

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

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

Monday, February 25, 2008; 12:00 noon  
Amherst Room  
225 Franklin Street – 33rd Floor  
Boston, Massachusetts

**Committee Members Present:** Chair King-Shaw; Vice Chair DiBiaggio; Trustees Beatrice, Braceras, Carlin, Endich, Kulenovic, Nath, Osterhaus-Houle, Pearl, Thompson and Tocco; Chairman Manning

**Other Trustees:** Vice Chairman Karam; Trustee Thomas

**University Administration:** President Wilson; General Counsel Bench; Executive Vice President Julian; Senior Vice President Williams; Vice Presidents Chmura, Connolly, Lenhardt and Smith; Chancellors Motley, MacCormack, Meehan and Collins; Provosts Seymour, Fonteyn, Garro and Pierson; Deputy Chancellor Flotte; Associate Vice President Harrington; Vice Chancellor Ockene; Deans Philip Quaglieri and Greer Glazer, UMass Boston; Professors Kay Doyle and Karen Mellilo, UMass Lowell; Deans Tony Carruthers and Paulette Seymour-Route, UMass Worcester

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

Chair King-Shaw convened the meeting at 12: 04 p.m.

Chair King-Shaw then asked for a motion to **Approve the Minutes of the Prior Meeting of the Committee.**

It was moved, seconded and

**VOTED:** To approve the minutes of the November 20, 2007 meeting of the Committee.

The next item was the **President's Report.** In the interest of time and due to the length of the agenda, President Wilson shortened his report and indicated his remarks had been distributed. Some of the highlights included:

- The new UMass Amherst Institute for Cellular Engineering has recently received a \$3 million dollar grant from the National Science Foundation that will provide graduate students with fellowships, training, and on-hands research opportunities to build an

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employment pipeline into some of the country's most crucial biotechnological and biomedical industries.

- It is also notable that UMass Amherst's School of Public Health and Health Sciences accepted awards in 2007 in the amount of \$7.4 million dollars, an increase of 16 percent over the previous year. The funded proposals address many issues related to public health and the life sciences.
- **UMass Boston** has been awarded a \$7.7 million dollar, five-year grant by the National Institutes of Health to establish an exploratory center for health and health care disparities that is dedicated to community-based participatory research. UMass Boston, the Harvard School of Public Health, and Brigham and Women's Hospital have partnered with Cherishing Our Hearts and Souls Coalition (COHS) of Roxbury, Massachusetts, to conduct health-disparities-related research projects; offer research training, with an emphasis on community-based participatory research, to faculty, students, and community stakeholders.
- At **UMass Medical School**, the National Institute of Arthritis and Musculoskeletal and Skin Diseases (NIAMS) has renewed a \$9 million dollar program project grant to Principal Investigator Gary Stein, PhD, the Gerald L. Haidak, MD, and Zelda S. Haidak Professor of Cell Biology, professor and chair of cell biology and deputy director of the UMass Memorial Cancer Center, to research the restructuring of genes and the changes that occur in tumors that allow cancers to metastasize in bone. This and other UMMS program project grants from the National Institutes of Health are a measure of a maturing research institution with depth and breadth in multiple areas of biomedical research.
- **UMass Dartmouth** has received national coverage of its advanced materials research. National news organizations, including the *Wall Street Journal*, MSNBC, and National Public Radio, have recently reported on an UMass Dartmouth team's success in printing living cells in 3D using inkjet technology.

Printing different cells on top of one another may help to reveal how they communicate with each other, Dr. Paul Calvert said. By making organized stacks of cells with different separating layers, researchers can explore cellular language and determine what types of cells are needed to produce tissues such as skin or heart muscle.

- **UMass Dartmouth's** Center For University and School Partnerships has received two U.S. Department of Education grants totaling \$3.5 million dollars to attract, retain and support K-12 teachers in high-need subject areas as identified by partner districts Fall River, New Bedford and Wareham.

