

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

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

Wednesday, November 17, 2010; 12:00 p.m.
Amherst Room
225 Franklin Street – 33rd Floor
Boston, Massachusetts

Committee Members Present: Chair Thomas; Vice Chair DiBiaggio; Trustees Braceras, Fox, Furman, Lampert, Osterhaus-Houle, Reid, Reville, Peters, Santos, Tocco and Woolridge; Chairman Manning

Committee Members Absent: Trustees Boyle, Johnston and King-Shaw

Other Trustees: Trustee Karam

University Administration: President Wilson, Senior Vice Presidents Gray and Williams, General Counsel Heatwole; Vice President Chmura; Executive Vice President Julian; Dr. Udas, CEO, UMassOnline; Chancellors Holub, Motley, MacCormack, Meehan and Collins; Provosts Staros, Langley, Abdelal and Garro; Executive Deputy Chancellor/Provost Flotte; Vice Chancellor Kim, UMass Amherst; Associate Vice President Harrington; Paula Krebs, ACE Fellow; Athletic Directors: Mr. McCutcheon, UMass Amherst, Mr. Titus, UMass Boston, Mr. Day, UMass Dartmouth, Mr. Skinner, UMass Lowell

Faculty Representatives: Professors Adrion and May, UMass Amherst; Professor Tirrell, UMass Boston; Ms. Gibbs, UMass Dartmouth; Professor Carter, UMass Lowell

Chair Thomas convened the meeting at 12:07 p.m.

Chair Thomas then 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 September 15, 2010 meeting of the Committee.

The President gave his Report which focused on the Trustee priority of enhancing the student learning experience. He noted that the University has seen an overall 8.2% increase in the number of first year student applications, 6.5% growth in total enrollment of first-year students,

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and a 3.6% increase in the overall number of students. The number of new first-year students of color has increased from 25% to 27% and exceeds the number of Massachusetts public high school students of color (25.3 %.).

The President then highlighted programs at the campuses which enhance the student learning experience beginning with the Chancellor's Scholars Program at UMass Amherst which has 17 outstanding freshmen in a special honors seminar and focuses on preparation for students to compete successfully for prestigious scholarships. UMass Boston students have opportunities for international learning experiences such as a short-term study abroad experience in Belize. At UMass Dartmouth students receive exposure to research early in their academic careers in the Undergraduate Research Incentive Program (URIP) in the College of Engineering. Students from UMass Lowell participated this past summer in an international collaboration with Queens University in Dublin, doing an archaeological dig in Lowell. Lastly, UMass Worcester students are participating in a new learner-centered integrated curriculum.

Trustee Karam asked if a future meeting could address yield questions. He used Amherst as an example, wondering if we can accept fewer students and increase yield to get the class size needed. He wondered what are the strategies that we can use to increase yield.

Secretary Reville noted that he had been at UMass Lowell today and observed the BioTeach program from the BioEd Foundation. Students are able to do research at a college level which builds a pipeline from high school to the University. He noted that we usually talk about the quality and nature of programs for enrolled students but there are many programs that go beyond that of the K-12 system.

Senior Vice President Williams stated that she would keep her remarks brief as she would make fuller remarks when introducing the panel for the discussion item. She noted that this is International Education week. The University of Massachusetts continues to assert its place as a global research University with growing numbers of opportunities abroad for students as well as increasing numbers of campus-based strategic initiatives with partners around the globe. There is an increase in active international research among the faculty, including the fact that we have a record number this year of Fulbright Scholars—10 in total with Amherst and Dartmouth recognized as top providers in their institution-type categories. The international engagement of our students and faculty is one of the factors contributing to the recognition we received as #56 among the top 200 research universities in the world.

Senior Vice President Williams reviewed the five information items which the Committee members had received: Preliminary Enrollment and Admissions information; two annual accountability reports – Academic Quality Assessment and Development and Periodic Multi-year Review; a report on a Legislative Study Commission; and lastly, a report on Alcohol: Campus Education, Prevention and Response Plans which will be the basis for a discussion at the February Committee meeting. She noted that other assessment documents such as the student profile and the annual indicators are available online.

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Chair Thomas noted that he has from the very beginning of his Chairmanship wanted to make sure that the Committee on Academic and Student Affairs meetings are run in a way that gives students equal billing as academics. The student centered aspect is really the heart of the University. We will try to keep as our core aspect the well-being of our students. The panel on athletics is a good start.

Chair Thomas reviewed the agenda, noting that there were two action items and a discussion item on Athletics and the State of the Department. There will be an Executive Session to consider matters of Appointments with Tenure, Awards of Tenure and Transfers of Tenure, Honorary Degrees and Personnel Matters.

