

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

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

**Thursday, June 12, 2008
O'Leary Library
61 Wilder Street – South Campus
University of Massachusetts
Lowell, Massachusetts**

Trustees Present: Chairman Manning; Vice Chairs Karam and King-Shaw; Trustees Beatrice, Boyle, Carlin, Collins, DiBiaggio, Endich, Johnston, Kulenovic, Lawton, MacAfee, Nath, O'Shea, Osterhaus-Houle, Pearl, Thomas and Tocco

Trustees Absent: Trustees Braceras and Rego

University Administration: President Wilson; General Counsel Bench; Chancellors Cole, Motley, MacCormack, Meehan and Collins; Executive Vice President Julian; Senior Vice President Williams; Vice Presidents Chmura, Connolly, Lenhardt and Smith; Associate Vice President Harrington; Mr. MacKenzie, Executive Director, Building Authority; Mr. Harrison, Director of Auditing

Faculty Representatives: Professors O'Connor and May, UMass Amherst; Professor Tirrell; UMass Boston; Ms. Gibbs, Librarian, UMass Dartmouth; Professor Carter, UMass Lowell

Guests: Representative Kevin Murphy; Mr. Page, President, Massachusetts Society of Professors, UMass Amherst, Mr. Goodkind, President, PSU/MTA/NEA, UMass Boston; Ms. Lynde, President, Faculty Union, UMass Boston; Mr. Kangsen, recent graduate, UMass Boston; Mr. Serozinsky, Vice President, Student Veterans Organization, UMass Lowell

Chairman Manning convened the meeting at 8:30 a.m. and thanked Chancellor Meehan and his staff for hosting the Trustees at dinner last night.

Under the **Chair's Report**, Chairman Manning commended the University, the President's Office and all of the Administration for how it has navigated through the recent turmoil in the financial market. David MacKenzie of the Building Authority and his team have done a wonderful job managing billions of dollars of the University's capital and ensuring that our interest rates and how we have financed them have been adequately reserved for and appropriately priced for the future. The Investment Committee for the Foundation has produced excellent returns in what has been a very tricky environment. The Treasurer's department led by Vice President Lenhardt has kept our cash out of situations that could have been a problem for the University.

**Board of Trustees
June 12, 2008**

There have been ethical issues in the student loan arena, and Congress is looking at this and trying to find ways to create access for student loans and financing. The University's processes and procedures are properly in place, and the people at each of the campuses that implement the financial aid packages do it in a responsible manner. This means that our students are more likely to have loans in the coming year than other institutions. Chairman Manning indicated that he is proud of the people working at the University and this is a great test in testament of how the University has gone through a very tricky period and has held things together.

As Chancellor Meehan pointed out at dinner last night, applications are skyrocketing across all of the campuses. The challenging economic environment means demand is going to rise at the University, so this Board's imperative of rebuilding and expanding our infrastructure to take on new students and to grow enrollment is really one of our core missions. Because we have our financial health in order, we are in great position to move forward.

Chairman Manning then announced a minor change in the agenda. After the Open Session, the Board will break for Executive Session to discuss Tenure, as well as the Robert Mugabe honorary degree. After Executive Session the Board will return to Open Session for a vote on the degree and will then adjourn the meeting.

Chairman Manning then announced the Governance Committee membership for the upcoming year: James J. Karam, Chair, Philip W. Johnston, Vice Chair, Trustees Carlin, Lawton and Pearl. The Committee will meet over the summer to address the Committee structure in the upcoming year and will submit its report to the Board at the September Board meeting.

Chairman Manning then asked for the **Approval of the Minutes of the Previous Meetings of the Board.**

It was moved, seconded and

VOTED: To approve the minutes of the March 19, 2008 and May 5, 2008 meetings of the Board.

Chairman Manning then asked for the **Student Trustee Report.** Trustee Beatrice reported on the recent improvements made on the Lowell campus. The changes that have happened on campus this past year have been staggering and Chancellor Meehan has done much as far as bringing campus spirit. Trustee Beatrice thanked everyone at the Lowell campus who made a difference in his education, in particular Professor Tom Costello, the Advancement Office and the Financial Aid Office for the opportunity to talk about the scholarship process. He is pleased with his experience at UMass Lowell and noted that there is no education like a UMass education. He also thanked the Board for allowing him to serve as Trustee.

**Board of Trustees
June 12, 2008**

Chairman Manning recognized and thanked the out-going Student Trustees, Anthony Beatrice and Bharath Nath from the Worcester campus. Ruth Thompson from the Amherst could not be here today. A gift card was distributed to a round of applause.

Chairman Manning then thanked Chancellor Cole and expressed appreciation on behalf of the Board for his service to the University. Chancellor Cole took on a situation that was challenging and steadied the institution, setting it up for what is likely and probable to be the greatest chapter in Amherst future as we move forward. He then read a **Resolution** in honor of out-going Chancellor Thomas Cole and thanked him for his leadership over the past year.

