

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

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

Friday, September 26, 2008; 8:30 a.m.

Alumni Club, Second Floor

Campus Center

University of Massachusetts

100 Morrissey Boulevard

Boston, Massachusetts

Trustees Present: Chairman Manning; Vice Chair Karam; Trustees Braceras, Carlin, Collins, DiBiaggio, Endich, Gerson, Johnston, Koffman, Kulenovic, MacAfee, McCluskey, Osterhaus-Houle, Rego, Reville, Pearl and Thomas

Trustees Absent: Vice Chair King-Shaw; Trustees Boyle, Lawton and Tocco

University Administration: President Wilson; General Counsel Bench; Chancellors Holub, Motley, MacCormack, Meehan and Collins; Executive Vice President Julian; Senior Vice President Williams; Vice Presidents Connolly, Lenhardt and Smith; Mr. Harrison, Director of Auditing

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

Guests: Professor Catherine Lynde, President, FSU, UMass Boston; Shauna Lee Manning, President, CSU/MTA/NEA, UMass Boston; Thomas Goodkind, President, PSU/MTA/NEA, UMass Boston; Max Page, President, MSP, UMass Amherst

Chairman Manning convened the meeting at 8:35 a.m. and welcomed Chancellor Holub to his first meeting; he then asked for the **Approval of the Minutes of the Previous Meeting of the Board.**

It was moved, seconded and

VOTED: To approve the minutes of the June 12, 2008 meeting of the Board.

Under the **Chair's Report**, Chairman Manning welcomed the new student Trustees: Lindsay McCluskey, UMass Amherst, Kristin Gerson, UMass Worcester and David Koffman, UMass Lowell. Trustees Aleksandar Kulenovic from UMass Boston and Tamara Endich from UMass Dartmouth have been re-elected. John DiBiaggio has been re-appointed for another five year term - he welcomed his continued guidance.

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William O'Shea's term has expired; he was a phenomenal Trustee and a great Chair of the Committee on Administration and Finance; we will honor him for his service in the near future.

Chairman Manning introduced Mr. Paul Reville, the new Massachusetts Secretary of Education and UMass Trustee to his first meeting; the Board looks forward to his service on the Board and congratulated him on his appointment.

Chairman Manning announced the formation of a Task Force co-chaired by Trustees Henry Thomas and Stephen Tocco to work with Chancellor Holub and the Amherst campus; members of the Task Force and their goals will be announced by the end of the year.

Chairman Manning looked forward to today's speakers that include University staff and faculty members. The University Faculty are the heart and soul of this University; he indicated the University's understanding of what the faculty does has an important impact on the future of this institution. While times are difficult right now, the Board supports the faculty and their interests. The Chancellors are working with the President's Office preparing for what may be a difficult future; as the University moves forward it will require a lot of hard work on behalf of everyone. There is also a lot of excitement about the future; he thanked everyone for their passion and energy.

Chairman Manning reported that last night Chancellor Motley gave an inspiring speech about the Boston campus; he introduced us to a woman whose life was uplifted as a result of her education at UMass Boston. There is great energy on the Boston campus created by the Chancellor's leadership. He thanked Chancellor Motley and his staff for a wonderful evening.

Chairman Manning then asked for the **Student Trustee Report**. Trustee Kulenovic reported on the state of the Boston campus. The diversity of the Boston campus student body reflects the diversity of the local, state and global community. With the recent transformation of the campus infrastructure the students are more engaged in campus life and activities than ever before. As Trustees we are responsible for excellence for our students and fair and adequate salaries for the staff and faculty. Every year the State informs us of the tight budget constraints and deficits.

We must focus on how we pay for public goods. We are in the middle of a growing national recognition of the importance of public higher education. We must support the Boston campus, its infrastructure, and its student life that supports student civic engagement. We must make student participation a priority in higher education policies and that we continue to advocate for the University of Massachusetts.

Chairman Manning then announced that Trustee Kerri Osterhaus-Houle has been appointed to a second term on the Board.

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Professor Catherine Lynde, President, FSU, UMass Boston reported on the implications of low salaries on faculty retention and recruitment. There is a significant gap of salary increases within our peer institutions. These issues will allow the further deterioration of our reputation.

Shauna Lee Manning, President, CSU/MTA/NEA, UMass Boston reported that low and stagnate salaries for classified staff employees are also causing serious recruitment and retention problems. Boston is one of the most expensive cities in this country; the salaries have not kept up with the rate of inflation. We have people working here for one to three years and leaving for better paying jobs at private institutions. We need a fair cost of living raise, a raise in staff levels and to move forward upgrading our job titles and salaries into the 21st century. These issues are crucial to the future of the University.

Thomas Goodkind, President, PSU/MTA/NEA, UMass Boston reported on the issue of tuition waivers and tuition remission as they affect University employees, their spouses and their dependents. The President and the Board of Trustees have control over the University's budget; now is the time to prioritize the people that maintain the University's buildings. We must fully restore the tuition benefit and expand it to include continuing education courses; this action is within the Board's control.

Max Page, President, MSP, UMass Amherst first welcomed Trustee and Secretary Reville. He reported on several things that will happen today including President Wilson's telling us of Governor Patrick's support for higher education, and that this has been a terrific year for UMass. The Governor and the Administration are failing to address the problems in the University - a lack of support for pay increases for faculty members. He noted President Wilson's pay increase and the salary for Chancellor elect Michael Collins and members of the President's Office staff. He offered his hope that Trustees are aware of the way to better the University by recruiting, retaining and investing in the faculty and staff. We need legitimate contract offers and we need to show that the real investment in the University is through its workers.

There was a round of applause for each speaker.

Chairman Manning thanked the speakers and the faculty and staff that attended today's meeting; their professionalism is very much appreciated. These are challenging times; we will do everything we can to meet the challenges reported on today.

The next item was the **President's Report**. President Wilson first welcomed new Trustee and Massachusetts Secretary of Education Paul Reville. The Secretary understands the critical contribution higher education makes to the Commonwealth, and the unique role played by UMass as the state's public research University.

As noted by the Chairman, Trustees John DiBiaggio and Kerri Osterhaus-Houle have been reappointed to the Board; President Wilson thanked them for their continued service.

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President Wilson thanked alumnus and outgoing Trustee Bill O'Shea for his diligent service and leadership on the Board over the past five years. He served as Chair of the Advancement and Administration and Finance Committees, serving most recently as Chair of Administration and Finance. His legacy as a Trustee is already unfolding. His leadership with the UMass Lowell Chancellor Search Committee resulted in the appointment of Chancellor Meehan, who is achieving wonderful things for the campus already. We will formally honor Bill sometime in the near future.

President Wilson also welcomed the new student Trustees to their first Board meeting as well as Chancellor Holub. He expressed his pleasure at being at UMass Boston, which serves the most diverse student population of any University in New England—reflecting the increasing diversity of the region.

