build 10 state-of-the-art rooms equipped with technology specially designed for individuals of all. UML students, participating in the College of Engineering’s capstone Assistive Technology Program, will create the ALS home’s cutting-edge technology, such as general automation systems and eye movement-controlled computers. This is believed to be the first-of-its kind facility. In the Assistive Technology Program, senior electrical engineering students work with individual disabled clients to modify and adapt technology to help them accomplish specific tasks, live more independently and improve their quality of life.
 3. Massachusetts Secretary of Health and Human Services Dr. Judy Ann Bigby and 18 members of her staff took part in a team building workshop at University of Massachusetts Boston’s John W. McCormack Graduate School of Policy Studies on Tuesday, July 31st, and Wednesday, August 1st. Activities were led by McCormack School Dean, Steve Crosby, who served in both the Cellucci and Swift administrations, and Mary Skelton Roberts of the Massachusetts Office of Dispute Resolution (MODR). The workshop was the second in a series which began in March, when the McCormack School hosted 85 high-level staffers in the administration of Governor Deval Patrick. Both workshops included individual and group activities as well as group discussions, all aimed at giving participants a better sense of the processes and goals of the organization in which they work, with the aim of creating a more efficient and effective operation.
 4. At UMass Dartmouth, driven by the Claire T. Carney Library campaign, the campus completed one of its most successful private fundraising years. The campus raised \$6.8 million in gifts and pledges in FY07 against a goal of \$6 million. For historical perspective, this exceeded FY05 fundraising by \$2.1 million and FY03 by \$4.5 million.

**Committee on Academic and Student Affairs
November 20, 2007**

In FY07, the number of large donors (those committing to \$10,000 or more) was 29, compared to 15 in FY05 and FY03. The library campaign has been successful to date, raising \$5.6 million in the first 11 months of the 18-month campaign with a goal of \$6 million.

5. On the Amherst campus, Professor Thomas Russell, Polymer Science & Engineering, and Professor Narayanan Menon, Physics, led a research team that has developed a method of calculating the elasticity of a thin film by analyzing the wrinkles that form when a force is applied to the film. The work has implications in fields from biomedicine to microelectronics and was published in the August 3 issue of *Science*.

President Wilson indicated that the strength and excellence of the initiatives are derived from the contributions of multiple and diverse parts of the campus communities and the renewal of the faculty on each of the campuses. It continues to be a process that elevates the overall quality of the faculty, strengthens the research enterprise, and enhances student learning experiences while also focusing on diversity and positive climate.

Details on these and more on the progress of the campuses in meeting the University Trustee Priorities appear in this quarter's Chancellors' Reports to the Board of Trustees; President Wilson urged everyone to read the full campus reports, categorized by priority for your convenience.

The next item was the **Senior Vice President's Report** including information about the Informational Items. There are two items on Assessment and Accountability Measures – PMYR and AQAD. Last year we invited a panel of Deans to discuss these two processes. PMYR serves to protect investment in tenured faculty which begins with the hiring process. Of 102 reviewed, 101 are satisfactory. A rating of satisfactory does not mean no areas for improvement but that all parties are in agreement.

Regarding the preliminary enrollment information – Application numbers continue to climb and quality strengthens. University admission policy is to mirror the percent of minority high school graduates intending to enter 4 year institution. The last information item regards the China institute – the University has a China strategy. The institute will maximize the impact the University can have with the China strategy. President Wilson has been invited to be a member of Governor Patrick's official delegation on a trade mission to China.

Chair Tocco had a quick point on the UMASS Boston Strategic plan - it is a great plan. He noted the passion and energy on campus as unparalleled. He then noted that the enrollment information showed a decline in minority students attending the University and wondered if this was a trend.

Senior Vice President Williams noted that these are preliminary numbers and that campuses are looking at the data carefully to examine trends.

Committee on Academic and Student Affairs
November 20, 2007

Vice Chair DiBiaggio noted that the yield rate is lower at Amherst than the other campuses. These students have a higher profile; students have more choices therefore are not as well yielded

Chair King-Shaw indicated that the acceptance rate has gone down at Amherst - standards are getting higher and yield lower; are we fundamentally changing the nature of student population on campus? Is the yield rate different for students of color? These figures will also be provided as soon as the data are finalized, as we provided them for the 2006 Fall Enrollment.

Chair King-Shaw noted that the Dartmouth campus acceptance rate is going down and the yield rate going up. Does that mean you are doing something right? Chancellor MacCormack responded that it is a mix of elements contributing to this trend. Chair King-Shaw then asked about Lowell - was there a strategic reason for changing the acceptance rate? It looks like the standards have gotten less stringent. Associate Chancellor Moloney responded that this is primarily due to increasing numbers in Health Sciences and we are currently working on admission strategies.

Vice Chair DiBiaggio asked if we are losing students and do we know why?

Trustee Carlin had a comment to make about PMYR - more work needs to be done to make tenure more meaningful. He wondered if there is any student involvement in PMYR? Senior Vice President Williams responded only to the extent that student evaluations are used in the review.

Trustee Carlin had several more issues about PMYR: 1) he would like more student input into the process; 2) he is not clear with respect to the timing of a review if a person receives a promotion. Would it be 13 years before the next review? 3) Retirement – they are given 3 years if a faculty member is not “getting it done”; we just have to accept it? Senior Vice President Williams responded that we do have annual reviews. Lastly, only one needed improvement? Trustee Carlin reported that he has seen figures that suggest our tenure rate is 90% - the average is closer to 60%. Senior Vice President Williams responded that she was not sure where those numbers were coming from; our figures indicate 69% of faculty received tenure.