It was moved, seconded and

VOTED: WHEREAS, Dr. Thomas W. Cole, Jr. answered the call of the President and the Board of Trustees to serve as interim Chancellor of the University of Massachusetts Amherst, effective September, 2007; and

WHEREAS, prior to assuming leadership of the Amherst campus, Dr. Cole was President Emeritus of Clark Atlanta University, has served as Chancellor of the West Virginia Board of Regents, President of West Virginia State College and President and CEO of Great Schools Atlanta; and

WHEREAS, Dr. Cole has served as Provost and Vice President for Academic Affairs, Chair of the Chemistry Department and Fuller E. Callaway Professor of Chemistry at Atlanta University. He also held visiting professorships at the Massachusetts Institute of Technology and the University of Illinois at Champaign-Urbana; and

WHEREAS, Dr. Cole is a nationally respected leader and educator and at the time of his appointment, was called the right leader at the right moment for UMass Amherst; and

WHEREAS, Dr. Cole guided the University's flagship campus over the past year with wisdom and the highest level of skill and dedication;

BE IT RESOLVED, that the Board of Trustees of the University of Massachusetts does hereby express not only its sincere and lasting gratitude but also the thanks of faculty, staff, and students for the contributions Dr. Thomas W. Cole has made to the betterment of this institution, and;

BE IT FURTHER RESOLVED, the Board of Trustees of the University of Massachusetts, in a meeting assembled this twelfth day of June, two thousand and eight, does hereby express on behalf of the entire University its sincere gratitude

Board of Trustees
June 12, 2008

to Dr. Thomas W. Cole, Jr. for the outstanding contribution he has made to the Amherst campus community and to the University.

The next item was the **President's Report**. President Wilson echoed Chairman Manning's sentiments expressing the University's sincere gratitude and appreciation to Chancellor Cole; he has been a steady, dedicated and successful leader for the Amherst campus. In addition to his rapport with students he also initiated the tradition of celebrating UMass Amherst's Founders Day. President Wilson presented Chancellor Cole with a Gift Card and his thanks and hope that Dr. Cole will maintain his connection to the University of Massachusetts.

Chancellor Cole thanked the Board, President Wilson, and Senior Vice President Williams to a round of applause. He also thanked the extraordinary and gifted faculty, students and staff on the Amherst campus. This has been a great opportunity and a great year. The UMass system is a very special place with extraordinary talented people and is certainly more respected beyond the Commonwealth. What you do monthly to see that the work of the University continues to move forward is exactly what is required to make it the kind of university which we all can continue to take pride in.

President Wilson continued his report and thanked Chancellor Meehan and his staff for the warm welcome including last night's dinner in the Allen House. Chancellor Meehan has built a superb leadership team which includes new Provost Ahmed Abdelal and has reinvigorated advancement and fundraising.

President Wilson reported on the work of the financial managers managing the University's financial condition; the success of this year's Commencements graduating more than 11,000 students; and the hard work and support for the Life Sciences Legislation.

President Wilson addressed the issue of the 1986 Honorary Degree awarded to Robert Mugabe and the task of seeking input of this issue with our Amherst colleagues. In the two decades that have passed since the honorary degree was awarded, Robert Mugabe has pursued policies and taken actions that are contrary to the values and beliefs of the University of Massachusetts. Last year the Board took the action to rebuke Robert Mugabe for his actions; since that time fresh reports of oppression have surfaced which has led to a situation where it is appropriate to revoke the honor the University bestowed two decades ago.

President Wilson also reported on the status of labor relations – most of the current contracts will expire at the end of this month and we are currently at the negotiating table with the union leaders. The University values the great contribution that faculty, staff and our entire employees make and are committed to working with the union leadership to build on the progress we have achieved.

**Board of Trustees
June 12, 2008**

President Wilson reviewed today's agenda items and updated the Board on the Medical School Chancellor's Search which has held two meetings. He acknowledged Trustee Johnston as Chair and Trustees Pearl, Karam, Osterhaus-Houle and Nath as members.

We look forward to Dr. Holub joining the University on August 1; Trustees Thomas and Collins recently hosted a breakfast with Dr. Holub and community leaders which was a huge success.

President Wilson concluded his report by thanking the Chancellors and Board members for their leadership and to Anthony Beatrice and Bharath Nath for their dedicated service.

Chairman Manning introduced Representative Kevin Murphy. Representative Murphy thanked the Board for the opportunity to publicly denounce the actions of Robert Mugabe, President of Zimbabwe. Based on recent events stemming from the March presidential election, Representative Murphy encouraged the Board to protect the integrity of the University and to show solidarity with the people of Zimbabwe by rescinding the degree.

The next speaker, Mr. Muna Kangsen, recent graduate of the Boston campus, addressed the Board and requested the University rescind Mr. Mugabe's Honorary Degree. As a student at UMass Boston, Mr. Kangsen helped draft the first resolution from the Undergraduate Student Senate which called for the University to rescind the degree and urged the Board to take that action.

The next speaker, Mr. Max Page, President, Massachusetts Society of Professors, UMass Amherst addressed the Board about the strategic planning process at UMass Amherst and the need to recognize the need for more resources so that each campus can fulfill its unique mission; a great university system needs to have a truly outstanding national research flagship. He also addressed the Board on the on-going bargaining of contracts, and his endorsement of the proposal to update the tuition and fees benefits for unit members.

The next speaker, Mr. Thomas Goodkind, President, PSU/MTA/NEA, UMass Boston addressed the Board about the MTA Higher Education Leadership Council proposal that tuition and fees be waived for unit members, their spouses and their dependents, for regular and continuing education courses for schools in the Massachusetts public higher education system and that the University join the national tuition exchange program.

The next speaker was Catherine Lynde, President of the Faculty Union at UMass Boston. Ms. Lynde reinforced and expressed her support for the tuition and fee waiver proposal.

Mr. Serozynsky, Vice President, Student Veterans Organization, UMass Lowell addressed the Board about today's item on Veteran's Welcome Home Tuition Waiver. The funding currently in place to help fill the tuition gap, although it is appreciated, is found wanting.

**Board of Trustees
June 12, 2008**

Current benefits no longer cover the cost of attending state schools and often do little more than replace other types of assistance. Today's vote is a chance to change that and provide immediate assistance to our state's veterans.

The next item on the agenda was the **Report of the Committee on Academic and Student Affairs**. Trustee Thomas, Chair of the Committee reported that the Committee had met on May 20.