Earlier this month at Convocation, Chancellor Motley gave an eloquent speech about the unique role of a student-centered, urban, public university as our most powerful agent of social and cultural change. In his speech, he called for a return to "the idea of public education as an investment" that reduces social inequality. The Chancellor also shared some impressive facts—

- UMass Boston's research funds exceeded \$45 million dollars last year, representing an increase of more than 50 percent in the past five years.
- Despite the tough economic climate, the campus increased over the previous year the amount of need-based financial aid granted to students by 15.4 percent.
- And, the campus's advancement team raised about \$17 million dollars last year, \$3.3 million dollars above its goal.

President Wilson congratulated Chancellor Motley for his vision and indicated that the Governor has made the University and public higher education a priority.

President Wilson discussed the circumstances that we face as a nation and in the Commonwealth; the University's finances are prudently managed; we will continue to monitor the market and work to protect our assets. The University must be prepared to weather this economic storm as we have in the past. Collaboration and planning by administrators, faculty and staff across all of the University's campuses can help us manage through.

He spoke about the effects students will have on the world including Trustee Kulenovic and other Student Trustees. Our faculty have an effect on world issues as well; today's Boston Globe has a story about Shelia Bair a Professor at UMass Amherst teaching financial regulation who was selected to run the Federal Deposit Insurance Corp (FDIC) in 2006 and who Forbes rates as the world's second most powerful woman in the world.

Regarding collective bargaining, the University has been actively engaged in negotiations for new collective bargaining agreements with units representing the large majority of our unionized

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faculty and staff. We share the commitment of our faculty members to bringing these negotiations to a successful conclusion in a manner that provides fair and equitable contracts.

It is important to note that, although the University is legally a separate employer from the Commonwealth, for purposes of labor negotiations we are required under Chapter 150(e) to secure approval from the State Office of Administration and Finance and the Legislature for the funding of all new collective bargaining agreements before they are presented to the Governor for approval. To this end, we work on a daily basis, with the leadership on Beacon Hill to determine the parameters within which our contracts may be settled and funded.

Upon his arrival at the University, President Wilson noted that we had faced three years where there were no raises. We were able to work together and reverse that action and obtain 15 percent raises with retroactive payments; it took working together on the part of the Unions, the Administration and the campuses.

The Secretary of Administration and Finance has informed us that tax revenues are lower than projected; the state government constitutionally must balance the budget of the Commonwealth. State agencies have been told to prepare for mid-year rescissions known as 9-C budget cuts. The Administration will indicate in October the extent of our 9-C reduction. There are plans for coping with that eventuality. Another challenge is the additional budget pressure that will ensue if the income tax is eliminated. It was noted that Trustee Kulenovic had missed last night's dinner due to a meeting in the western part of the State trying to defeat Ballot Question Number 1 which would eliminate state income tax.

The Board's agenda includes an Early Education Degree Proposal at UMass Boston and the Five-Year Capital Plan. The \$2.5 billion dollar plan reflects the strategic commitment to move forward with state-of-the-art, 21st century buildings and fully functional infrastructure in all areas, across all five of the University's campuses. It is contingent upon the University generating funding from four key sources: University operating funds, funds borrowed by the University, state funds, and private/federal funding.

The state's Life Sciences legislation and higher education capital legislation were signed into law. These bills provide state support for new facilities and infrastructure improvements at UMass over the next decade. He thanked Governor Patrick and the Legislative leaders, as well as the Trustees, University officials and friends of UMass who worked to advance these important priorities for the University of Massachusetts.

President Wilson expressed his strong support and enthusiasm for the proposed Edward M. Kennedy Institute. Senator Kennedy has been a true friend and supporter of the University. The institute will be dedicated to the study of the United States Senate and to teaching students the principles of team leadership that Senator Kennedy has lived during his 46-year career. The Kennedy Institute, to be located here on the peninsula, will be a unique educational resource for

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the University, particularly UMass Boston, and for all scholars of modern American government in the Commonwealth and beyond.

We will also hear about the Life Sciences Task Force Report, a collaborative effort among key faculty, deans, and senior administrators across all five of the University's campuses led by Interim Chancellor and Senior Vice President Michael Collins. Life Sciences and Biomedical research represent more than \$200 million dollars of the University's total \$400 million dollar research portfolio. He commended the members of the Task Force and working groups for their focused and collaborative work and for crafting a university-wide vision for the life sciences that includes specific action-oriented recommendations for achieving our aspirations in this field.

President Wilson indicated that he will be recommending Dr. Michael J. Collins as the next Chancellor of UMass Worcester and will speak more expansively on his candidacy later in the meeting.

The next item was the **Report from the Secretary**. Mr. Reville expressed his pleasure to be serving on this Board and looks forward to working with the Trustees. As Secretary of Education he will direct the Executive Office of Education to oversee the three education agencies of the Commonwealth: the Department of Early Education and Care, the Department of Elementary and Secondary Education and the Department of Higher Education.

Trustee Reville reported that collaborative projects will help to produce a better system of education and talked about the Readiness Project that will help the Governor implement a plan to increase the quality of teaching and learning for the students of Massachusetts. We are working to graduate 100 percent of high school students and prepare them for meaningful and successful work at the college level.

The plan also includes work to improve the quality of teaching and learning in the classrooms all across the state in early education through graduate education. We must prepare all students for their learning experience and provide the tools necessary for these goals. We look forward to the University aiding the state with these goals and challenges; several projects are now in the works.

Trustee Reville concluded his report by stating the Governor's appreciation of the role the faculty and staff play in the strength of the University and looks forward to working together to educate the students of the Commonwealth.

Chairman Manning thanked Trustee Reville for his Report and looks forward to taking part in these goals.

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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 September 3rd. He first thanked Senior Vice President Williams and her staff for their work.

The first action item was the **B.A. in Early Education and Care in Inclusive Settings, UMass Boston**. Dr. Carol Colbeck, Dean, Graduate School of Education, presented information on the program. Research has shown that education at an early age makes a difference. Governor Patrick has focused on early education as a strategy for minimizing gaps in education. UMass Boston has an early education licensure program, but there is a large cadre of those who do not require licensure but require bachelor's degrees. Faculty have developed a strong program with five tracks which will complement existing licensure plan and articulation with local community colleges. External reviewers stated that EECIS is poised to become a lighthouse program, a beacon for improving early education and care.

It was moved, seconded, and

VOTED: To approve the B.A. in Early Education and Care in Inclusive Settings at the University of Massachusetts Boston as contained in Doc. T08-073.

The next item for **Discussion** was **Data-Driven Decision Making**. Senior Vice President Williams began by noting that Trustees have received data in the Annual Report; two of the items were the Student Profile and the Annual Indicators Report of the Performance Measurement Report. We are now looking at data taken primarily from those two Reports to use as examples of admissions, retention and graduation data and how those data inform decision making. She reviewed seven data slides on applications, acceptances and yield rates.