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Recently, UMass Dartmouth's James J. Kaput Center for Research and Innovation in Mathematics Education received a \$2 million dollar grant from the U.S. Department of Education to examine new strategies to excite students about learning math, and increase the number and diversity of students in the math, science, and engineering pipeline. The combined total of the Kaput Center and CUSP grants is \$5.5 million dollars.

- At **UMass Boston**, the College of Nursing and Health Sciences will offer enhanced training for its students. The Center for Clinical Education and Research at UMB will assist in the training of nurses by offering state-of-the-art simulation equipment so that students can practice and make mistakes on equipment rather than on live patients. The “people simulators” (e.g., SimMan® and SimBaby®) are part of an emerging technology and will be made available to simulate many clinical patient care scenarios and tasks that a nurse would encounter, such as a mother giving birth to a baby, an individual experiencing a heart attack, or a nurse starting a patient’s IV. In a realistic setting, students’ clinical and decision-making skills will be challenged and tested. The center’s use of this sophisticated and cutting-edge equipment will make it a unique nurse-training venue as well as an incubator for research into learning techniques that facilitate students’ acquisition of clinical skills and knowledge.
- At **UMass Lowell** a new program integrates computer science and the arts. “Performamatics: Connecting Computer Science to the Performing, Fine and Design Arts” is a new, two-year program at UMass Lowell funded with a \$368,162 dollar grant from the National Science Foundation. This collaborative effort between the departments of Computer Science (CS), Art, Music, English and Regional Economic and Social Development encourages CS majors to think creatively and expand their views of what computers can accomplish. The ultimate goal is to use Performamatics as the basis for a new Bachelor of Arts in Computing degree program, which can serve as a national model.

Nursing faculty at **UMass Lowell**, share enthusiasm with young students, but they are mindful that the nursing shortage remains a reality. Of even more concern, nearly half of the nurses working today are 50 years of age or older, just as the aging baby boomer generation will need more services. Nursing faculty from the UML School of Health and Environment created a pilot program of summer workshops to increase interest in and awareness of nursing careers among students from diverse communities.

- The pending higher education capital bill and life sciences legislation as it relates to this Committee. Last fall, the Board approved the University’s five-year Capital Plan— it is an ambitious, \$2.9 billion dollar plan which will allow us to invest in 21<sup>st</sup> century facilities across all five of our campuses—the type of facilities that our students and our faculty deserve.

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- Although the state will be facing a difficult budgetary situation in Fiscal Year 2009, the Chancellors and the President believe that Governor Patrick and the Legislature recognize the University's important roles in educating today's and tomorrow's students and serving as an innovation engine for the Commonwealth. We are hopeful that they will try to do what they can to support capital investment at the University.
- The Patrick Administration has filed a 10-year \$2 billion dollar higher education bond bill and a \$ 1 billion dollar life sciences bill which include very significant support for the University. Two weeks ago, the legislature's Committee on Higher Education released the higher education bond bill with its \$1 billion dollars in funding for UMass and corresponding list of projects based on the University's Capital Plan still intact.
- That same week, Speaker DiMasi and Chairman Bosley unveiled their updated life sciences bill which includes more than \$200 million in life sciences capital funds for UMass.
- There are still several hurdles to cross before either of these pieces of legislation becomes law; President Wilson thanked all of the Trustees, Vice Presidents and campus officials who have been involved in our capital planning or in supporting the passage of the legislation.

President Wilson congratulated the Chancellors and their teams for the many successes outlined in the quarterly report and thanked the Trustees who are members of this Committee for their service and support.

The next item was the **Senior Vice President's Report**. Senior Vice President Williams reported that at the Trustee Orientation, she presented the mission of Academic Affairs, Student Affairs, International Relations, (AASAIR), which is to mobilize resources to ensure quality. She is revisiting the primary functions of AASAIR because the Board has before it today new programs for approval. In the Trustee Policy (T92-012, as amended) the President's Office has a central role to play in program approval. The template that the Board receives summarizing the primary categories to be used for program approval grew out of Board members' suggestions. New programs are scrutinized internally and externally; programs are strengthened through these procedures.