The first action item was the **Policy on Responsible Conduct of Research and Scholarly Activities**. Senior Vice President Williams explained that currently two campuses have Board of Trustees approved policies for satisfying various requirements regarding research conduct or procedures for dealing with allegations of misconduct. This policy would apply to all five University campuses and supersede the two existing policies. Campuses will provide the President's Office with detailed implementation procedures.

It was moved, seconded, and

VOTED: To rescind individual campus policies on scientific misconduct (including T98-093 and T91-035A, etc.) and to approve the system-wide Policy and Procedures for Responding to Allegations of Research Misconduct as defined in T08-010.

The next action item was **Appointments to Named Professorships, UMass Amherst**. Provost Seymour reported that the appointment to the Murray Chair is based on an internal campus search which occurs on a rotating basis every 2-3 years. The focus of this position is to try to increase the number of honor students to get involved in research. The Rudd Chair is based on an external search and its focus is to enhance the research activities in psychology in particular, adoption research.

It was moved, seconded and

VOTED: To concur with the President in the appointment of Dr. Patricia Wadsworth to the Terrance Murray Commonwealth College Honors Professorship at the University of Massachusetts Amherst.

And further, To concur with the President in the appointment of Dr. Harold D. Grotevant to the Rudd Family Foundation Chair in Environmental Psychology at the University of Massachusetts Amherst. (Doc. T08-043)

The next item was **College of Education, Public Policy and Civic Engagement, UMass Dartmouth**. Chancellor MacCormack reported that this is a proposal to realign existing programs into a new administrative structure that brings together education, public policy, and STEM initiatives as well as establish a center for civic engagement. This is not a proposal for a

Board of Trustees
June 12, 2008

new program. This is a second step in the process to enhance the effectiveness of Dartmouth's educational programs and make a difference in educational attainment in the region. A Committee representing stakeholders provided advice on how to organize programs effectively in different colleges and centers and recommended the formation of an interdisciplinary school, including public policy. This proposal is unanimously approved by the Faculty Council. The Strategic Plan recommends that by 2012 students graduating from UMass Dartmouth should have a service learning experience, which will be the focus of the center for civic engagement.

It was moved, seconded and

VOTED: To approve the establishment of the School of Education, Public Policy and Civic Engagement at the University of Massachusetts Dartmouth. (Doc. T08-044)

The next item for **Discussion** was **Campus Safety**. Chair Thomas requested that campus safety be incorporated into the CASA discussion in light of events that have taken place in recent days and in the last five years on college campuses with respect to public safety and campus safety breaches.

Vice President Lenhardt provided a brief overview of the Public Safety Task Force created two years ago. He also reported that the Internal Audit department produced two reports, one on business continuity and one on emergency preparedness. There have been a number of meetings on emergency preparedness including mock training drills hosted by the International Association of Law Enforcement Administrators. A Risk Management Council for the University was established that meets regularly with campus representatives and is co-chaired by Vice Presidents Gray and Lenhardt.

Prevention is the most important issue including dealing with matters of mental health, public safety response, etc. A mock safety drill will held in July with senior management. Vice President Gray has been working with all public higher education on emergency messaging systems. We are also part of the Health and Homeland Alert Network. We heard about stressed students and staff which is one of the areas to concentrate on. The campuses have been investing in new systems of lighting, policy and video cameras. We are part of the Board of Higher Education Public Safety Task Force and participate on the Legislative Task Force on Public Safety.

Vice Chancellor Patrick Day, UMass Boston, explained the broad approach to campus safety that had been taken on that campus and highlighted a few of the initiatives. Ms. Barbara O'Connor, Director of Public Safety and Police Chief, presented the efforts on the Amherst Campus. Vice Chancellor Jean Kim, UMass Dartmouth, Dean Laurence Siegel, UMass Lowell, and Associate Dean Mai-Lan Rogoff each in turn shared the ways in which their respective campuses have been working to ensure the safety of students, staff and faculty.

**Board of Trustees
June 12, 2008**

The first information item was the Fall 2007 Student Profile. Chair Thomas asked that this be discussed more fully at the September CASA meeting. Trustee Pearl then presented the second information item, an update on the Nursing Task Force. A report was distributed to the CASA members. The Task Force met and worked out the charge and how it would address charge. It concluded that the group should meet with members of nursing schools and come up with series of questions for the nursing schools.

The Task Force met on May 5th with campus deans and representatives and distributed a map of nursing schools and number of degrees awarded for 2006-2007. The report highlights that UMass Dartmouth is the only school in the region to award a BS. The Amherst, Lowell and Worcester campuses produce the only Ph.D. nurses in the region though these are low. UMass Boston confers 12% of Ph.D. nurses in the region but produces the second most master's degree students.

Trustee Thomas then called on Trustee Pearl to give a Report on the Nursing Task Force (Report was distributed to the Board members). Some of the findings included:

- We are in the midst of a major nursing shortage that will worsen due to a shortage of nursing faculty;
- There are 21 institutions in Massachusetts that educate over 6670 nurses at the baccalaureate, masters and doctoral level;
- To enhance the brand of the UMass system and to avoid redundancy, each campus should have its own differentiated mission;
- To assure access, there is a need for funding to support students of color and that in lower socioeconomic class in all nursing programs at all campuses;
- The need for aggressive recruiting plans at the University for Nursing Faculty.