Kevin Kelly, Director of Undergraduate Admissions, UMass Amherst presented how data have been used to expand the pool. ALANA applications have increased 68% with a 5.5% increase in ALANA enrollment. UMass Amherst has become a very heavy user of direct mail, using a College Board Search Program that allows for follow-up with students and inviting them to campus and events. Fourteen percent of 150,000 student names purchased are ALANA students. UMass is a member of National Common Application which is used by 76% of all students and 85% of ALANA students; this has helped to expand the pool of all students.

Provost Flotte from the UMass Medical School presented information regarding the applicant pool at the Medical School. They have a specific focus on increasing the number of underrepresented students studying medicine. The Medical School has several programs at the K-16 level aimed at increasing the number of students.

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Senior Vice President Williams then presented data on retention at the four undergraduate campuses. Retention refers to those students enrolled in the fall semester as first time students who return the following fall. Each of the campuses has a retention rate comparable to its peers.

Don Honeman, Associate Vice Chancellor for Enrollment Management spoke about the principles for using data; types of retention and attrition that are looked at; and programmatic initiatives. Data must be looked at in context; not just in comparison to peers but to institutional trend data. It is not always a negative thing when a student decides to leave a campus. Approximately 75% of all students who begin a degree achieve it at some point. The first to second year transition is a point of greatest vulnerability; students don't return for academic or other reasons. Students leave to pursue another program, go to their first choice institution, or for poor academic performance. In the other categories it may be family and life circumstances such as finances, family difficulties, quality of student life, etc. Strategies to improve attrition such as comprehensive first year experiences have been started at UMass Dartmouth.

John Mullin, Dean of the Graduate School, UMass Amherst reported that graduate education is different as it can't be looked at in the whole because decisions are made at the departmental level. Forty-seven percent of all doctoral students nationally never graduate. Half of those drop out for job opportunities. UMass Amherst participates in the NorthEast Alliance Graduate Education and the Professoriate program to address diversity in STEM programs; ninety percent of those students have been retained. Many students leave usually for financial or family reasons, and it is hard to know what that means. We are doing surveys to collect data for a better understanding of the reasons for the attrition.

Senior Vice President Williams then provided an overview of graduation rates for the four undergraduate campuses. Graduation rates are calculated on those first-time, full-time students who graduate from the same institution within six years. Graduation rates at the UMass campuses are comparable to their peers.

Provost Abdelal reported that the persistence of students is a national challenge. Poor academic performance is one indicator for lack of persistence. We need to focus on enhancing student success and look at gateway courses and determine if there are ways to move students through the courses in greater numbers. Student engagement is also a key indicator of likely persistence. Students need to connect to the campus, a faculty member, or to other students. First year learning communities are one way to establish the connectivity. Unmet financial need is a third key reason students drop out. The fourth area is ineffective articulation with other colleges to ensure that transfer students make the transition more smoothly. The presentation concluded with information regarding transfer retention and graduation rates.

Kathy Teehan, Vice Chancellor for Enrollment Management, UMass Boston reported that transfer enrollment is a significant portion of Boston's undergraduate enrollment. Transfer students at the upper division level tend to have better graduation and retention rates. Boston

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uses data to determine the interventions and strategies to maintain yield and persistence rates. We have created a transfer center which manages all recruiting and advising functions, creating new articulation agreements with five feeder community colleges and purchased key pieces of technology to assist with processing transfer students.

The next item was the **Report of the Committee on Administration and Finance**. Trustee Rego, Vice Chair for the Committee reported that the Committee had met on September 10. Chair O'Shea made some preliminary remarks about the importance of the University's Capital Plan. President Wilson gave a brief report and explained his support for the Capital Plan and the new Kennedy Institute. Vice President Lenhardt thanked all the campus staff who contribute to sustainability and capital activity.

Vice President Lenhardt presented a comprehensive overview of the University's sustainability/green efforts. Mr. MacKenzie gave an update on the Building Authority. There was a lengthy presentation on the University's \$2.4 billion capital plan including reports on dollars spent last year, some \$214 million. There were updates on important State capital funding initiatives, Higher Education and Life Sciences, planning spending from FY09-FY13, some \$2.0 billion, sources of spending and a listing of some 400 different capital projects.

The Committee went into Executive Session to discuss real estate issues and returned to Open Session to approve the Capital Plan, the Building Authority Resolution and the Kennedy Institute vote.

The first action item was **Amendments to Trust Fund Reserve Policy**.

It was moved, seconded and

VOTED: To rescind the vote taken March 19, 2008, authorizing engagement of an appropriate University of Massachusetts affiliate for the purposes of directing Investment of University cash reserves (Doc. T08-031) and to adopt in its place the following:

The University Treasurer, under the direction of the President, may transfer reserve funds of the University to the University of Massachusetts Foundation, Inc. for investment purposes. An agreement between the University Treasurer and the University of Massachusetts Foundation, Inc. shall be executed assuring that ownership, accounting and liquidity needs of the University are met. The University Treasurer has the authority to request the return of funds at any time in order to meet the operating needs of the University.

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The next item was **Information Technology Acquisition Policy.**

It was then moved, seconded and

VOTED: The University shall ensure that there is an Information Technology (IT) environment sufficient to support the lease, purchase and implementation of IT related hardware and software. In these efforts, University personnel engaged in the procurement, acquisition and leasing of information technology related hardware and software shall consult with appropriate University Information Technology departments to:

- identify opportunities for cost savings through enterprise or other aggregated purchasing of IT related hardware and software;
- identify areas of privacy or data security vulnerability or risk for which controls need to be implemented;
- ensure that IT leases and acquisitions are compatible to University data and computing standards including the appropriate use and handling of Confidential data;
- ensure that consulting engagements do not duplicate previous efforts or cause potential harm to the IT environment; and
- ensure that IT contract, lease, and purchasing guidelines/standards (e.g., MS-ISAC, NIST, etc.) are considered.

