

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

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

Wednesday, May 27, 2009; 10:00 a.m.

Amherst Room

225 Franklin Street – 33rd Floor

Boston, Massachusetts

Committee Members Present: Chair Thomas; Vice Chair DiBiaggio; Trustees Carlin (via conference call), Gerson, Koffman, Kulenovic, Osterhaus-Houle, Pearl and Tocco; Mr. LaRock, Representative for Secretary Reville

Committee Members Absent: Trustees Braceras, King-Shaw and Reville; Chairman Manning

University Administration: General Counsel Heatwole; President Wilson, Executive Vice President Julian; Senior Vice President Williams; Vice Presidents Chmura, Connolly and Smith; Chancellors Holub, Motley, MacCormack, Meehan and Collins; Provosts Seymour, Langley, Garro and Abdelal; Executive Deputy Chancellor/Provost Flotte; Dean of Students Vanin, UMASS Amherst; Associate Vice President Harrington; Deputy Chief Operating Officer Lenhardt

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

Chair Thomas convened the meeting at 10:10 a.m. and asked for a motion to **Consider the Minutes of the Prior Meeting of the Committee.**

It was moved, seconded and

VOTED: To approve the minutes of the February 4, 2009 meeting of the Committee.

Chair Thomas then provided an overview of the agenda which included action items of Named Professorships, an Appointment to the Donahue Endowed Professorship, Revisions to the Code of Student Conduct, Revisions to the Faculty Grievance Procedure, UMASS Worcester, a discussion of the Framework for Excellence Report at UMASS Amherst, an informational item regarding the Nursing Working Group and an Executive Session to consider tenure cases.

Chair Thomas recognized Mr. LaRock representing Trustee Reville and Trustee Carlin on conference call.

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The next item was the **President's Report**. President Wilson reported on **Three University Priorities:**

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

- **UMass Amherst**
- Energy Frontier Research Center
 - The campus has been chosen to host center to pursue advanced scientific research, as part of a federal science initiative. The U.S. Department of Energy (DOE) to award at least \$2 million per year for five years, with UMass Amherst potentially receiving up to \$16 million over five years.
- Student Awards
 - Several Fulbright awardees;
 - One Goldwater Scholarship;
 - Truman Scholarship: \$30,000 to attend graduate or professional school to prepare for careers in government or public service. Joseph Sklut '10 is the only recipient from a MA college this year and only the fourth UMass Amherst student to receive the honor.

- **UMass Boston**
- "Learning along the Redline"
 - Chancellor Motley, President Wilson, and 200 city, business and education leaders attended ribbon-cutting and official opening of the Venture Development Center;
 - Arriving to the event via the Red Line, keynote speaker, Harvard President Faust, pointed to the positive impact that innovation, research, and development has had along the MBTA Red Line which extends into Dorchester.

- **UMass Boston and UMass Dartmouth**
- Nobel Laureate Rigoberta Menchú Tum
 - Spoke at both campuses about "Human Rights and Social Justice in the New Millennium. Menchú Tum, was witness to and a survivor of the massacres of the Guatemalan civil war during the 1970s and 1980s, which claimed the lives of over 200,000 people, 83% of them indigenous, including her own family.

- **UMass Dartmouth**
- Inaugural Civic Engagement Summit
 - Featured discussions for government, non-profit and educational leaders as well as a session for youth featuring samples of community service projects designed by college students and middle school students.

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- **UMass Lowell**
- \$46,839 grant from the National Collegiate Inventors & Innovators Alliance
 - Doctoral student, Carolina Barreto, and Mechanical Engineering Prof. John Duffy, have developed a low-cost, highly efficient drip-irrigation system that doesn't rely on fossil fuel to power the pump.

- **UMass Worcester**
- Merck & Co., Inc., and Massachusetts Biologic Laboratories license agreement
 - Exclusive worldwide license agreement for an investigational fully human monoclonal antibody combination developed to target and neutralize Clostridium difficile toxins A and B, for the treatment of C. difficile infection.
 - Medarex and MBL under the leadership of Dr. Donna Ambrosino (MLB director) will receive upfront payment of \$60 million and are potentially eligible to receive additional payments up to \$165 million upon achievement of certain milestones.
 - Discovering and developing an effective new treatment for a significant public health threat is the mission of MBL.