In conclusion, the Task Force determined that there is more work to be done on each campus and within the state to address the nursing shortage. Trustee Pearl concluded her report by requesting for the creation of a UMass Nursing Working Group. It was moved, seconded and

VOTED: The Board of Trustees directs the President, to create a UMass Nursing working group to create a strategic plan to achieve the following:

- I. Expand the nursing pipeline
 - Develop the RN to BA programs at all campuses (except Worcester), which have been identified as having the most growth potential, including coordination with community and state colleges for recruitment of students, especially of diverse backgrounds, and streamlining admissions criteria and the transfer of credits for students who wish to enter the program;

**Board of Trustees
June 12, 2008**

- Further increase the BA level-nursing recipients by at least 10% per year at each campus (except Worcester) over the next five years with a priority placed on increasing the diversity of the BA level students at UMass.
- Expand the Graduate School of Nursing at UMass Worcester's Pre-master's pathway and Graduate Entry Pathway's so that those individuals holding a bachelor degree in a field other than nursing may enter the nursing pipeline at the Master's level. Investigate the feasibility and efficiency of a similar program at each of the other four campuses, including in an online or blended format;
- Seek funding and additional mentoring of PhD candidates to expedite the time from program entry to program completion with the goal of expanding PhD recipients at UMass by at least 50% per year over the next 5 years.
- Coordinate with the Commonwealth's Department of Higher Education's Nursing Initiative to expand clinical training sites for UMass Nursing degree participants.
- Ensure the smooth transition of each nursing student through her/his academic career (issues of admissions criteria transfer of credits, residency requirements, etc.)
- Follow and assess the impact of the DNP programs on the PhD programs in nursing.

II. Leverage the University of Massachusetts system

Academic Programming

- Chancellors should work with their respective Nursing Deans/Chair and faculty to allow credits to be accepted from one campus to another in a uniform fashion, especially in regards to online nursing course offerings.
- Develop the most effective and efficient modes of education appropriate to each nursing program, students and desired outcomes (use of online education, blended learning, simulations, etc.)
- Work with the Nursing School Deans/Chair to achieve the highest academic standard for all nursing programs in the University of Massachusetts including balancing faculty time required to teach versus conduct research.

**Board of Trustees
June 12, 2008**

- Create a UMass brand for nursing with a differentiated mission for each campus.
- Work with clinical partners and other providers to expand and develop new clinical teaching opportunities.

Faculty Recruitment

- Develop a strategic plan for Nursing faculty needs and hires across all of the UMass campuses.
- Research recruitment packages for Nursing Faculty across the United States and assist each campus with the development of a competitive faculty recruitment package of its own.
- Collaborate with clinical partners to create opportunities for clinical nurses to teach UMass nursing students both in the classroom and in clinical settings.
- Remove all barriers and institute a program for recruitment and retention of UMass doctoral degree recipients in nursing as UMass Nursing faculty.

Development

- Work with the Chancellors, Provosts, and Deans/Chairs of Nursing at each campus to (1) assess the costs of the above expansion and coordination of nursing programs outlined above and (2) procure funding via external sources, including:
 - State and Federal legislation,
 - Public and private grants
 - Clinical partners (hospital and health care systems)
 - Payers
 - Donors

The President, or designee, will report to the Board of Trustees on an annual basis, the progress of the UMass Nursing working group. (Doc. T08-065)

The Committee's recommendations with regard to Appointments with, Awards, and Transfer of Tenure as well as a discussion regarding an Honorary Degree recipient will be taken up in Executive Session.

The next item was the **Report of the Committee on Administration and Finance**. Trustee O'Shea reported that the Committee had met on May 28 and had remarked on the importance of aligning our plans with our fiscal capacity and fully understanding the fiscal choices that have

**Board of Trustees
June 12, 2008**

been made. Trustee O'Shea expressed his support for the work of the staff and the positive fiscal picture of the University and the campuses.

President Wilson had reported on the State appropriation activity for both operational and capital support. Vice President Lenhardt updated the Committee on recent campus security efforts and re enforced the nature of State support to the University. Mr. MacKenzie provided a comprehensive update on Building Authority financing and construction activity.

The Committee also heard Vice President Lenhardt lead a discussion with the Committee about the annual financial indicators report and the implications of various key fiscal decisions.

The first item was **Approval of the FY2009 University Operating Budget**. It was moved, seconded and

VOTED: To approve the FY2009 University Operating Budget as contained in Doc. T08-056 and to approve the Statements of Trust contained in Appendix A of said Doc. T08-056.

The next item was **Authorization to Allocate FY2009 State Appropriation**.

It was moved, seconded and

VOTED: To direct the President to allocate the amount appropriated for the University in Line Item 7100-0200 of the state appropriation act for fiscal year 2009 to the campuses and the central administration of the University, and to notify the Board of Trustees and the House and Senate Committees on Ways and Means of said allocations. (Doc. T08-057)

The next item was **Amendments to the University Purchasing Policy**.

It was moved, seconded and

VOTED: To approve the amendments to the University Purchasing Policy as contained in Doc. T92-031, as amended (Appendix A)

The next item was **Establishment of the James Dandeneau Endowed Professorship in Plastics Engineering and the Mark and Elisia Saab Endowed Professorship in Plastics Engineering, UMass Lowell**.

It was moved, seconded and

**Board of Trustees
June 12, 2008**

VOTED: In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws, to establish an endowed professorship to advance the study of environmentally friendly plastics through teaching research and laboratory in plastics engineering at the University of Massachusetts Lowell to be known as the James Dandeneau Endowed Professorship in Plastics Engineering.

And further,

In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws, to establish an endowed professorship to advance the study of environmentally friendly plastics through teaching research and laboratory in plastics engineering at the University of Massachusetts Lowell to be known as the Mark and Elisia Saab Endowed Professorship in Plastics Engineering. (Doc. T08-058)

The next item was the Welcome Home Waiver Program. Trustee Collins voiced his support for the motion and thanked Mr. Serozynsky for his remarks to the Board.

It was moved, seconded and

VOTED: The University shall award an annual mandatory fee waiver of up to \$2,000 to all degree-seeking Massachusetts resident undergraduate and graduate student veterans who have received a bonus from the Commonwealth pursuant to Subsection (1) of Section 16 of Chapter 130 of the Acts of 2005.