The President shall issue guidelines to assist in the implementation of this policy.
(Doc. T08-086)

The next action item was the **Edward M. Kennedy Institute.**

It was moved, seconded, and

VOTED: WHEREAS, the University of Massachusetts (the “University”) and the John Fitzgerald Kennedy Library Foundation agreed in a Memorandum of Understanding dated December 19, 2003 that was authorized by the Board of Trustees on August 28, 2003 (Doc. T03-058) to lease with an option to purchase certain real estate utilized by the University of Massachusetts Boston campus to the Edward M. Kennedy Institute for Study of the United States Senate (the “Institute”);

WHEREAS, the purposes of the Institute are to:

1. to educate students, the general public, and public servants about the role and importance of the United States Senate;
2. to engage the target groups in public debate by bringing them inside the legislative process through innovative and participatory educational programs;
3. to celebrate the legislative career of Senator Edward M. Kennedy and use his collected papers to focus attention on how the United States Senate shapes public policy and the nation;
4. to increase awareness of the role of the United States Senate by providing broad public access to the available papers of all Senators through an extensive digital library, available on-site and on-line; and
5. to establish a close working relationship with the University to take advantage of their proximity, to establish a world-class facility by leveraging the strengths of both institutions, and to enhance the academic and research environment available to students of the University; and

WHEREAS, the University and the Institute intend to develop, construct and operate a civic, academic, research, and archival institution that will have a primary focus on the study of the United States Senate (the “Project”);

Be it RESOLVED, the Board of Trustees of the University hereby approve the activities of the Institute as furthering the purposes of the University, and

Be it further RESOLVED, that the Board of Trustees hereby approves the Project as a project included in the 2009-2013 capital plan for the University and authorizes 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 of fifty million dollars 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

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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, leases or subleases, or real estate sales and purchase agreements) 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. (Doc. T08-087)

The next action item was the **FY2009-2013 Capital Plan Update**.

It was moved, seconded, and

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

Cost Estimate
Aug-08

Amherst Campus

Southwest Concourse Infrastructure Renovations	\$6,000,000
Chenoweth new faculty renovations	\$1,961,000
Dickinson Window Replacement	\$2,133,000
Flint Steamline Phase II	\$5,000,000
Goessman Addition new faculty renovations	\$4,671,000
Hasbrouck new faculty renovations	\$2,133,000
Life Sciences Facility	\$95,000,000
LGRC Astronomy Cluster	\$1,800,000
LGRC Elevator Replacement	\$2,300,000
Morrill II & III new faculty renovations	\$2,686,500
Morrill Science Renovations	\$3,200,000
New Animal Care Facility	\$12,400,000
Polymer Steamline Replacement	\$8,000,000
Student Union Roof Replacement	\$1,395,000
Totman Roof Replacement	\$1,700,000
FY08 New Faculty Hire Renovations	\$3,000,000
Electrical/other infrastructure	\$5,000,000
Campus Master Plan Update	\$2,000,000
Chenoweth Food Science Lab Renovations	\$2,800,000
Science Facility Renovations	\$15,000,000

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Fine Arts Center MEP	\$4,550,000
Boyden Gym drainage	\$2,000,000
Roof Repairs	\$2,000,000
New Africa House Elevator	\$1,700,000
Paige Lab Renovations	\$15,000,000
Fine Arts Center fire protection and emergency generator	\$4,250,000
Machmer fire protection and MEP	\$5,250,000
Boyden Gym bathroom and ventilation	\$8,000,000
Dubois Library HVAC	\$2,750,000
ISOM architectural and MEP	\$2,000,000
Stockbridge Pedestrian Road	\$3,850,000
New Africa House exterior masonry and MEP	\$1,640,000
Chenoweth Laboratory Addition façade, fire protection and MEP	\$2,850,000
Hasbrouck Laboratory MEP and floors	\$1,820,000
Hasbrouck Laboratory Addition exterior shell and MEP	\$2,100,000
LGRC repairs and modernization	\$32,000,000
Dubois Façade Replacement Study	\$2,000,000
Fine Arts Center Repairs, Renovations & Modernizations	\$52,000,000
Dubois Façade Replacement	\$18,000,000
Campus Security Improvements	\$10,000,000
Goodell MEP and fire doors	\$2,641,000
Holdsworth Hall fumehoods and MEP	\$5,650,000
Furcolo ceilings, structural and MEP	\$1,785,000
New Swing Buildings	\$50,000,000
University Health Services code and MEP	\$2,100,000
Whitmore Hall ceiling tiles and electrical	\$3,620,000
Herter code and controls	\$1,200,000
Worcester Dining Common Renovations	\$20,000,000
ADA Academic Building Compliance Renovations	\$12,000,000
Hazardous Material Remediation	\$12,000,000
Totman Renovations	\$22,000,000
Deferred Maintenance Projects - FY09-13	\$35,000,000
Deferred Modernization Projects - FY09-13	\$35,000,000
Stockbridge Hall mechanical room	\$1,000,000
Mather Career Center HVAC, drainage and doors	\$1,880,000
University Health Services Renovations	\$6,000,000

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Campus Moves	\$10,000,000
Environmental/Hazardous Materials Remediations	\$20,000,000
ADA Compliance Renovations	\$10,000,000
Mechanical Engineering Elab I	\$1,500,000
Relocate Western MA Public Health	\$2,500,000
Lab Modular Building II	\$10,000,000
Campus Security Improvements	\$5,000,000
Campus Wide Card Access System	\$8,500,000
Whitmore Renovations	\$19,000,000
New Baseball Field	\$1,800,000
Athletics Champion Center	\$35,000,000
FAC Concert Hall	\$1,600,000
Rand Theater Renovations	\$12,000,000
Renaissance Center Great Hall	\$2,575,000
<i>subtotal Amherst</i>	\$703,290,500

Boston Campus

Relocation WUMB Radio to Modular Building	\$4,000,000
Renovate Space Vacated by Opening of Integrated Science Complex	\$15,000,000
Master Plan Phase 1: Construct 1,000 Bed Living and Learning Center	\$88,000,000
Healey Library: Renovations to Create Learning Commons	\$2,000,000
Life Sciences: Center for Personalized Cancer Therapy	\$10,000,000
Campus-Wide: Create ADA-conforming Restrooms and Accessible Pathways in Healey Library, McCormack Hall, the Science Center and Wheatley Hall	\$1,200,000
<i>subtotal Boston</i>	\$120,200,000

Dartmouth campus

New Bedford Incubator	\$5,000,000
Taunton Life Sciences Center	\$5,000,000
SMASST/Marine Fisheries Building	\$20,000,000
<i>subtotal Dartmouth</i>	\$30,000,000

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Lowell campus

East Residence Hall	\$50,000,000
Property Acquisition	\$55,000,000
Civic and Athletic Facilities	\$10,000,000
<i>subtotal Lowell</i>	\$115,000,000

Medical School

Construct New NW Parking Garage	\$26,400,000
Construct New Data Center	\$16,000,000
Class Size Increase Initiative	\$4,000,000
Construct Child Care Center	\$5,000,000
Shaw Building Upgrades for GSN	\$2,000,000
Renovate and Expand BL3 Suite - 7th Floor	\$2,700,000
AQA Terminal Box Improvements	\$3,000,000
School Stairwell Fire and Safety Improvements	\$2,000,000
Construct New Storage Warehouse	\$5,000,000
Construct New Freezer Farm	\$2,000,000
Replace Water Distribution Lines in Student Lab Wing	\$1,370,000
<i>subtotal Medical School</i>	\$69,470,000

<i>Total all new projects</i>	\$1,037,960,500
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And further,