The first action item was the **Revisions to the Graduate Medical Education, Personnel Policy, UMass Worcester**. Provost Flotte introduced the changes to the Medical Personnel Policy – interns, residents and fellows who are receiving training in their field of interest. There were a number of issues that needed to be improved. The most substantive area was the grievance and appeals section which has been modified to parallel that of the Board of Medicine. It streamlines and defines two categories of action. It outlines more clearly the timeline and responses to grievance. The changes also clean up language reflecting changes in organizational structure.

Vice Chair DiBiaggio asked if, when a resident is given a leave of absence, is the residency extended by that period of time. Provost Flotte answered affirmatively, noting that most licensing boards require a specified number of months.

It was moved, seconded and

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

To approve the revisions to the Graduate Medical Education Personnel Policy of the University of Massachusetts Worcester as contained in Doc. T00-024, as amended.

The next item was **Student Legal Services Office, UMass Amherst**. Vice Chancellor Kim discussed a request for an extension of the services of the Legal Student Services office. There was a ten year extension that expires in December. The extension would also have a sunset provision of ten years.

It was moved, seconded and

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

WHEREAS, the authorization for limited litigation authority for the Student Legal Services Office, granted by the Board of Trustees on December 1, 1993 in

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Doc. T93-059, Addendum 1 and extended on December 6, 1995 and November 8, 2000, shall expire on December 15, 2010 unless the Board of Trustees acts affirmatively to continue litigation authority; and

WHEREAS, the Chancellor and Vice Chancellor have reviewed the operations of the office,

NOW, THEREFORE IT IS HEREBY RESOLVED:

That the authorization by this Board of the Student Legal Services Office on the Amherst campus provide representation in litigation on behalf of students in certain situations, which is contained in Doc. T93-059, Addendum 2, is hereby extended until December 15, 2020, unless and until this Board affirmatively modifies or terminates said authorization. (Doc. T93-059, Addendum 2, as amended)

The next item for **Discussion** was **Athletics: State of the Department**. Senior Vice President Williams framed the discussion by referencing the Knight Commission of 1989 which convened campus CEOs and student athletes to create a reform agenda that emphasized academic values in an arena where commercialization of college sports often overshadowed the underlying goals of higher education. Our own Trustee DiBiaggio was a member of the Knight Commission during its first 6 years as well as a member of the reconvened Commission in 2000. The Commission produced three reports with recommendations and updates in each of three successive years—1991, 1992, and 1993. It was disbanded in 1996 when the NCAA completely overhauled its own governance structure, adopting almost verbatim the recommendation of the Commission.

In 2000 the Commission was reconvened to review the progress of the intervening years, focusing on reconnecting college sports and the essential values of higher education.

In March this year another reconvened Commission took a 10 year retrospective focusing on Restoring the Balance between academic mission integrity and commercialization. Senior Vice President Williams quoted one of the students on the Commission, noting that students have to be prepared for a world outside their sport, that they must receive an education that will assist them with their future.

Senior Vice President Williams reminded the Committee that at its inception, the Committee on Academic and Student Affairs also had intercollegiate athletics as part of that portfolio, as it necessarily focuses on students. Earlier this decade, a separate Committee on Intercollegiate Athletics was formed, but has now been reintegrated with CASA.

Senior Vice President Williams noted that the campuses have different divisions: Amherst is Division 1, Boston Division 2, Dartmouth Division 3, and Lowell has both Division 1 and

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Division 3 – noted because NCAA scholarship and reporting requirements are different by division.

She then introduced the panel: John McCutcheon-UMass Amherst, Charlie Titus-UMass Boston, Ian Day-UMass Dartmouth, and Dana Skinner-UMass Lowell.

Mr. McCutcheon began the presentation by referencing the materials in front of the Committee members. The material did not contain the strategic plan that was just completed this past fall. There were three guiding principles: that we are about winning programs, that we want to provide the best experience for student athletes, and that we want to do it the right way. UMass Amherst supports 21 programs with over 700 athletes. The football team played at Michigan this fall and the team played very well. The trip was also the site of the tragic death of George Parks. The football team played its first game at Gillette Stadium with a solid share of TV viewers. Field Hockey was selected for the NCAA tournament. We feel very good where fall teams performed. The Basketball team opened very well.

One of the priorities for the department is to broaden outreach throughout the state. They are participating in the Boston Tip-off in Basketball and the Hall of Fame tip-off. They have also developed a digital TV feed system which is a digitally fed station on Comcast which is the first of its kind.

There are two major projects in the first stages of development – the football stadium and the basketball facility. The Recreation complex opened last year and has become the centerpiece of the campus. It averages 2300 visits a day.