President Wilson concluded his report by congratulating all of the 2009 University of Massachusetts Graduates.

Chair Thomas asked how many graduates we had this year; there were approximately 11,000. Vice Chair DiBiaggio asked if there were active placement services for students in these tough times. President Wilson responded that each campus has services for students. He stated that it takes patience and persistence to find a job of your choosing.

Chancellor Meehan added that it is a good time to recommend students to stay for Master's degrees since an advanced degree will help in a job pursuit.

Vice Chair DiBiaggio commented that it might be helpful to have a Committee meeting discussion on the topic of career services.

Chancellor MacCormack noted that the Governor is launching a Civic Engagement Forum to engage people in critical civic issues.

Chair Thomas inquired about how many students have graduated that are online students, and how many did it fully online. Senior Vice President Williams indicated that she will get those figures and how many over time since its inception.

The next item was the **Senior Vice President's Report**. Senior Vice President Williams reported that last September at the beginning of the school year she talked about the excitement of the possibilities and the promise and hope of lives transformed by the unique experience of University of Massachusetts education...about the investment in and commitment we make to students to help ensure their persistence to graduation, as they reap the added value and benefits

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of a research extensive environment.

At the end of the academic year when it is time to celebrate the accomplishments of our many graduates we imagine that in each of us there is music attempting to be heard, then for our graduates, this is a season of symphonic accomplishment. They have practiced their music with dynamic faculty actively engaged in the discovery of knowledge, in vibrant libraries and laboratories and through technologies and other opportunities, such as those you heard President Wilson describe today in his remarks.

This is also a season for us to pause, assess, and reassess to what extent we have become better than we were last year, so that we can assure continuing strong, challenging, and effective experiences for our students and with our faculty.

Senior Vice President Williams repeated that faculty are the sine-qua-non of a university. The recent review of nearly 80 tenure files from all our campuses confirms yet again the stellar quality of faculty we have recruited.

In mid-June, you will receive the Annual Report which includes such things as the student profile, annual indicator report, the financial indicators report, the financial aid report, the dashboard, and the research expenditures report.

A few highlights: we continue to accomplish our Trustee admissions policy of mirroring the diversity of the graduating high school class, particularly those who intend to enroll in a four-year institution. UMass enrolled 23.8% students of color compared to 19% of high school graduates planning to enroll in a four year institution; research expenditures have increased; and online course enrollments continue to grow.

For the coming fall, applications are strong and meet or exceed the record-breaking growth in last year's applications. It is still too early to tell what the yield will be, but the applications make it clear that the quality of the incoming class in fall 2009 will also remain strong, with high SAT scores and rising high school GPAs.

We continue to strive always to be better than we were and to accomplish for our students opportunities that enhance their awareness of the scope of human inquiry, knowledge, and experience and for our faculty opportunities that encourage the continued growth of their scholarship, research, teaching, and mentoring acumen.

In this season of commencing and celebrating, we congratulate our graduates and all those who contributed to their success.

Chair Thomas then moved to Chancellor Holub and the **Discussion Item, Framework for Excellence; the Flagship Report**. Chancellor Holub presented an overview of the "Framework for Excellence; the Flagship Report." The report is intended to be the first response to the

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Trustees' call for strategic planning on the Amherst campus. This is not a detailed strategic plan per se, but, as the name implies, offers a framework for the campus to go forward with more detailed planning at the unit level.

This is a framework for excellence but there are already many points of excellence – largest number of applications, highest SAT and GPA averages, highest number of bacc degrees awarded and highest retention and graduation rates. *Smart Money* ranked UMass Amherst 18 among 50 universities and is ranked among 100 research universities in the world.