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

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Project Name	Initial TPC	Revised TPC	% Change
Amherst Campus			
Campus Center Repairs	\$4,400,000	\$10,000,000	127%
Goessmann Roof Replacement and Snow Diverter	\$500,000	\$950,000	90%
Lab Safety Improvements - eyewash stations/showers	\$600,000	\$1,600,000	167%
Student Union Fire Suppression	\$700,000	\$1,122,000	60%
Lederle GRC Electrical Upgrades	\$1,695,000	\$4,148,000	145%
Boston Campus			
Master Plan Phase I: Construct New Integrated Sciences Complex	\$100,000,000	\$152,000,000	52%
Master Plan Phase I: Construct 1,200 Vehicle Parking Garage	\$25,000,000	\$35,000,000	40%
Master Plan Phase II: Construct 1,200 Vehicle Parking Garage	\$25,000,000	\$35,000,000	40%
Dartmouth Campus			
ADA & Interior Access Immediate Needs	\$1,650,000	\$2,184,000	32%
Research Extension Phase II	\$1,500,000	\$1,900,000	27%
Lowell Campus			
Fox Hall Renovations	\$3,500,000	\$15,000,000	429%
Medical School			
New Science Facility	\$235,000,000	\$330,000,000	40%
Complete CHW and Steam Loop on Campus	\$10,000,000	\$13,000,000	30%
Power Plant Electrical Room Expansion	\$2,300,000	\$3,500,000	52%
Deferred Maintenance List - Priority 2	\$3,000,000	\$4,500,000	50%

And further,

To approve the FY2009 to FY2013 University Capital Plan as described in Doc. T08-084.

And further,

With respect to any or all of the projects identified in the said University Capital Plan as described in Doc. T08-084, 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

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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. T08-084 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.

The next action item was the **Resolution of Authorizing Requests for Initiation by UMass Building Authority of University Projects and Related Matters.**

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,

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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:
 - (a) Any or all of the projects set forth in the University of Massachusetts FY2009 to 2013 University Capital Plan (Trustee Document T08-084); 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.

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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. (Doc. T08-085)

The next item was the **Report of the Advancement Committee**. Trustee DiBiaggio first expressed his appreciation for a second term on the Board and noted the important role Bill O'Shea played on this Board during his term. He then reported that the Advancement Committee had met on September 3rd. The Committee's Chair, Trustee Lawton had thanked the Governance Committee, Chairman Manning and President Wilson for re-appointing him as Chair for his third year.

Staff from each of our five campuses and the President's Office and Foundation continues to work together in collaborative projects focused on improving planning, coordination, and communication to the Trustees on progress and performance.

Last year's fundraising goal of \$84 million dollars was achieved thanks to the work of all the development teams. This year's fundraising goal is \$95 million dollars. Former Trustee Bharath Nath chaired the Student Alumni Task Force which studied the role that students and alumni play in fundraising. One initiative underway is a Student Trustee Alumni Speaker series. President Wilson has made resources available for each of the student Trustees to work with their campus advancement teams to bring an alumni speaker to their campuses along with a reception for students and alumni. The goal being to develop a stronger affinity among students for alumni engagement once they have graduated.

President Wilson thanked Chair Lawton for his enthusiastic support of the University's advancement efforts. His report included the good news that the Endowment investment performance for the year registered a positive growth of just under 1% percent (0.92%) despite the capital markets strongly negative and volatile environment. The market value of the UMass

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Foundation as of June 30, 2008 is \$362,234,420. This positive performance can be attributed to the good work of the UMass Foundation Investment Committee, led by UMass Lowell alumnus Roy J. Zuckerberg, who continue their diligent work in this challenging market environment.

In addition to the investment performance, fundraising and quasi-endowment initiatives resulted in additions to the endowment—contributing to the increased market value for the year. Fundraising achievement at the end of fiscal year 2008 across the campuses stood at \$94,212,266 dollars against a goal of \$84.3 million dollars. This is 3.6% percent over the FY07 achievement and the increase was driven overall by a 14% increase in giving from alumni and a 22% percent increase in gifts from organizations. President Wilson congratulated the Chancellors and their teams for their commitment to and focus on improving fundraising. All of the campuses are making terrific progress.

UMass Amherst raised \$33.5 million in Fiscal Year 2008. They are to be congratulated for a year-end performance of 10% over goal and for raising 36% percent of the University's total new commitments recorded in FY08.

UMass Worcester raised \$23.7 million in Fiscal Year 2008. This was its best year ever for new cash gifts. The team at the Medical School did a terrific job of capturing new donors making outright cash gifts to the School. Their ongoing challenge and goal will be to retain those donors and inspire repeat gifts and multi-year pledges.

UMass Boston raised \$16.8 million in Fiscal Year 2008, surpassing its goal by 29% percent and nearly doubled gifts from corporations and foundations.

UMass Lowell raised \$13.3 million in Fiscal Year 2008, registering an extraordinary increase in alumni giving of almost 225% percent and surpassed its total annual goal by 60% percent.

Raising \$6.9 million in Fiscal Year 2008, UMass Dartmouth increased the number of donors to the campus by 39% this year, and inspired two significant gifts from national foundations.

The campuses have put forth a combined preliminary goal of \$95.7 million for FY09, a 13% increase over the previous year. Goals will be confirmed at the next meeting.

Participation in the fundraising process is important and all of us can contribute. Fundraising—especially in these trying economic times—can provide the margin of excellence in our academic programs and it is critical if we are to be able to provide the level of financial aid that will ensure the highest levels of access to the greatest number of qualified students. We will all face challenges until the markets settle, but we must aspire to reach for continued success in this arena.

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The next item was the **Report of the Audit Committee**. Trustee Johnston, Vice Chair of the Committee, reported that the Committee had met on September 10. The agenda included a briefing on current audit activities, both internal and external, throughout the campuses and the central office; we discussed and accepted four internal audit reports, which we will recommend for Board approval today.

Committee guests included Sarah Mongeau and Daniel Sarazen of Internal Audit, both whom joined the department early this year.

The Committee began with a report from Robert Harrison, the Director of Internal Audit; he briefed us on an unannounced cash count that was successfully completed on the Dartmouth campus and adequately responded to by management; he provided for the Committee the new department Newsletter, named "AUDIT Newscast" which will be issued via email to all University employees; and he noted proudly that two members of the department received professional certifications after much study and independent testing.

Mr. Harrison spoke about current audit activity in process throughout the University System by referencing his Quarterly Activity Summary.

Some highlighted subjects included that:

- All of the fiscal year ending June 2008 external reviews are proceeding, and that the primary agenda for the November meeting will be covering the PricewaterhouseCoopers reports, including the annual financial report. Mr. Harrison also reminded the Committee that a formal conference call on October 15th will be offered to us as participants in the State Comptrollers annual discussion with PwC as to the University's audit status.
- Active reviews by the Office of the State Auditor are in process at three campuses, with a likely closure soon of a long-term review at Boston, which will be provided to the Committee upon publication.
- And, an independent management review is underway for the Commercial Ventures and Intellectual Property Program. Mr. Harrison stated that planning sessions resulted in a long list of necessary interviews to be made in order to gather enough feedback about the program. These interviews will include the Chancellors, the President and Central Office personnel, and all campus CVIP directors at a minimum.