Chair King-Shaw introduced the first item for action, **Student Senate Constitutions Revisions, UMass Dartmouth**. Trustee Endich offered her thoughts and answered questions. Trustee Tocco inquired about the objective and if it meant to get more students involved. Trustee Endich responded that this gave the outside students an opportunity to understand the process. The Constitution has not been revised since the merger in 1991.

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Chancellor MacCormack indicated that she approved of the amendments. There was a discussion involving some of the fine points including legislative powers. It was suggested that an amendment be made to the definition of what defines student government. Trustee Tocco requested that a copy of the By-Laws be distributed before the upcoming Board meeting.

It was moved, seconded and

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

To approve revisions to the Dartmouth Student Senate Constitution as contained in Doc. T95-095, as amended.

The next item was **Alcohol and Drug Policy Revisions, UMass Lowell**. Provost Pierson reported that the campus had created a Task Force to review the campus' policy regarding serving alcoholic beverages on campus at special events. The policy was amended to include three venues that can be used for events at which alcoholic beverages can be served.

It was moved, seconded and

**VOTED:** To approve revisions to the Lowell Alcohol and Drug Policy as contained in Doc. T93-116, as amended and Doc. T94-059, as amended.

The next item was **B.S. in Information Technology, UMass Boston**. Dean Quaglieri discussed the program and indicated it is a joint degree program to be offered by the Computer Science Department of the College of Science and Mathematics and the Management Science and Information Systems Department of the College of Management. Other highlights included:

- IT knowledge and skills is a critically important driver in the Massachusetts economy;
- The BSIT is designed to meet the accreditation standards required of the CSD and COM;
- External reviewers were very positive about the program.

Trustee Braceras gave the program a positive review and urged her colleagues to vote in favor of the program. She stated, however, her intention to abstain on all votes regarding new programs until the Board has a serious discussion regarding the mission differentiation between the campuses.

Trustee Carlin restated his desire to look at all programs that are outdated. Senior Vice President Williams indicated she would be providing that information. Trustee Tocco had reservations that life sciences may take attention away from the broader innovation economy in Massachusetts. It was also noted that Roxbury Community College was not listed as part of the articulation agreement with area community colleges that have IT programs and degrees; Dean Quaglieri indicated it was part of the program.

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It was moved, seconded and

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

To approve the B.S. in Information Technology at the University of Massachusetts Boston as contained in Doc. T08-011.

Trustees Braceras and Tocco abstained from the vote. Trustee Tocco voiced his concern about the cost and said he would like to see how much this program will bring in through fee increases.

The next item was **B.S. in Nutritional Sciences, UMass Lowell**. Professor Doyle reported that this program emphasizes the relationship between diet, health and research. Most food programs in the State focus on diets rather than research in nutrition.

Trustee DiBiaggio inquired about the fact that by year 2010 there will be 20-25 students enrolled and the program will need additional full-time faculty and more laboratory space. Professor Doyle responded that funding for the additional needs would come from the increased enrollment of students in the program.

Trustee DiBiaggio asked if we would consider articulation agreements with Tufts, to which Professor Doyle responded that we are currently doing research with Tufts faculty, and will study the desirability of articulation agreements.

Trustee Braceras addressed Senior Vice President Williams and asked if campuses submitting proposals for new programs could focus more explicitly on: (1) the specific budgetary source of the program; (2) the ways in which the proposed program will enhance the unique mission of the campus; (3) whether the program is offered elsewhere in the system and, if so, why duplication is justified; and (4) whether the proposed program is offered by other public institutions in the region and, if so, whether there is documented need for an additional program at the University.

Trustee Braceras stated that local demand for a particular academic offering is an insufficient justification for new program approval. Trustees need to know how the program fits into the academic offerings within the University system and within the larger context of public education in the Commonwealth. Without that information, Trustees are really being asked to judge programs on an ad hoc basis. Trustee Braceras stated that this sort of parochialism leads to duplication and mediocrity, when we should be thinking strategically about creating defined centers of excellence.

Trustee Carlin reiterated that if we add a program, we should drop a program.