The soundest foundation of a university is the faculty. We need to implement a 10 year plan for hiring new faculty in concert with long-range plans to increase private support, bolster faculty grants and awards, and create new facilities. We had 1200 faculty in 1997, 972 last year. We will probably see a decrease next year due to budget issues. We will hire differently in the future, looking for strategic cluster hiring in interdisciplinary areas where the campus can achieve excellence

Research and creative activity is one of the areas of note for universities. We have done well but can do better. The barriers have to do with facilities and number of faculty. We have hired a Vice Chancellor for Research and Engagement to increase research and research support. This position will have greater authority than in the past. It will be important for connection with industry. We will also coordinate with government relations and academic affairs.

Undergraduate education is the underpinning of success. Commonwealth College is a jewel on the campus. We need to do more in terms of first year programs. We will be piloting first year seminars next year to get students in touch with faculty members as quickly as possible. We need to provide research experience for students as well as capstone experiences. We want to provide a research experience for every student who wants one. We can also do better in establishing a pipeline from community colleges to the Amherst campus.

Graduate Education is important. No first class institution does not have first class graduate programs. We have decreased in the size of graduate programs. We need to address funding; TA stipends are not competitive. We need to raise stipends in a few select programs with an expectation that there would be a return on investment from the program such as increased research. Also looking at development models to support graduate education.

UMass Amherst is one of largest residential campuses in the country. Students come expecting the total experience. We look at recreation as well and are close to finishing the recreation center. NCAA II athletics is also a significant part of student life. We need to raise basketball, football and hockey back to championship status.

We pride ourselves on being a diverse campus and have an obligation to do so. Twenty-Two percent of the incoming class were students of color. We have made strides in faculty diversity under the current Provost. We need to set up programs for the increasing number of students and

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may target high schools and build bridge programs to ensure success.

While we have had great success in facilities and physical plant in the last few years, this also presents the biggest challenge for the campus. We have over \$1B in deferred maintenance on the campus. We will need to do more and take more debt on campus while seeking more funding for the campus.

How do we get to these goals? We have to rely on state support. We know what it is but also what it has been over the past 40 years. The cost of education at UMass Amherst has not gone up over the last decade. State support has gone down. We need to do as much as we can to get state support. We are a strong investment for the state. We are setting up a network of UMass Amherst alums, will continue with lobbying efforts and may establish a presence in Boston to assist with lobbying.

We need to look at other things besides state support. Increasingly we are a popular option for students looking to enroll. We haven't done everything we could to tell students what a good investment we are. We are easily the best public research university in New England. We are looking at an out of state strategy. We pledge to have as many students from Massachusetts as we do now. Having students from out of state is good for finances as well as diversity on the campus.

There are two key leadership areas for the Chancellor. We want to provide additional coordination among the central administration. We have just hired a Provost and have a new Vice Chancellor for Development. We are in the last stages of recruiting a Vice Chancellor for Research and Engagement and will have a new interim Vice Chancellor for Student Affairs.

Development is vital for a modern campus. We have not done as well as we should have done. We are on a new course with a new hire and will establish a very good development office coordinated with other areas on campus.

Outreach is an obligation and an opportunity. We have an obligation to the local area and to the state. We are especially obligated to Springfield and we are moving in that area. We also see outreach as a possibility to enhance revenue through continuing education.

Communications is central and important to all our endeavors. We have established an Office of University Relations to coordinate activity. We have to increase the value of the brand.

Sustainability is a two pronged effort on the campus; we are trying to sustain ourselves as a premier research university. The Framework for Excellence is now being vetted by the faculty senate and across the campus. More concrete plans will come from the campus.

Chair Thomas thanked the Chancellor for his Report.

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Vice Chair DiBiaggio complimented Chancellor Holub on a thoughtful and comprehensive report. He noted that development is critically important to the campus. There was not an Advancement Committee meeting this morning but the report shows achievement is still modest. There will not be a rapid rebound in economy or significant increase in state support.

President Wilson added that it was important to face areas where we need to take action. He commended the Chancellor for coming in with a framework for a strategic plan in his first year. We did not anticipate that the economy would collapse. He commended Chancellor Holub for bringing the plan forward in spite of the challenges faced.

Vice Chair DiBiaggio stated that all the Chancellors deserve our support.

Trustee Carlin also agreed that development is a daunting task and is hoping that basketball, football and hockey would rise to championship levels which would have an impact on endowment. Those two areas go hand in hand.