Academically at the Division 1 level, we have a number of tools to look at for academic standing. Under the Graduate Success Rate, 77% of student athletes graduate compared to 64% of the general population. The academic progress report shows that all teams perform above the cut rate. The retention rate is 97% which is a solid number. Those student athletes who complete at UMass graduate with 94% rate. We have achieved gender equity in relation to scholarships. Our fundraising is up from last year, with an increase in the number of donors as well. Looking to the future, we look to increase support and the base of support as well as supporting our student athletes.

Trustee Karam asked if we will get graduation rates from all presentations. Not all campuses track the graduation rates but he would like to see it for all campuses.

Mr. Titus, UMass Boston noted that the departmental mission statement is the point of departure for all that they do. The espoused values are throughout all programs, including intramural and recreational programs. UMass Boston is a Division 3 intercollegiate institution. There are 18 intercollegiate teams at UMass Boston. There are a number of students living nearby in Harbor Point or the Peninsula Apartments which enable the building of a sense of community.

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The team cumulative GPA is 2.84; the general student population cumulative GPA is 2.85. Student athlete support services include the first year orientation, drug education and testing program, alumni mentoring program, leadership development programs and community service.

There has been a growth in Intramurals. We have outgrown the Beacon Fitness Center. In the future, we are working on a baseball complex with BC High, a wellness center and three strategic initiatives contained in the Chancellor's strategic plan: provide student-athletes with a quality experience that emphasize academic and competitive excellence; enhance campus life through improved intramurals and recreational programming; and improve athletic and recreational facilities.

Mr. Day, UMass Dartmouth, noted that all the Athletic Directors have very similar values but operate differently within their athletic divisions. Division 3 provides no athletic aid for students. Their student athletes are not treated differently than any other student on campus. Student athletes play for the love of the game. The focus is on the participation rather than the spectator. There are 25 sports – 11 male and 14 female.

In the last 6 years, 6 sports made it to the tournament. Win/loss percentage is improving going from the low 40s to the low 60s.

The overall GPA of student athletes is 2.86. More athletes are receiving academic honors than ever before. There are a number of academic programs which target students before they even arrive on campus and continue once they are on campus. The retention rate is between 83-89%; overall student retention is 73-76%.

We survey student athletes to ask them about their experience. Two issues which we are addressing is Title IX gender equity. We have changed our approach – going to use proportionality so we are compliant by 2012. He also noted that the athletic center has received funding for the expansion of the Recreation Center.

Mr. Skinner reported that UMass Lowell has 16 Division 11 sports and 1 Division 1 sport – ice hockey. The athletic program has been the top ranked Division II institution in the Northeast region three of the past seven years in the annual Director's Cup standing. UMass Lowell student athletes achieve academically at a higher rate than the University's general population. The campus has completed a final step in facility makeover.

The mission slogan of the athletic department is "Pride" which will affect all that the students do. The students' primary responsibility is academics. The academic progress rate exceeds the NCAA cut. Grade point average is 2.9 and has been for five years. It is slightly above the campus average. Graduation rates of athletes are higher than the overall student population graduation rates.

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We have had a good deal of success. Attendance has improved every year. The hockey success has been impressive but must be placed in the context of the campus. The Chancellor has laid out an aggressive strategy for the campus which has affected attendance positively.

We've been in a decade long facilities makeover. We've extended our reach and brand throughout downtown UMass Lowell. Our outreach activities impact about 10,000 young people every year. Last year, UMass Lowell was second in the nation in raising money for the Make a Wish Foundation.

Recreational usage has been going up. The number of programs and participation has been growing exponentially. This is an important element in our recruiting. We plan to do an outside review of the Title IX plan, assessment of issues that impact competitiveness, and respond to growing recreational sport demand.

We are also working with the Center for Irish Studies on campus to hold the first ever college hockey game in Belfast playing Northeastern University.

Senior Vice President Williams asked Associate Vice Chancellor Titus to talk about international aspects of athletics. UMass Boston has been working in West Africa for 10 years. They use basketball as the hook to get youngsters involved. The Program has been highly successful and is sponsored by USAID and the Department of State.

Chair Thomas asked if there has been any exchange where African students come into Boston; Mr. Titus responded in the affirmative.

Vice Chair DiBiaggio noted that, within Division I, there is a difference in academic achievement between teams. Is that true in our institutions as well? Mr. McCutcheon acknowledged that there are differences. UMass Amherst athletics works with admissions and academic counselors to make sure athletes succeed. Even so, their graduation rates aren't as high as for total student athlete population. Vice Chair DiBiaggio asked do we educate them for careers after? Mr. McCutcheon responded that they have developed dual advising programs from athletes as well as departmental advisors.

Chair Thomas – one question that might guide us further – if you take a five year window, is that graduation rate improving or are we static? Mr. Titus responded that GPA has been improving; we've put some things in place through student athlete support services. A lot has to do with backgrounds of student athletes. Once we admit you, we believe you can do the work.