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Professor Doyle responded that this program has been in existence for five years as an aspect of other degree programs: the courses have been offered previously.

It was moved, seconded and

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

To approve the B.S. in Nutritional Sciences at the University of Massachusetts Lowell as contained in Doc. T08-012.

Trustee Braceras abstained from the vote.

The next item was **M.S. in Clinical Research, UMass Worcester.** Deputy Chancellor Flotte and Dean Carruthers provided some background information about this program. Employers seeking to recruit trained clinical researchers are having difficulty; this program will address this shortage. We will begin to recruit more faculty as the programs grows which will be supported by extramural funding.

Trustee Tocco had a question about where the tuition waiver is coming from; Vice President Lenhardt indicated that it is waived for all graduate programs.

It was moved, seconded and

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

To approve the M.S. in Clinical Research at the University of Massachusetts Worcester as contained in Doc. T08-013.

Trustees Braceras and Tocco abstained from the vote.

The next item was **Doctorate of Nursing Practice Degree, UMASS Boston, UMass Lowell and UMass Worcester.** Provost Seymour from the Amherst campus, Dean Glazer from the Boston campus, Professor Mellilo from the Lowell campus, Deputy Chancellor Flotte and Dean Seymour-Route from the Worcester campus addressed the Committee about the Nursing Practice Degrees. Some of the highlights included:

- The mandate of the American Association of College of Nursing (ANCC) requires that the advanced care education move from the master's level to the doctoral level;
- The education of nurses requires more than can be offered in the Master's program;
- Lack of competition for students particularly the underrepresented;
- Resources will be re-allocated from closing the Master's program;
- DNP's can teach in classroom settings;

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- The role will not be confusing to patients; nurses do not typically use the title “Doctor” in clinical practice;
- Employment rates for graduates of master’s programs at all four campuses are high, which speaks to the need for all four programs;
- The Programs offer nursing education courses for that student who wants to prepare for classroom teaching.

Trustee Pearl thanked everyone for the responses to her recent questions. Her concerns included the nursing shortage; she would like to work to train more PhD faculty nurses, expanding both Bachelor and PhD programs at UMass. The issue is about resource allocation, reputation of the system and meeting the nursing shortage. Changing from masters to doctoral degrees can not be budget neutral.

While the program may work for the flagship campus, it may not be good for every campus. The Medical School seems well positioned but we should evaluate Boston and Lowell; it would be more cost effective to focus on a PhD than on a DNP.

Vice Chairman Karam indicated that the problem is not the students but faculty; this does not produce faculty. Walgreen’s and CVS are going to have DNP’s in every store; market forces are going to take these nurses.

Trustee Braceras concurred with Trustees Pearl and Karam and asked if someone could explain why we need five DNP programs, one on each campus? She stated that putting aside the question of whether the University should offer DNP degrees, the question remains as to which campuses are best equipped to offer high caliber DNP programs? Clearly the Medical School is equipped to do so. Can the other campuses do it as well as the flagship and the Medical School? Can we consolidate five proposals into two or three? No one would think of proposing a law school on every campus. Why would we offer other graduate degrees on all five campuses? She asked how this could possibly be cost-effective for the University.

Trustee Nath indicated that if we do not do this, the programs will become obsolete. If part of the solution is preparing well qualified graduates, we should be in the forefront. Trustee Tocco stated that we need to be more strategic regarding resources.

Chair King-Shaw indicated that we have spent a lot of time on this subject. Having nurses in stores such as Walgreens will provide access where no health care is available. Trustee Osterhaus-Houle said she sees the shortage in her field and understands the concept of changing the health care system but has an issue with a program on every campus.

Provost Fonteyn stated the need for diversity in the workforce; students that are socio-economically disadvantaged cannot travel to other campuses which create a competitive disadvantage. Chair King-Shaw understands students at Boston could have a difficult time traveling to another campus and that we should provide access to underserved students.