Said waivers are granted for a maximum of eight semesters, or \$8,000, to recipients who maintain good academic standing while taking twelve or more credits each semester in state supported courses.

In the future the University will integrate this program with any new State or Federal programs providing educational benefits to Massachusetts resident student veterans.

The President shall issue guidelines for the implementation of this program.

And further,

To amend Trustee Policy T08-039 by striking the words “including those enrolled in the UMassOnline Program”. (Doc. T08-059)

Trustee Lawton gave the Report of the Advancement Committee and thanked Trustees Beatrice and Nath for their work as members of the Committee. The Committee had met on May 28 and heard reports about the UMass Night at the Pops event featuring UMass Amherst

**Board of Trustees
June 12, 2008**

alumna Natalie Cole; he congratulated President Wilson and the members of his office and all of the campus teams for making the evening such a terrific success and thanked all of the Trustees and other sponsors of the event for their participation.

As of the end of the third quarter, fundraising achievement stands at \$66,231,151 against an annual goal of \$85 million; performance is up about 18% over last year; and there is a 17% increase in foundation giving and almost a 50% increase in individual giving. President Wilson congratulated the Chancellors and their teams for their commitment to improving fundraising. All of the campuses are making great progress. Special recognition was given to UMass Amherst and UMass Lowell. UMass Lowell registered an increase in alumni giving of almost 225% and surpassed its total annual goal by 11% in Q3. UMass Amherst showed significant increase in its alumni giving for this year as well. The campuses are on track to meet the overall fundraising goal of \$85 million for this year.

There were updates about our ongoing initiatives. Among these:

- In April, the five campuses sent representatives to training in order for project representatives to understand the CRM.

- It was also reported that members of the Advancement teams from all five campuses worked to advance the launches of their new online alumni communities over the last two quarters. To date, the five campuses have registered approximately 15,000 alumni online community members. Enhanced features such as FaceBook links and job posting and searching services are being added and these features are sure to drive more alumni into the community and help create stronger connections with and among our alumni.

- There was an extended conversation at the meeting about alumni participation. Trustee Bharath Nath chaired the Student Alumni Task Force to examine student and young alumni participation. Taking into account the dissimilarities of our campus programs, the Task Force is looking to create a student task force on each of the campuses that will look at how to best address engaging students and young alumni earlier in life-long relationships with the University. Trustee Nath has decided not to continue his service into next year so that he can focus on his studies and his growing family and was thanked for his wonderful service to the Committee. He has been an exemplary Student Trustee.

- Vice President Smith and the Vice Chancellors gave a presentation on alumni participation in University giving generally. Alumni participation is trending downward nationally in most years since 2001. As enrollments of younger students increase, the average age of alumni declines, younger individuals tend to give less frequently, and they make smaller contributions. For medical schools (and some others) alumni participation is not the most relevant metric—catchment area is more relevant.

Board of Trustees
June 12, 2008

•Participation matters because it is a predictor of the robustness of the pipeline for future gifts, can contribute to the perception of fundraising efforts, and donors who give more frequently over time are likely to give larger gifts in the end. Participation can also contribute to some rankings. The conclusion of the report was that we should pay attention to participation, but looking at increased gross numbers rather than percentages might be a better measure given the growing denominators.

•We must engage alumni through services and insure our future success by communicating through the channels that they prefer; providing alumni services (online and other opportunities); and understanding the effort as a long term investment. Our benchmarks indicate that all peers have an opportunity gap, meaning that there is a common challenge to inspire more frequent giving. Frequency is very important to donor value. Both frequency and gift size are issues that can be addressed programmatically.

Trustee Lawton concluded his report by noting that there will be an update on campus initiatives at the next meeting of the Committee.

The next item was the **Report of the Audit Committee**. Chair Boyle of the Committee, reported that the Committee had met on May 28. The agenda included a briefing on current University audit activities, both internal and external, a discussion of the annual audit plan of PricewaterhouseCoopers, and discussed and accepted two internal audit reports, which we will recommend for full Board approval today.

The Committee began with a report from Robert Harrison, Director of Internal Audit who summarized current audit activity in process throughout the University System by referencing his Quarterly Activity Summary.

Some highlighted subjects on the Activity Summary as well as planned new work in conjunction with the Trustee-approved Long Range Audit Plan included:

- All of the fiscal year ending June 2008 external reviews are now under contract, all six are annual requirements.
- There are three very active reviews with the Office of the State Auditor; their Information Technology Division recently initiated a review at Lowell, in addition to an earlier started review at Dartmouth. These are studies of General Info Technology Controls for campus-based data centers, and in both cases the State has sent a team of 3-4 audit staff. These reviews are expected to take a number of months to complete and the Committee receives all written reports issued.