Vice Chair DiBiaggio noted if they don't earn genuine degree, they are not competent and can't earn jobs.

Trustee Karam noted that the GSR rate on Amherst has been trending down. The national average is going up. Why are we going in reverse? Mr. McCutcheon explained that numbers are

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part of a cohort from six years ago. We expect the numbers to change now with the more recent cohorts which have been admitted.

Mr. Day had made a point as to why we lose our student athletes; it has very little to do with academics but more with finances and other issues.

Trustee Reville asked about the vision for the future and the challenges in developing programs for the future. Mr. Skinner noted that they have made good progress but fallen behind in funding. That affects the scholarship funding for hockey. They want to make sure they give every student athlete the opportunity to compete at the highest level. They are working to develop other revenue streams.

Trustee Tocco noted that he had two student athletes in his family, both division I players. He thought UMass Amherst was much better focused academically than Holy Cross.

Trustee Fox inquired about attendance at events. Mr. McCutcheon responded that the game at Gillette was outstanding, but games on campus have also exceeded expectations. Hockey has also been skyrocketing.

Vice Chair DiBiaggio commented that we play a sport to win but need to provide the student athlete with opportunity to have a successful life.

Trustee Furman asked the other Directors to answer the question about what would happen with more money.

Mr. Day responded that one area is facilities but as part of a campus expansion plan, we have received \$5M. Another area is the ratio of full time to part time coaches.

Mr. Titus noted the trending upward in changing part-time to full-time coaches. Student athlete support services is another area we'd like to invest in. Facilities also could use attention – the Recreation Center and the Baseball Complex.

Mr. McCutcheon stated that there is a great deal of effort to generate support for the department. We have expanded development in the department and want to get some national exposure and resources beyond the local area.

Chair Thomas asked if Amherst has the most TV revenues? Mr. McCutcheon replied that revenues have changed but most TV rights are controlled by the Conference. Revenues come back to the Conference and are distributed.

Trustee Braceras said that Mr. McCutcheon's response relates to media coverage. How does the athletic department at the flagship fit into marketing of the campus? Mr. McCutcheon replied that we try to integrate everything we do in terms of the campus mission. We look at

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where our peers are with respect to their athletic programs. We provide opportunities and exposure that other areas of the campus can't do.

Trustee Braceras asked what specifically could be done? What would be the one thing to help you compete with your peers? Is there a pet project that you have on your wish or dream list? Mr. McCutcheon responded that facilities are a major component of what we do. They affect our competing for recruits and alignment within conferences. But as we look at landscape, we need to keep an open mind as to what lies before us.

Trustee Karam asked why can't we bring basketball back? We have a great arena and coach, why can't we bring it back? Mr. McCutcheon replied that we are competing with others with the same resources; we have to keep at it.

Vice Chair DiBiaggio asked if Amherst was thinking of getting into the Big East again? Mr. McCutcheon answered that they are keeping our finger on the pulse of the conversations and looking to see what happens and make wise decisions for the campus.

Trustee Braceras asked what can we do to help? Mr. McCutcheon answered: when the call comes, answer.

President Wilson noted that athletics does a lot of branding. When one team does well, it helps build another team and is not sure that it would not make sense to bring up football, which is a discussion which has happened before. The response is that it takes too much money. But there are other opportunities out there and we need to be open and creative on how we look at it. We saw one game move from one venue without a big name opponent and we tripled our attendance. When the door opens, we have to walk through.

McCutcheon replied as we look at opportunities, it is not with the intent of increasing the burden on the University but decreasing it.

Chair Thomas thanked the panel.

Trustee Braceras noted that when we had the Athletics Committee, we would bring the Athletic Directors in individually and have a dialog. It was a more collaborative way of approaching the issues. There is another model that worked and perhaps we should consider it.

Chair Thomas stated when he asked for a meeting about Athletics, he would form an ad hoc Committee. He stated his intention to form an ad hoc Committee to take a look at these issues and where we can be proactive.

Trustee DiBiaggio commented that when he was at UConn he wanted UMass in the Big East but was not successful. Resistance came from some institutions that were not nearly as competitive.

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Chair Thomas then announced that the Committee would enter into **Executive Session** to consider **Appointment with Tenure, UMass Lowell, Awards of Tenure, UMass Worcester, Transfer of Tenure, UMass Lowell, Honorary Degrees, UMass Amherst, UMass Boston, UMass Dartmouth, UMass Lowell, UMass Worcester and Personnel Matters.**

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

It was moved, seconded and

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

Chair Thomas voted for the motion as did Vice Chair DiBiaggio, Trustees Braceras, Fox, Furman, Lampert, Osterhaus-Houle, Peters, Reville, Woolridge and Chairman Manning.

The time was 1:57 p.m.

Barbara F. DeVico
Secretary to the Board of Trustees