Senior Vice President Williams commented that one goal for such a study is to help us know how to better organize and prepare for the next stages of CVIP program growth.

The Committee heard a presentation on the four completed internal audit projects, all planned work from the long-range audit plan:

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The first was a report on two reviews at Amherst involving **Evaluations for Information Technology General Controls** for departments identified as self-managing their Info Tech systems. Observations made to help them operate a more secure environment were fully accepted and changes instituted promptly.

The **Compliance Review of the Dartmouth Chancellor's Offices and Affiliated Offices** was presented. This was similar in scope and purpose as the other executive office studies over this past year. A number of suggested areas for improvement were offered and accepted by the campus.

The **President's Office Purchasing Follow-up** was in response to a 2004 review conducted to evaluate and assist the effort to establish a dedicated purchasing function for the central offices. One outcome of this review will be a Standard Business Process Purchasing Manual and web-site for reference use by all Presidents' Office staff.

The Committee was briefed on the **Revenue and Cash Receipting Locations Review at UMass Dartmouth** which is a continuing effort to evaluate all identified non-student account collection areas on each campus, to make onsite visits and interviews to each known area, and provide assistance as needed for any internal control improvements.

It was then moved, seconded and

VOTED: To accept the following Audit Reports:

1. Information Technology Controls Reviews, UMass Amherst Parking Services and UMass Amherst Transit Services (Doc. T08-066)
2. Chancellor's Office Compliance Review, UMass Dartmouth (Doc. T08-067)
3. President's Office Purchasing Function Follow-Up Review (Doc. T08-068)
4. Cash Receipting Locations, UMass Dartmouth (Doc. T08-069)

Trustee Pearl then gave the **Report of the Committee on Science, Technology and Research**. She thanked Vice President Thomas Chmura and Jeff Brancato for their work with the issues facing this Committee. The Committee met on September 3rd. President Wilson opened the meeting by highlighting progress on three pieces of legislation that are highly relevant to the work of the Committee – the life sciences, clean energy and higher education capital bills.

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The Legislature passed and the Governor signed a \$1 billion Life Sciences Initiative. UMass is poised to play a critical role in this program. The President is a member of the Life Sciences Governing Board, and all five Chancellors are all part of a state-wide Advisory Board. Nearly \$250 million in capital funds is targeted at infrastructure at UMass. The UMass campuses will also be able to compete for annual funding in areas such as Research and Development and workforce development.

The Legislature also enacted and the Governor signed legislation to promote the development and use of clean energy in Massachusetts. One bill encourages state entities such as UMass to adopt new approaches to sustainability and the use of clean and renewable energy. Another provides \$68 million dollars to support clean energy research, new venture creation and workforce development. As with the Life Sciences Initiative, the President of the University is a member of the Board of the Clean Energy Technology Center.

President Wilson also noted the higher education capital bill that provides \$1 billion in capital to the University over the next 10 years. A significant portion of these funds will support much-needed new science, technology and research facilities at the University.

President Wilson stressed that the progress made in these areas is historic. These three bills represent an unprecedented demonstration of support from state leaders for UMass's role as the state's public research University and contributor to the Innovation Economy.

The President suggested the key reasons for the University's historic success: (1) our continued commitment to academic excellence, (2) a willingness and proven ability to partner with the state and business leaders, particularly in areas of strategic importance to the Commonwealth, and (3) an ability to work collaboratively as a system – the President's Office and the campuses, Trustees, alumni, and all our supporters.

For the past two years, the Science, Technology and Research Committee has strongly encouraged the University to position itself as a leader in the life sciences and explore ways to increase inter-campus collaboration.

Under the leadership of Chancellor Collins, a system-wide Life Sciences Task Force has developed a plan to strengthen the University in the life sciences, promote inter-campus collaboration, and position the University for the \$1 billion Life Sciences Initiative.

The Chancellor and a panel of faculty and administrators from the five campuses provided an overview of the Task Force's work and recommendations. The key points about the Task Force report were that: UMass is well-positioned for leadership in the life sciences, our success depends on collaboration and engagement, we have the potential to be world-class, new centralized structures will be essential and the time to act is now.

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The panelists highlighted Task Force recommendations in six areas – (1) Attracting, Retaining and Graduating Students in the Life Sciences; (2) Developing a Network of University-led Regional Technology Innovation Centers; (3) Establishing a system-wide UMass Center for Clinical and Translational Science and multi-campus proposal to the NIH; (4) Establishing a \$1 million Life-Sciences Seed Fund to promote collaborative projects; (5) Establishing the UMass Core Facilities Steering Committee to develop new models for sharing of facilities; and (6) Developing Incentives and Removing Barriers to Inter-Campus Collaboration and Entrepreneurial Efforts.

Chair Manning expressed the view that this was the most inspiring presentation he has seen since joining the Board and wished all Board members could have seen it. Other Trustees agreed and indicated that it was a most impressive document and process.

It was moved, seconded and

VOTED: To accept the following report “A University wide Plan to Strengthen the life Sciences and Promote Inter-campus Collaboration over the Next Five Years” – as prepared by the University of Massachusetts Life Sciences Task Force with the support of the Trustee Committee on Science, Technology and Research;

And further,

To affirm the importance of the life sciences to the University’s research and education enterprise, in that its disciplines account for nearly 60% of the University’s research expenditures and engage thousands of students in classroom- and laboratory-based programs;

To recognize this unique “life sciences moment,” where the University plays a critical role in an emerging Commonwealth strategy to secure far into the future Massachusetts’ position as a global leader in both fundamental research in the life sciences and its application to create new technologies and therapies to advance human health and address other societal challenges;

To endorse the effort of the Task Force to craft a university-wide aspirant vision in the life sciences and develop strategies for encouraging multi-disciplinary collaborations, links with industry and other research institutions, and inter-campus partnerships that will enable our faculty to enhance the excellence of their research programs, benefit our students through the education they obtain and by enabling them to assume positions of leadership in industry and research, and support the growth of the Commonwealth’s industry base;

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To commend the members of the Task Force, which included nearly 40 members of the faculty and administrative staff from the five campuses and the President's Office, for their thoughtful, collaborative and far-sighted report:

Nancy Cohen, John Cunningham, Steven Goodwin, Paul Kostecki, George Langford, Michael Malone and T.J. Mountziaris from UMass Amherst; Richard Antonak, Joan Becker, Stephen Crosby, Paul Fonteyn, Greer Glazer, Andrew Grosovsky and Winston Langley from UMass Boston; Anthony Garro, William Hogan, Robert Peck, Louis Petrovic and Paul Vigeant from UMass Dartmouth;