Board of Trustees
June 12, 2008

- Internal Audit has started similar efforts to study Information Technology controls of key department managed data systems and applications on the Amherst Campus, and has already identified a number of campus departments for visiting and testing.
- For the long list of Federal agency inquiries, a number were closed this reporting period, none resulting in any formal written report, but the visiting agency did complete their review noting satisfaction with the administration of their grant funds. We were informed of two new grant reviews by the Massachusetts Technology Collaborative at the Dartmouth and Lowell campuses in which MTC contracts with a CPA firm to review costs on these grants.
- Other Internal Audits being initiated this summer, as resources become available, include reviews of Cash Handling & Receipting Locations, with the goal of visiting all identified areas that handle University receipts. There was good feedback from their work at Lowell, and the Dartmouth visits are almost complete. Also, as the staff completes a Purchasing function follow-up audit at the President's Office; they plan on beginning a cycle of purchasing department operational reviews at all campuses.
- On behalf of University Information Technology Services, Vice President Gray, and the Human Resources Upgrade Project team, Director Harrison has initiated a Statement of Work & Contract with PricewaterhouseCoopers IT Division to provide pre-implementation assessment services, and as part of that scope internal audit will be devoting staff to participate and keep the contract within the Project's desired budget.
- Mr. Harrison proposed an initiative for an Independent Review of the Internal Audit department, similar to a quality assessment, the goal would be to contract with a firm to do the review and report back to the Committee on how the internal audit function was assessed. The Committee thought this was a good idea now that the three-year staffing plan has been reached.
- Also discussed were plans to re-visit the Long-Range Audit Plan, first approved in late 2006. Internal Audit will send the updated current plan to all Trustees, Campus Audit Liaisons, Chancellors and Campus Executive Management, and the President's Office seeking their input and asking they consider potential audit topics based on perceived and known risks to our mission. This will result in an updated proposed long-range plan for the Audit Committee's consideration.

Director Harrison also indicated he is targeting the completion of several in-process internal audits for the September Committee meeting. And briefed the Committee on other informational items that he sent to the President and all Committee members.

Board of Trustees
June 12, 2008

These included a series of internal confidential memorandums regarding their work at a campus department addressing various financial allegations, and the final Chancellor's Transitional Review at UMass Boston. This report concluded the four separate reviews made as a result of campus leadership changes. This particular review was shared with Chancellor Motley and Chancellor Collins.

The Committee noted there was good value from these reviews for the incoming Chancellors and we are hopeful this exercise does not have to be repeated for quite some time.

The Committee heard from Paul Hanley, who provided the Committee with a summary of the **Fiscal Year 2008 Audit Services Plan** by PricewaterhouseCoopers. A detailed services plan document was provided denoting PwC staffing, the reviews under contract, the costs of each review, the scope and focused areas by campus, and the timing of submittal to the Committee. The principal objective of the audit work during FY08 is the expressed opinions on the University's combined financial statements; the University's compliance with the provisions of OMB Circular A-133 with respect to federal grants, contracts and student financial aid programs; and compliance with the requirements of the Massachusetts Office of Student Financial Assistance on the Boston and Lowell campuses.

In addition to the Annual Management Letter, which reports on recommendations with respect to accounting and operating controls and procedures, PwC will also report to the Audit Committee its profession's required communication related to the annual audit, and will provide to management and the Committee updates on new accounting and reporting developments.

The Committee also discussed the audit partner rotation policy of the University and of PricewaterhouseCoopers, and Mr. Harrison explained that the Audit Committee Charter currently calls for a seven year partner rotation, which matches the PwC internal policy. Mr. Hanley will have been the engagement partner on our audits for seven-years with the upcoming Fiscal Year 2008 audit cycle.

Two projects from the audit plan were then presented to the Committee. The first was the Review of Student Financial Aid Preferred Lender Practices - Internal Audit initiated and concluded this 5-campus review of practices surrounding the selection of Private Alternative Educational Lenders that each campus presents to the students and their parents. Private educational loans have been a national news topic for the past year now. All campuses were visited, each Financial Aid Director was interviewed, and all public on-line web information was reviewed.

As a result of this review, and most importantly to the Committee and the President, was Internal Audit's opinion that the University does not have exposure related to inappropriate relationships with private lenders. The audit did identify opportunities to improve the transparency of the lender selection process, as well as advising how to bring the campuses in

Board of Trustees
June 12, 2008

compliance with the newly issued Trustee Policy on Vendor Relationships, and all locations replied appropriately with good action plans. The Committee also discussed and concluded that the University has the right to preclude vendors from our campus information lists if we so choose.

The Compliance Review of the University's Executive Offices at 225 Franklin Street was presented. The review concentrated on the processing of business expenditures, purchase credit cards, and employee reimbursements, including approval controls and documentation practices. Director Harrison expressed that the audit, although quite in-depth and detailed, went very smoothly.

The auditors found internal controls and systemic procedures over expenditure activity of the President and his staff to be operating within University policy. Mr. Harrison noted that as President Wilson has expressed his expectation that his business offices and executive areas to meet the highest standards of control, internal audit did offer various suggestions for improvement, which were all accepted by management, along with a detailed plan for implementation. The Committee also agreed with Internal Audits' intention to include this type review, as well as for the Chancellors' Offices, on a biennial basis, as it is good business practice to do a regular review for our chief executive officers.

It was then moved, seconded and

VOTED: To recommend that the Board accept the following Audit reports:

1. UMass President's Office Compliance Review
(Doc. T08-041)
2. Student Financial Aid Preferred Lender Practices Review
(Doc. T08-040)

Trustee Pearl then gave the **Report of the Committee on Science, Technology and Research**. The Committee had met on May 20. Trustee Pearl reported on the major progress being made on key science and technology initiatives, and the exciting University-Industry-Government Partnership at Amherst.

President Wilson had opened the meeting by highlighting progress being made on legislation that is very significant to the University and highly relevant to the work of the Committee. He had been invited to join Speaker DiMasi, Senate President Murray and Governor Patrick for the announcement of the Speaker's proposed "green jobs" bill. This bill would provide \$65M to support clean energy research, entrepreneurship and workforce development.

**Board of Trustees
June 12, 2008**

The Governor's Life Sciences initiative has passed both houses, is in Conference Committee and expected to pass any day now. It is expected that the final bill will have over \$200M in capital funding for UMass as well as R&D and workforce development programs for which UMass campuses will be able to compete.

The Governor's Higher Education bond bill, which includes \$1B in funding for UMass projects, is also moving forward. It is hoped that it will be enacted by the end of the session.