Chair Thomas was particularly moved by comments about the cost of education remaining fairly flat while support from the Legislature has consistently gone down. There is a tendency to concede that and not feel empowered to develop effective strategies to turn that around. We need to think strategically about how to communicate our story and emphasize the strength of our brand. Chair Thomas then asked Vice Chair DiBiaggio to comment on this point.

Vice Chair DiBiaggio stated that we are doing all that we can. We do need to do better than we have but there is a finite resource base. He is convinced that excellence at all public universities will come from private giving.

Trustee Kulenovic stated that the Legislature is several steps behind the national level. There are changes happening at the national level that haven't affected state level and believe there is more potential for turning things around but not for the next few years. One of the most common complaints is that this is the worst time that this could happen in terms of changing state strategy.

Vice Chair DiBiaggio noted that the great universities around us present a challenge as well in terms of asking for support; we need to make an effective case for supporting public education.

Senior Vice President Williams noted that President Wilson may be weary of her walking into the office while doing tenure reviews but it provides an intense look at the state of the University. Whatever funding the state gives us, we give money back. That's a compelling economic argument. To maintain that we need to continue to be the University that we have been.

Vice Chair DiBiaggio noted that we need to be more effective in communicating the

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message; the challenge is in how we do so.

Chancellor Meehan stated that we need a campaign and we need to develop a message. It is difficult to raise money because people think we are state funded. We may need to look at policies or laws that impede us from asking certain people, such as those with whom we do business, for funding. We need a public relations campaign, funded by private dollars that would help people to understand what we are dealing with.

Chair Thomas thinks a coordinated campaign that reaches to deepest areas of influence and policy making would serve our interests well. He asked if we have a government relations committee for the Board which we do not.

President Wilson agreed that we need a campaign. We have done reasonably well in getting money from the state. We did marketing research and it helped over the last five years. The state is providing less than 20% of the budget. We need to focus not just on influencing the Legislature but on the other areas we need to influence.

Trustee Representative LaRock commented on the Governor having asked for a waiver with respect to federal stimulus money. There is maintenance of effort required to be eligible for the state to get money. The State must support education at no less than FY06 levels. The Governor supports meeting that maintenance of effort levels. The House budget met the level; senate funding was less. Evidence was not clear that the level could be met. The state must fund public higher education at the same percentage level this year as in FY06. We asked for a waiver as a precaution against the budget not meeting level. If we provided an attestation of meeting level and could not meet, then the federal government could withhold the next round of funding.

Chancellor Meehan pointed out that early press from the Governor had been for full funding, rebates for fees, etc. The reality of that coverage makes it difficult to manage the campuses. FY11 may be a disaster.

Chair Thomas then introduced the action item, **Appointments to Named Professorships, UMASS Amherst**. Chancellor Holub reiterated that the materials presented made the case strongly for the two appointments to the named professorships. Trustee Carlin asked if we were considering Dr. V. Adrian Parsegian for tenure as well as a named professorship which was true; the tenure appointment is contained in the later vote.

Trustee Carlin asked if there are any enhancements in compensation for named professorships. President Wilson responded that they carry a higher salary. Trustee Carlin asked if we are voting on a pay raise? Is it budget neutral because it is endowed? President Wilson responded that usually the salary comes from the endowment. Senior Vice Williams noted that the first appointment is for someone who is currently a professor and is being appointed to a distinguished professorship with no corresponding salary enhancement. That faculty member's salary is part of an internal personnel action of campus. The second appointment represents a

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recruitment of a new faculty member to the campus whose salary will be supported by the endowment. Trustee Carlin stated his belief that we need to know the budget impact of any votes being taken.

It was moved, seconded and

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

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

And further,

To concur with the President in the appointment of Dr. V. Adrian Parsegian to the Robert L. Gluckstern Professorship of Physics. (Doc. T09-022)

The next item for actions was **Appointment of the First Holder of the Nancy Donahue Endowed Professorship in the Arts, UMASS Lowell.**

Chancellor Meehan presented the appointment of the first holder of the Nancy Donahue Endowed Professorship in the Arts funded by a \$500,000 gift. The Professorship is intended to strengthen music, art and theater programs by creating better connections with local music, arts and theater communities. Chancellor Meehan spoke to Dr. Roberts' qualifications for the professorship. This appointment would not include a pay increase. Trustee Carlin noted that he has not been opposed to pay increases but wants to be clear that when he votes, he wants to know if there is a pay increase or not involved.