Chair King-Shaw reported that he has heard Trustee Carlin talk about PMYR needing improvement and suggests that our standards need improvement. Senior Vice President Williams clarified again that “no improvement needed” did not mean that there were not areas for improvement. The contract language at Dartmouth leads to this interpretation that “no improvement” is needed.

Trustee Carlin reiterated that he wants to make tenure more meaningful. Chair Tocco reported that he and Trustee Carlin have talked about this issue. We need to have a meeting on tenure in depth. No matter how we deal with it, people don't feel comfortable. Senior Vice President Williams noted that she has been providing this discussion every year.

Committee on Academic and Student Affairs
November 20, 2007

Vice Chair DiBiaggio noted that tenure came about because of administrators who dismissed faculty for disagreeing. Harvard is not a good institution to compare regarding tenure - UMASS has a differing philosophy. Very few negative reviews may mean that the process of tenure is effective.

Chair King-Shaw introduced the item for action, **Appointments to Named Professorships, UMASS Boston, and UMASS Worcester.** Provost Fonteyn presented the qualifications for Dr. D.V.G.L.N. Rao as a Distinguished Professor on the Boston campus. Vice Chancellor Ockene presented the qualifications for Alan Rosmarin as the Gladys Smith Martin Endowed Chair for Oncology Research on the Worcester campus.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To concur with the President in the appointment of Dr. D.V.G.L.N. Rao as a Distinguished Professor at the University of Massachusetts Boston.

And further,

To concur with the President in the appointment of Alan Rosmarin to the Gladys Smith Martin Endowed Chair for Oncology Research at the University of Massachusetts Worcester. (Doc. T07-088)

Chair King-Shaw then moved to the **Discussion Item: UMASS Boston Strategic Plan.** Chancellor Motley's Report addressed the planning for the academic and student life needs of the campus including infrastructure requirements.

Chancellor Motley first acknowledged other colleagues who contributed to the Plan. Some of the highlights included:

- Campus community planning long range for academic, student life and infrastructure;
- Goal is to build urban University of the 21st century;
- Current vision, Sustain faculty, meet student needs, Sustain innovative curriculum.

Chair King-Shaw noted that the first slide does not contain word "urban". Chancellor Motley responded that "urban" is all over the vision and plan. Chair King-Shaw noted that its absence raises a question.

- Planning Process Fall 2006 Task Force established. 4 goals with 16 recommendations; Accepted 4 goals and 7 recommendations;
- 4 strategic goals Connect to trustee priorities;

Committee on Academic and Student Affairs
November 20, 2007

- Goal 1 - increase student access and success;
- Goal 2 – attract, develop and sustain highly effective faculty;
- Goal 3 - create a physical environment that supports teaching, learning, and research;
- Goal 4 - Enhance campus-community engagement through improved operational structures.

Vice Chair DiBiaggio noted that these goals will require resources; where will those come from? Chancellor Motley responded that a variety of places including state, operating funds, borrowing, revenues and fund-raising and indicated that the next steps include an implementation plan by Senior Leadership.

Trustee Braceras indicated that she had read all of the materials and did not question the specifics of the plan but the big picture questions about the planning process. What is the role of Trustees in the Strategic planning process? We have the legislative authority to set the mission of the University and the campuses. At this time we are not being asked to vote and asked if this will come back to the Board for action? How is the Boston plan linked to other campuses? Trustee priorities are not the same as a strategic plan. We need at some point to look at everybody's plans and how they fit together.

Chancellor Motley responded that he will share all the information with the President for him to determine if a vote is needed.

President Wilson indicated that we do need to engage the Board in strategic plans, and how strategic plans become strategic actions. We will have new Chancellors who will be ready to engage this process. When a campus is developing a plan, there is a conversation with the President and others to see how it fits priorities, etc. Next we need to work at resources to implement the plan. Once we have specific action items for resources, we will need to take votes.

Trustee Braceras responded that she is concerned that the Board is always asked to vote on details without an overall context. Chair King-Shaw suggested we schedule a workshop or meeting to discuss only this item and asked Vice Chair Manning to discuss this with Chair Tocco. Vice Chair Manning agreed that each campus needs to have an individual vision and plan tied into larger visions plan and that President Wilson should lead the discussion.

Trustee Kulenovic agreed that we do need to have a Retreat to recognize the ground up procedure of campus plans. Chair King-Shaw indicated that there is a link between academic building and recruitment and retaining of new faculty is critical. Boston is one of the great cities of the world - how do you execute a plan that capitalizes on the city?

Before moving to Executive Session, Chair King-Shaw called on Chancellor MacCormack, who introduced new Vice Chancellor for Student Affairs Jean Kim.

**Committee on Academic and Student Affairs
November 20, 2007**

Chair King-Shaw announced that the Committee would enter into **Executive Session** to consider **Awards of Tenure, UMASS Worcester, Appointments with Tenure, UMASS Dartmouth, Lowell and Worcester, Transfer of Tenure, UMASS Dartmouth** and **Honorary Degrees, UMASS Amherst, Boston, Dartmouth, Lowell, Worcester.**

The Committee will not reconvene in Open Session, and the Secretary will call the Roll.

It was moved, seconded and

VOTED: To enter into **Executive Session** for the purpose of considering **Awards of Tenure, UMASS Worcester, Appointments with Tenure, UMASS Dartmouth, Lowell and Worcester, Transfer of Tenure, UMASS Dartmouth** and **Honorary Degrees, UMASS Amherst, Boston, Dartmouth, Lowell, Worcester**

Chair King-Shaw voted for the motion as did Vice Chair DiBiaggio and Trustees Braceras, Nath, Pearl and Vice Chair Manning.

The time was 1:35 p.m.

Barbara F. DeVico
Secretary to the Board of Trustees