The feature presentation was by UMass Amherst Professor Dave McLaughlin and Raytheon Vice President for Engineering (and UMass alumnus) Mark Russell. They described an exciting project called CASA – the Center for the Collaborative Adaptive Sensing of the Atmosphere.

The University and companies such as Raytheon are collaborating on this NSF-sponsored project to develop new weather-sensing networks that will radically improve our ability to observe, understand, predict and respond to hazardous weather events – be they hurricanes, tornados or terrorist attacks. The project is seen as a national model of university-industry-government collaboration and represents the largest (\$100M) R&D project in the history of UMass.

Professor McLaughlin and Mr. Russell explained how our partnership with Raytheon has grown over the past 25 years. They went on to describe a unique collaboration in the development and management of CASA. They recognized the different contributions that each party could make and the different benefits that each party could gain from the project, and then organized the project to align with the different institutional interests, capabilities and values.

As a result of CASA, UMass is able to undertake cutting-edge research and offer new learning experiences for its students, while Raytheon is able to hire well-qualified new employees and pursue new product and marketing opportunities (e.g., next generation radar systems).

Since the meeting, Mr. Russell has agreed to visit the Boston, Dartmouth and Lowell campuses to explore additional opportunities for collaboration and that Dr. McLaughlin will be working with the President's Office to showcase CASA's technology and develop strategies for commercializing its technology.

Chancellor Collins also reviewed the status of the Life Sciences legislation and highlighted progress being made on four on-going life sciences initiatives. The stem cell registry should be ready in June. The stem cell bank is planned to open for operation in August. The final report of the Life Sciences Talent Initiative should be ready in July.

Board of Trustees
June 12, 2008

A system-wide Life Sciences Task Force has been developing a University-wide “aspirant vision” for the life sciences. A draft will be ready for review by the President and Chancellors in June and presented to the Trustees in August.

Vice President Chmura provided an update on the follow-on activities of our working group in clean energy. The Executive Committee for the partnership with the Executive Office of Energy and Environmental Affairs had its initial meeting and identified a number of potential joint activities. The state has identified biofuels, waste-to-energy and offshore wind/marine renewable energy at its strategic priorities in clean energy.

The University has also been developing ties with the new Clean Energy Industry Council and supporting the state’s efforts to recruit clean energy companies and start-up new clean energy companies in Massachusetts.

Vice President Chmura also noted Trustee interest in nuclear energy, but explained that this was not a focus of the working group on clean energy. UMass Lowell has the University’s only nuclear facility and Chancellor Meehan announced plans to have Provost Abdelal lead a campus-based effort to analyze the capabilities and future potential of this facility.

Since the meeting, Trustee Lawton has developed a motion on nuclear energy. Trustee Pearl called upon Trustee Lawton to present his motion.

Trustee Lawton provided some background information and indicated that the interest to study nuclear science and technology developed from a previous presentation on renewable energy at a previous meeting of the Committee on Science, Technology and Research. UMass Lowell is the house to one of 26 research reactors in the country and is privileged to be in a position to have a research reactor that has maintained cutting-edge technology, and graduates a lot of its students to work for some of the best nuclear engineers throughout the world.

We are in a nuclear renaissance. Discussions have taken place with many people and faculty involved with the reactor and the nuclear program to figure out what we could do as a Committee to obtain collaboration with private industry. Despite months of efforts, it became clear that what the University needed was to establish a footprint of where we were and where we are going, to analyze the core capabilities and to find out how we could compliment the program of the 21st century.

As Trustees we have a fiduciary obligation to the Commonwealth. Over the last six months we have developed a proposal to establish a Task Force that would take a look at the strategy for the Lowell campus and the University to see how we can maximize the research and the teaching within the University so that it will complement the renaissance in nuclear energy that is occurring throughout the world. Chancellor Meehan, the new Provost, along with the faculty will begin to analyze the core capabilities of the nuclear program and delineate what its strengths

**Board of Trustees
June 12, 2008**

are. In addition, the Department of Energy funds millions of dollars to universities throughout the United States for research in regards to nuclear energy and the University has been left out of that.

Another part of the analysis by UMass Lowell, with the assistance of Jack Cline in Washington who works with the President's Office, will be for the federal relations department and UMass Lowell, to look at how the nuclear program can position itself to maximize research dollars from the Department of Energy and other federal agencies. Secondly, another aspect would be to look at how the Commonwealth of Massachusetts can benefit by a nuclear initiative.

Trustee Lawton expressed his view that as a research University this is simply research. The purpose of the Task Force is to do the research in order to have a better understanding of what our energy needs are, and how nuclear may be able to address the needs that the Commonwealth and the country face. The motion was moved.

Trustee Tocco commented that he welcomes the opportunity to serve on the Task Force but indicated that the focus should be on education in research. The political volatility of this question is important to recognize. It is a public policy question, and it is not the role of the University to make public policy statements. It is an important role to fill in terms of the research and education of experts in the field that can address the expansion of nuclear, the business opportunities and the employment opportunities of expanded nuclear throughout the world. This Task Force should spend most of its time on expanding research capabilities with a focus on employing great engineers that can work across the globe. The motion was then seconded.

Trustee Johnston agreed with Trustee Tocco and indicated that from a public policy point of view the University must be careful not to be in total conflict with state energy policy. While he has serious concerns about nuclear energy, he understands the financial benefits to the University around the research and education areas that might be pursued. But in doing so he hopes that it is done in concert with appropriate state agencies.

It was then

VOTED: Whereas, the Board of Trustees of the University of Massachusetts is committed to exploring new ideas, new ways of thinking, new and innovative approaches to every aspect of improving our lives in the Commonwealth and in our Nation, and

Whereas, the University of Massachusetts Lowell is the only public University in New England, New York and New Jersey, with established nuclear science and engineering programs and offers one of only 18 ABET accredited Nuclear Engineering Programs in the U.S., and

**Board of Trustees
June 12, 2008**

Whereas, the University of Massachusetts Lowell is one of 26 universities with a nuclear research reactor in the U.S., and a Radiation Laboratory which was recognized as one of the best integrated facilities for performing neutral and charged particle research at a University, and

Whereas nuclear energy is widely recognized as an important element in meeting electric energy needs and in achieving carbon reduction goals, and in other non-power applications of nuclear technology for research, medical diagnostics and treatment, national security, and industrial applications, and

Whereas the University of Massachusetts with its strength in academics, research and distance education, is well positioned to be a world leader in nuclear education and research and distant education and is well positioned to conduct a University-wide analysis into a nuclear initiative for the Commonwealth of Massachusetts as well as how it may play a leadership role in nuclear education and research,

Therefore, the Board of Trustees recommends the creation of a Task Force comprised of Trustees Lawton, Collins, Tocco, and O'Shea, experts from the business and scientific communities, and Chancellor Meehan and/or his designee, and it directs the Task Force to: Analyze the economic benefits and impact of nuclear science and technology upon the Commonwealth's economy and environment. The scope of the analysis will be determined by experts from within the University, the scientific community and from the nuclear industry who will volunteer their time and expertise. In addition, the Trustees highly recommend to Chancellor Meehan that he develop a campus-based committee that will develop strategy for the University of Massachusetts Lowell nuclear programs and facility. Evaluating existing facilities and determining how to best focus its core capabilities to better align with the nuclear needs of the 21st Century. The Committee will be led by Provost Abdelal and include representatives of appropriate faculty governing bodies such as the Faculty Senate, other cognizant faculty and staff associated with nuclear science and engineering at the University of Massachusetts Lowell, external members of the University system, representatives of the business and scientific communities, and interested Trustees. The Committee will focus on core competencies in the area of work force development through education and training, and in the areas of research and development, including, but not limited to radiological safety, nuclear measurements and detection, reactor operations, nanotechnology, and materials, and to seek input from the Federal Relations Department from the office of the President to analyze how the University can best position itself for grants and contracts. The Committee will solicit volunteer assistance from companies and organizations working the nuclear field, such as engineering firms,

**Board of Trustees
June 12, 2008**

electricity generators, labor unions, and other entities who work with nuclear technology and who will assist in the development of recommendations and plans for advancing this important initiative. (Doc. T08-060)

Trustee Pearl concluded her report by extending the Committee's thanks to President Wilson, the Chancellors, faculty and staff for the exciting progress we are making in science, technology and research.

Under **Other Business**, Trustee DiBiaggio reported that the Compensation Committee first met on May 20 and discussed the terms for incoming Chancellor Robert Holub's contract.

The Committee also discussed amending President Wilson's contract by eliminating the Performance Bonus and increasing the base salary effective July 1, 2008.

Trustee Carlin asked for an explanation of the rationale for the decision. The Committee unanimously felt that the bonus provision which is unique to presidential contracts nationally was not necessary and that the base salary which would be ultimately awarded to the President would still be within range of comparable peer institutions and felt this action should be taken. The Committee felt that bonuses are inappropriate for universities and are indeed hard to measure. The achievement of bonuses is not clear and therefore it was much more appropriate to adjust the salary being satisfied with the President's performance.

Trustees Carlin and Tocco indicated their preference for incentives regarding contracts. Chairman Manning stated the matter could be subject to review later.

It was moved, seconded and

VOTED: To delegate to the Compensation Committee and the Chairman of the Board the authority to amend President Wilson's contract by eliminating the performance bonus provision and increasing the Base Salary effective July 1, 2008. (Doc. T07-029, as amended)

The Committee also heard a brief status report from Chancellor Collins about a Compensation Study report recently commissioned.

The Committee met again on June 11 and heard from Chancellor Collins and several consultants about the Compensation Study Report.

Trustee Johnston then gave an update on the status of the **Chancellor's Search Committee, UMass Worcester**. The Search is off to a great start; the Committee has met twice and has a full day of input meetings on campus next week. The Committee has retained Isaacson/Miller to assist with the Search; a website has been instituted to connect with interested parties.

**Board of Trustees
June 12, 2008**

Trustee Johnston indicated that the Search Committee is dedicated to identifying the best candidates for the position and will keep the Trustees apprised of the process and thanked fellow Trustee members for their help with the process.

Chairman Manning then announced the Board would enter **Executive Session** to consider **Appointments with Tenure, UMass Amherst, UMass Boston, UMass Worcester, Awards of Tenure, UMass Amherst, UMass Boston, UMass Dartmouth, UMass Worcester, Transfer of Tenure, UMass Boston and an Honorary Degree.**

The Board will return to 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 **Appointments with Tenure, UMass Amherst, UMass Boston, UMass Worcester, Awards of Tenure, UMass Amherst, UMass Boston, UMass Dartmouth, UMass Worcester, Transfer of Tenure, UMass Boston and an Honorary Degree.**

Chairman Manning voted for the motion as did Vice Chairs Karam and King-Shaw and Trustees Boyle, Collins, DiBiaggio, Johnston, Lawton, MacAfee, Nath, O'Shea, Osterhaus-Houle, Pearl, Thomas and Tocco.

The time was 10:35 a.m.

At 11:17 a.m. the Board returned to open session. It was moved and seconded:

VOTED: That the Board take the extraordinary action to revoke the Honorary Doctor of Laws degree awarded to Robert Mugabe in 1986 from the University of Massachusetts Amherst. (Doc. T08-064)

At 11:18 a.m. the meeting was adjourned.

Barbara F. DeVico
Secretary to the Board of Trustees