Ahmed Abdelal, Susan Braunhut, Partha Chowdhury, Carl Lawton, Jacqueline Moloney, Stephen McCarthy, and David Wegman from UMass Lowell; Anthony Carruthers, Brendan Chisholm, Terence Flotte, Paulette Seymour Route, John Sullivan, James McNamara and Judith Ockene from UMass Worcester; and Abigail Barrow, Jeffrey Brancato, Thomas Chmura, Michael Goodman and Marcellette Williams from the UMass President's Office; and Michael Collins, Chair; and

To urge the President and Chancellors, in consultation and partnership with all relevant governance bodies on the campuses, to take necessary actions to follow through as may be appropriate on the recommendations identified in the report and to use the report to advance the interests of the University with the Governor, Legislature and other relevant parties. (Doc. T08-077)

Trustee Pearl continued her report - the final item for **Discussion** was an overview of **Sustainability Initiatives at UMass Campuses**. The Committee has placed a high priority on the University's role in clean energy. Most of our focus to date has been on our role in research, education and economic development. In response to the interest of a number of Trustees, Vice President Lenhardt briefed the Committee on the actions that the University itself is taking to promote sustainability.

UMass's efforts to date reflect the University's commitment to complying with Governor Patrick's executive order on this topic, as well as the American College & University Presidents' Climate Commitment, signed by President Wilson.

During the discussion that followed, Vice President Lenhardt highlighted issues regarding the difficulties of universities achieving "climate neutrality, and the debate about the "payback" from renewable energy and green construction projects.

In Trustee Lawton's absence, Trustee Pearl reported on the initial discussion of a Task Force on Nuclear Science and Technology. Pursuant to the unanimous vote of the Board of Trustees

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on June 12, 2008, the Board authorized the formation of a Task Force to perform two separate tasks.

The first endeavor is to perform a critical analysis of the nuclear education and research performed at UMass Lowell and to explore ways to strengthen the academic, research and teaching of nuclear technology and to position the University of Massachusetts as a world leader in nuclear education. Vice President for Federal Relations, Mr. Jack Cline is working on opportunities for federal funding and grants. Provost Ahmed Abdelal, Professor Gilbert Brown and other faculty and staff have been meeting regularly on this mission and by our next meeting we hope to report on progress made by the Provost and staff at the Lowell campus.

The second aspect of the Task Force involves a request made by the Board to conduct a critical analysis of the energy crisis in the Commonwealth of Massachusetts. This effort will explore the role of nuclear electrical power in the Commonwealth as an energy resource helpful in obtaining energy independence, energy security and in reaching carbon reduction goals for long-term environmental sustainability. Additionally, the Task Force will examine the role of nuclear electrical power as an energy resource offering clean and affordable energy necessary to stabilize manufacturing costs, impact economic growth as well as positioning the state to compete in the global economy.

The Task Force is being assisted with its research by Professor Gilbert Brown, Professor and Coordinator of the Nuclear Engineering Program at UMass Lowell, and has engaged three noted professors for their critical analysis, Professor Clyde Barrow, Director of the Center for Policy Analysis, Professor Lou Petrovic, Director of Advanced Technology and Manufacturing Center from the UMass Dartmouth campus and Professor David Terkla, from the Department of Economics, Environment, Earth and Ocean Sciences at UMass Boston. They will be aided by their very capable staffs within the University as well as volunteers from the nuclear technology field, purveyors of electrical power and others.

The Nuclear Science and Technology Task Force promises to challenge existing perspectives and conventional wisdom and will look to uncover different truths surrounding nuclear electrical power and technology.

Trustee Lawton expects to be able to update the Committee on Science, Technology and Research at the next Committee meeting regarding this Task Force's efforts.

Trustee Pearl concluded her report by saying that the Committee has been extremely pleased with the progress being made in strategic areas such as the life sciences and clean energy. All of us on the Committee extend our thanks to President Wilson, the Chancellors, our faculty and staff for the exciting progress we are making in Science, Technology and Research.

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The first item under Other Business was the Appointment of Chancellor, UMass Worcester. President Wilson reported that he is very pleased to recommend that the Board of Trustees appoint Dr. Michael F. Collins as permanent Chancellor of the University of Massachusetts Medical School.

Dr. Collins was recommended by our highly distinguished and representative Search Committee, a Search Committee that unanimously, enthusiastically, and whole-heartedly decided that Michael Collins was the candidate it would put forward.

President Wilson had been in the room when the Search Committee met to issue its recommendation, and anyone who was there had to be singularly impressed with the length, the breadth, and the intensity of support that was expressed for Michael Collins and his leadership.

Our Search Committee Chairman, Trustee Johnston, described Dr. Collins as “one of the foremost public leaders we have in the Commonwealth,” and our Vice Chair, Nobel Laureate Craig Mello, called Michael Collins “a bridge-builder” and a leader who possessed “a great vision for this institution.”

Bharath D. Nath, our former Medical School student Trustee, summed it up by saying: “Dr. Collins’s leadership is inspirational to the campus.” It was a striking example of a Search Committee strongly coalescing around a leader and his vision.

Those of us who know him know that Michael Collins is a leader, a visionary, a doer as we have seen during his tenure as Chancellor of UMass Boston, as Senior Vice President for Health Sciences, and as interim Chancellor of the Medical School. Michael is committed to students, committed to success and excellence in research and is strongly committed to our public service mission. He is tireless, he is creative, and he is a man of outstanding character.

Michael Collins has been an effective leader throughout his career, something he clearly demonstrated at Caritas Christi Health Care System, where he served as President and Chief Executive Officer -- in the process building it into the second-largest health care system in New England. A Board-certified physician in internal medicine and a Fellow of the American College of Physicians, Dr. Collins has held a number of faculty and academic leadership positions during his career.

Michael Collins will be an outstanding Chancellor for the University of Massachusetts Medical School, a very widely held belief, on the campus and well beyond. The Medical School has already accomplished so much in a very few decades and is poised to do so much more as a nationally recognized medical- and health-sciences-education leader and as a research institution that has the potential to revolutionize medical science and contribute to the health and well-being of mankind.

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Michael Collins's connection to the city of Worcester and his belief in the city of Worcester goes back three and a half decades; he will work hard to build on our ties to the city, to be a strong and engaged partner, and to be part of Worcester's success story.

President Wilson concluded his report thanking everyone who served on the Medical School Search Committee, particularly the Search Committee Chairman, Phil Johnston, who devoted so much time to this effort and guided the search so well, and to the other Board members who served: Trustees Karam, Osterhaus-Houle, and Pearl; the University appreciates your service.