It was moved, seconded and

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

To concur with the President in the appointment of Professor Kay George Roberts as the first holder of the Nancy Donahue Endowed Professorship in the Arts, contingent on the establishment at the June 3rd Committee on Administration and Finance of the Nancy Donahue Endowed Professorship in the Arts. (Doc. T09-026)

The next item was **Revisions to the Code of Student Conduct, UMASS Amherst.** Dean Vanin presented the revisions. One aspect of University campus excellence is a code of student conduct that reflects the quality of the student experience we want students to have. Periodically it is required to revise the Code to reflect changes in law, policies and student affairs best practice. Proposed changes are minor in detail. Revised language is included in the packet sent to Trustees. Changes represent changes in Massachusetts General Law, provide greater clarity

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and reduce legalistic terminology.

Trustee Thomas asked for verification that changes have been approved by General Counsel which they had been.

It was moved, seconded and

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

To approve the revisions to the Code of Student Conduct at the University of Massachusetts Amherst as contained in Doc. T94-059, as amended.

The next item was **Revisions to Faculty Grievance Procedure, UMASS Worcester.** Provost Flotte noted that 10 changes had been recommended of which 7 are procedural. Other changes are relatively minor.

It was moved, seconded and

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

To approve the revisions to the Faculty Grievance Procedure at the University of Massachusetts Worcester as contained in Doc. T88-038A, as amended.

The next item was **Establishment of the College of Natural Sciences, Closing of the College of Natural Sciences and Mathematics, Closing of the College of Natural Resources and the Environment, UMASS Amherst.**

Chancellor Holub presented information on the creation of the College of Natural Sciences and the closing of the College of Natural Sciences and Mathematics and College of Natural Resources and the Environment. This is in response to budget issues but will also have a positive impact on research and faculty hiring. Professor O'Connor spoke to the bittersweet nature of the moment of closing two colleges that have been long standing but sees the benefit for promoting interdisciplinary research. Trustee Kulenovic asked about the closeness of the Faculty Senate vote and whether there was a concise minority position. Professor May responded that the people involved in the departments were supportive of this change. Others were focused on potential other changes that might occur and wanting to proceed to the establishment of a College of Arts and Sciences.

It was moved, seconded and

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

To approve the establishment of the College of Natural Sciences, the closing of the College of Natural Sciences and Mathematics, and the closing of the College of Natural Resources and the Environment. (Doc. T09-039)

The next subject was an **Informational Item**, the **Nursing Working Group Update**. Chair Thomas asked how implementation of the four DNPs was going. Trustee Pearl noted that she was happy to hear that the group is engaged and working together and glad to see that they are working on transfer of credits. She envisioned a brand for UMass nursing which she will look forward to seeing. She has received some additional information from Senior Vice President Williams which she would like distributed to the full Board.

Trustee Pearl would also like to see changes in enrollment across five years to see if some programs are being affected by establishment of new programs. As Trustees, we need to know what happens to the budget when we approve programs. It looks like there have been expenses of \$200,000 over the first few years and it's not clear how that is funded and not clear if programs are really budget neutral.

Trustee Pearl would like to move for another update with information that has been asked for (including hiring of our own DNP grads). Chancellor Collins responded that he will provide that information in an annual report in December; Trustee Pearl agreed to that timetable.

Chair Thomas then announced that the Committee would enter into **Executive Session** to consider **Appointments with Tenure UMASS Amherst, Dartmouth, Lowell, Worcester**, and **Awards of Tenure, UMASS Amherst, Boston, Dartmouth, Lowell, Worcester**.

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

It was moved, seconded and

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

Chair Thomas voted for the motion as did Vice Chair DiBiaggio, Trustees Kulenovic, LaRock, Osterhaus-Houle and Pearl.

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The time was 12:07 p.m.

Barbara F. DeVico
Secretary to the Board of Trustees