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Trustee DiBiaggio asked the Committee to consider a system-wide degree. Trustee Nath agreed but does not want to see these programs shortchanged; these programs will produce educators for the future. Chair King-Shaw noted that he has been advised that we do not give system degrees.

Trustee Braceras requested an answer to the cost effectiveness issue. She further stated that under-served and disadvantaged students can be brought into this profession by increasing aid and lowering costs for such students at whatever campus offers the program. President Wilson indicated that the savings would be very marginal if at all. These programs were done in a collaborative fashion; certain student populations are not mobile.

Provost Seymour reported that accessibility, affordability and lack of availability are important issues; we do not want to cut but increase the number of programs to prepare for the future.

Trustee Tocco inquired about the state funded nursing initiative; his view of the system is that each sector has a role and would like to know what that role is. There was a continued discussion about resources and funding.

Trustee Pearl suggested that the Committee vote for the Worcester program and delay the vote for Boston and Lowell. Chancellor Meehan indicated that students who attend the Lowell campus often come from poor neighborhoods; the quality of health care in these regions is better served because of advanced nursing practitioners.

Trustee Braceras agreed that the Committee should approve the Program for Worcester and suggested that the Committee establish a short term Task Force chaired by Trustee Pearl to look at how the University can streamline our offerings and strategically meet the nursing needs of the Commonwealth.

The different options were discussed and the Committee agreed that it would be helpful to set up a Task Force to address the questions raised and to decide how to move ahead.

Chancellor Motley stated his understanding that we discuss these issues together as a University system but is not comfortable dismissing these programs.

A motion was made and seconded:

To approve the Doctorate of Nursing Practice Degree at the University of Massachusetts Lowell as contained in Doc. T08-015.

Trustee DiBiaggio asked for clarification about the vote and the consensus of the Committee was that a motion had been made to table the original motion.

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It was moved, seconded and on roll call

**VOTED:** To table the motion to approve the Doctorate of Nursing Practice Degree at the University of Massachusetts Lowell as contained in Doc. T08-015.

The vote was approved by a vote of 7-3.

A motion was made and seconded and on roll call

To table the Doctorate of Nursing Practice Degree at the University of Massachusetts Worcester as contained in Doc. T08-016.

The motion was defeated by a vote of 6-4.

It was moved, seconded and on roll call

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

To approve the Doctorate of Nursing Practice Degree at the University of Massachusetts Worcester as contained in Doc. T08-016.

Trustees Braceras and Tocco abstained from the vote.

The next motion was moved, seconded and on roll call

**VOTED:** To table the motion to approve the Doctorate of Nursing Practice Degree at the University of Massachusetts Boston as contained in Doc. T08-014.

The vote was approved by a vote of 6-4.

Discussion turned to a suggestion regarding **Creation of a Task Force** to look at a system-wide approach to the Nursing issues taking into consideration the state plan including the state and community college programs and to report back within 90 days.

A motion was moved and seconded:

To establish a Task Force chaired by Trustee Janet Pearl to report back to the Board within 90 days.

Chairman Manning indicated that it was important that he discuss this issue with Trustee Pearl to consider her time and energy for this assignment; Trustee Pearl indicated she is willing

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to take on this project. There was a brief discussion about the Chairmanship of this Committee and that the person needs to be objective and fair.

Trustee Pearl responded that she intends to study the issues objectively. Vice Chairman Karam stressed his appreciation for the time and effort that went into these proposals and that it was the Board's obligation to look at our resources.

Trustee Braceras indicated that this is a perfect example of a need for mission differentiation and for earlier Trustee involvement in the process.

Chair King-Shaw acknowledged the passion associated with the issues today and said it was the Board's duty to ask the tough questions and it was important to move ahead with these issues with open minds.

Chancellor McCormack indicated that we must find a way to determine how to move forward; this is a volunteer Board and must find a way to interact to avoid such confusion in the future.

Chairman Manning indicated that he would appoint members to this Task Force. It was moved, seconded and

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

To appoint a Task Force chaired by Trustee Janet Pearl to study issues of system-wide nursing programs at the University taking into account state plans, including the state and community colleges, and to report back to the Committee within 90 days. (Doc. T08-035)

The next item was **University of Massachusetts Amherst Resolution**. Trustee Braceras introduced this resolution and stated that its purpose is twofold. First, it aims to provide public clarity from the Board about the role of Amherst as the system's flagship and the value of each of the five parts of the system. Second, it calls upon the Amherst campus to outline a preliminary strategic plan for the flagship, so that the new Chancellor can hit the ground running.

Vice Chairman Karam voiced his concern that such a resolution should be addressed through the President. Chairman Manning suggested we add a line "under the direction of the Chancellor and in cooperation with the President" to be sure the process is channeled through the proper venue.

There was a lengthy discussion about the timing of such a resolution and if the campus would be better served to wait until the Search for a new Chancellor is completed. Trustee Braceras stated that the resolution would indicate the Board is making a commitment to the flagship and would assist in recruiting top-flight candidates.

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Chair King-Shaw had a question about the Board's role in campus strategic plans. Trustee DiBiaggio had reservations about the resolution indicating that a new Chancellor coming aboard should have more control over the campus' strategic plan.

President Wilson stated that the original draft of the resolution did not include a section about a budget for the strategic plan and that the current version lacked authority by a new Chancellor to determine the campus plan. Trustee Braceras indicated that this resolution was not that much different from the original and that budgetary language was added at the request of Trustee Tocco.

President Wilson continued that top tier candidates for the Chancellorship will look at this with great trepidation and setting out a budget would not be fair. It was agreed that the budget language would be removed from the resolution.

There were several suggestions regarding amendments to the resolution including input from the Amherst campus and striking the September, 2008 date for the report to be submitted to the Board for review.

It was moved, seconded and

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

**WHEREAS** the University of Massachusetts consists of five campuses, including the flagship campus in Amherst, campuses in Boston, Dartmouth, Lowell, and the Medical School in Worcester; and

**WHEREAS** the Board of Trustees of the University recognizes that a five campus system with a single flagship is stronger than the sum of its individual parts; and

**WHEREAS** the Board of Trustees recognizes that a strong and nationally-recognized flagship is essential to the success of the system as a whole and to the Commonwealth's system of public higher education; and

**WHEREAS** the Board of Trustees will soon hire a new Chancellor of UMass Amherst whom the Board hopes will lead the campus for many years,

**Be it RESOLVED** that the Board of Trustees commits itself to moving UMass Amherst into the top tier of public universities in the country, and

**Be it further RESOLVED** that the Board of Trustees calls upon UMass Amherst under the direction of the Chancellor and in cooperation with the President to work with its various stakeholders to prepare the outline of a campus strategic

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plan by July 1, 2008, and

**Be it further RESOLVED** that the July, 2008 outline will serve as a basis for a strategic plan that the new Chancellor will direct, and

**Be it further RESOLVED** that UMass Amherst will submit the above-referenced strategic plan in sufficient time for review, discussion and appropriate action by the Board of Trustees and its subcommittees. (Doc. T08-034)

Trustee Kulenovic had an issue he wished to address – the public service mission of the University and the request for a working group of people from the campuses to catalog the activities that are being done regarding this field. The Committee agreed that this was a good idea and Trustee Kulenovic asked that interested members contact him. It was pointed out that creating such a data base would not be an easy task.

It was noted that a working group did not need a Committee/Board vote and Trustee Kulenovic would work with Chairman Manning about the formation of such a group.

Chair King-Shaw announced that the Committee would enter into **Executive Session** to consider **Appointments with Tenure, UMass Amherst, UMass Boston** and **Award of Tenure, UMass Worcester** and **Honorary Degree, UMass Dartmouth**.

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

It was moved, seconded and

**VOTED:** To enter into **Executive Session** for the purpose of considering **Appointments with Tenure, UMass Amherst, UMass Boston** and **Award of Tenure, UMass Worcester** and **Honorary Degree, UMass Dartmouth**.

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

The time was 3:15 p.m.

Barbara F. DeVico  
Secretary to the Board of Trustees