Trustee Johnston reported his pleasure at serving as Chair of the Search Committee and at getting to know the Medical School community and one of the leading Medical schools in the country. The quality of leadership at this University from the President to the Chancellors was the standard by which we began the Search.

The executive recruitment firm of Isaacson, Miller of Boston assisted the Committee in the search process. It was an honor to work with Vice Chair, Dr. Craig Mello; he offered particular thanks to his fellow Trustees who served on this Committee.

This search process lasted six months, and during that time, the Search Committee met five times, interacting with more than 100 candidates and potential candidates in the process, held 10 constituency-group meetings most of which occurred on the Worcester campus, reviewed the credentials of numerous candidates and conducted candidate interviews.

As President Wilson has noted, the Search concluded with the Committee unanimously agreeing that Michael F. Collins should be appointed as permanent Chancellor. He indicated that he has known Dr. Collins a long time; he cares not only about the Medical School but the Worcester community as well. What struck the Committee was the extraordinary positive support that emanated from the students, faculty and staff for the work he had accomplished as interim Chancellor of the Medical School. Speaking for the other Trustees on the Committee and for Vice Chair Mello, Trustee Johnston reported that we are proud and privileged to have Dr. Collins on the team.

Trustee Johnston then acknowledged Susan Kelly from the President's Office and staffing member of the Search Committee; she was extraordinarily helpful to him and the Search Committee and thanked her and Executive Vice President James Julian and Vice President Robert Connolly for their help.

The motion to appoint Michael Collins as Chancellor was moved and seconded.

Vice Chair Karam noted that while Michael Collins was an outstanding candidate there was agreement that we go through the search process for the good of the system. We had some

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outstanding candidates from outstanding institutions. Michael Collins was head and shoulders above everyone.

Chairman Manning then took a moment to apologize to Michael Collins for earlier comments made that were inappropriate; the University is fortunate and lucky to have you.

There was a round of applause.

It was then

VOTED: Upon recommendation of the President, to appoint Michael F. Collins as Chancellor of the University of Massachusetts Worcester.

And further,

To commend and thank the Chairman and members of the Chancellor's Search Committee for their time and effort and commitment in the search for a Chancellor at the University of Massachusetts Worcester:

Philip W. Johnston, Chairman
Craig C. Mello, Vice Chairman
John F. Blais
Michael P. Czech
Jennifer S. Daly
Walter H. Ettinger, Jr.
Marianne E. Felice
Robert W. Finberg
Terence R. Flotte
Jay Himmelstein
Charles J. Hoff
James R. Julian, Jr.
James J. Karam
Daniel H. Lasser
Katherine F. Ruiz de Luzuriaga
Bharath D. Nath
Kerri E. Osterhaus-Houle
Linda A. Pape
Janet D. Pearl
R. Norman Peters
Paulette Seymour Route
Marian Wilson
Marcellette G. Williams

(Doc. T08-078)

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Trustee DiBiaggio noted that we now have five strong leaders governing our campuses and we are ready to move the University into the future.

After a round of applause Chancellor Collins addressed the Board; he first thanked President Wilson for visionary changes made to the University. He thanked Trustee Johnston and the members of the Search Committee. When first asked to serve as Interim Chancellor of the Medical School he asked that a Search Committee be established so that the community would be involved in the process.

It is especially exciting to be selected on the Boston campus having served here as Chancellor. He had worked with Chancellor Aaron Lazare in the past and noted his leadership in that position. It has been exciting to work with the other Chancellors and we will continue to work together to advance the vision for the Life Sciences.

Chancellor Collins spoke of some of the extraordinary work being done by the medical staff at the Medical School that impacts the global community. As we go forward it is our responsibility to create a health care system for the future, to educate the work force in an ideal learning environment, to assure the results of our research studies have a therapeutic benefit for our patients and that we have a global impact.

Chancellor Collins concluded his comments by stating his privilege to lead a fabulous team at Worcester and is thankful for the opportunity.

There was a round of applause.

The next item was the **Department of Defense**. This is routine item adding new Trustees.

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

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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:

<u>NAME</u>	<u>TITLE</u>
Lawrence F. Boyle	Trustee
Jennifer C. Braceras	Trustee
Matthew E. Carlin	Trustee
Edward W. Collins, Jr.	Trustee
John A. DiBiaggio	Trustee
Tamara Endich	Trustee
Kristin D. Gerson	Trustee
Philip W. Johnston	Trustee
James J. Karam	Trustee
Ruben J. King-Shaw, Jr.	Trustee
David Koffman	Trustee
Aleksandar Kulenovic	Trustee
Richard J. Lawton	Trustee
Kenneth A. MacAfee, II	Trustee
Lindsay McCluskey	Trustee
Kerri Osterhaus-Houle	Trustee
Janet D. Pearl	Trustee
Alda Rego	Trustee
Paul Reville	Trustee
Henry M. Thomas, III	Trustee
Stephen P. Tocco	Trustee

(Doc. T08-088)

The next item was the Worcester City Campus Corporation. Vice President Lenhardt reported that the Trustees are the sole member of the Corporation; we need to add Trustee members to the Corporation. The primary role of the Corporation is real estate and property holder.

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It was moved, seconded and

VOTED: The University of Massachusetts Board of Trustees sitting as the sole member of the Worcester City Campus Corporation, appoints as members of the Board of Directors:

Kerri Osterhaus-Houle, M.D.
Alda Rego
Thomas J. Chmura
James R. Julian
Stephen W. Lenhardt
David MacKenzie
Thomas Manning
Robert Jenal
(Doc. T08-089)

The next item was the **Report of the Governance Committee**. Vice Chair Karam reported that the Governance Committee met on July 8th and August 12th. The Committee discussed the Board/Committee Chairs/Vice Chairs/Officers for the upcoming year.

The Committee considered the Officers and Committee Leadership. The Committee members had individual discussions with all the Board members about the officers and their committee assignments.

Vice Chair Karam then asked Chairman Manning to entertain a motion to approve the **Slate of Officers and Committee Chairs of the Board** to serve until the next annual meeting of the Board.

Vice Chair Karam concluded his report by thanking the members of the Governance Committee: Trustees Johnston, Carlin, Lawton and Pearl; and Chairman Manning for his participation.

It was moved, seconded and

VOTED: To confirm and approve the Officers and Committee Chairs of the Board of Trustees set forth in Doc. T08-074, all to serve until the next annual meeting of the Board.

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

**Board of Trustees
September 26, 2008**

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 **Appointments with Tenure, UMass Amherst, Lowell, Worcester** and **Awards of Tenure, UMass Amherst, Lowell, Worcester** and **Transfer of Tenure, UMass Dartmouth.**

Chairman Manning voted for the motion as did Vice Chair Karam and Trustees Braceras, Carlin, Collins, DiBiaggio, Endich, Johnston, Kulenovic, MacAfee, Osterhaus-Houle, Rego, Reville and Thomas.

The time was 10:42 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees