

**UNIVERSITY OF MASSACHUSETTS**

**AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER**

**MINUTES OF THE MEETING OF THE  
COMMITTEE ON ADMINISTRATION AND FINANCE**

**Monday, February 14, 2011; 8:00 a.m.**

**Amherst Room**

**225 Franklin Street – 33rd Floor**

**Boston, Massachusetts**

**Committee Members Present:** Chair Woolridge; Trustees Collins, Dinan, Fox, Johnston, Lampert, Lawton, Peters, Reid; Ms. Lee Representing Trustee Reville

**Committee Members Absent:** Trustees Boyle, Braceras, Furman, Karam, King-Shaw, MacAfee, Reville and Tocco

**University Administration:** President Wilson; General Counsel Heatwole; Executive Vice President Julian; Senior Vice Presidents Gray and Williams; Vice Presidents Chmura and Connolly; Chancellors Motley, MacCormack, Meehan and Collins; Deputy Chancellor Diacon; Mr. MacKenzie, Executive Director, Building Authority; Mr. Douglas, Associate Vice President, University Budget Director; Ms. Wilda, University Controller; Dr. Udas, CEO, UMassOnline; Vice Chancellors for Administration and Finance Hatch, McLaughlin, O'Connor, Yestramski and Jenal; Mr. Harrison, Associate Vice President for Auditing; Mr. O'Riordan, Associate Vice Chancellor for Financial Services, UMass Lowell; Ms. Blagg, Director, Equal Opportunity and Outreach, UMass Lowell; Ms. Ferreira, Executive Director, Equal Opportunity and Diversity, UMass Amherst; Mr. Nuñez, Chief Diversity Officer, UMass Boston; Ms. Plummer, Associate Vice Chancellor, Diversity and Equal Opportunity Office, UMass Worcester; Mr. Smith, Assistant Chancellor, Equal Opportunity, Diversity and Outreach, UMass Dartmouth; Mr. Preble, Associate University Director of Human Resources

**Faculty Representatives:** Professor May, UMass Amherst; Professor Gibbs, UMass Dartmouth

Chair Woolridge convened the meeting at 8:03 a.m. and thanked Chair Karam for the opportunity to serve this Committee as its new Chair.

Chair Woolridge 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 December 1, 2010 meeting of the Committee.

The first item on the agenda was the **Chair's Report.** Chair Woolridge reported that the Committee continues to make progress against an unpredictable economic backdrop. Economic

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growth has slowed by 1.8%, job growth is anemic and there is reduction in the Governor's FY12 budget recommendation for the University. We need to continue to advocate for the University.

Under the **President's Report**, President Wilson recognized Joyce Hatch, the Vice Chancellor for Administration and Finance at the Amherst campus. She has been with the University for 29 years, and will be retiring.

President Wilson then talked about the University's growth; there has been an increase in applications, full-time enrollment, degrees and research. He talked about the University's financial aid situation; UMass has stepped forward while the state has stepped back. We should be proud; financial aid has quadrupled to \$130 million. The number of students receiving aid has increased, while the cost of attendance has remained affordable.

President Wilson continued his report by noting the University's help with students in all income categories; the increase in financial aid helps low-income students and the decrease in fees helps students in higher income levels. He discussed the University's state appropriation, and stressed that the Governor's budget recommendation is not the same as last year. In FY12, we will not be receiving federal stimulus. President Wilson urged everyone to keep talking with House and Senate leadership; we need to be advocates for the University. Filling in for the state financial aid program cannot be a constant strategy; it is a burden on the University. The University continues to focus on cost saving measures and fundraising. There will be a fee increase this June, though President Wilson is unsure of the amount; we need to wait to see the amount of the state appropriation.

**Senior Vice President Gray's Report** took a deeper look at the University's financial situation. The Governor's FY12 budget recommendation is similar to the amount used in the financial planning exercises completed by the campuses. The base state appropriation is flat and there is a loss of stimulus funds. There is a funding gap of \$54.5 million. Senior Vice President Gray stressed that there needs to be a fee increase, and that we need to continue being advocates for the University, and also need for collective bargaining to be fully funded. The University has a number of financial tasks ahead this spring: financial planning and the Efficiency Task Force continue, the House and Senate budget will be released this spring, and the FY12 operating budget and tuition and fees will be approved this June.

Trustee Johnston had a question for Ms. Lee, Trustee Reville's representative about what the University can expect as far as state funding. Ms. Lee responded that we do not yet know what the end result will be. Trustee Collins stated that we are a victim of our own success and the accessibility to this University is going to be challenged.

Chair Woolridge noted that this is going to be a long-term challenge. Trustee Johnston stated that the state has a duty to fund its University. Trustee Fox said the University was not a priority of his Legislator. President Wilson stated that there are only two ways to bridge the gap: raise

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fees and/or lay people off. Trustee Lampert said that funding the University helps the state's economy.

The Chancellors were asked to weigh in – all agreed that everyone needs to speak up and be honest about the University's importance to the state.

The next item was a **Building Authority Update**. Mr. MacKenzie, Executive Director, reported that the University is very active; there are currently 20 projects underway, and they all are at different stages. There has been an increase in research buildings over the past 10 years that can be attributed to President Wilson's influence. Over \$750 million has funded research projects. The University's future looks bright.

- Amherst:
  - New police station
  - Integrated Science Building
  - Expansion of Research Building
- Boston:
  - Renovated former cafeteria into Research and Development building.
  - Integrated Science Building
- Dartmouth:
  - LS3 Research Lab
- Lowell:
  - Purchase of Saint Joe's Hospital
  - Emerging Technology Center
- Medical School:
  - Sherman Center

Senior Vice President Gray then reported on the **Efficiency Task Force**. For the procurement portion, the Accenture engagement is ending. A final report is due at the end of the month. Regarding IT Services, an RFP has been released for consultants.

Chancellor MacCormack reported on the **Financial Plan for the School of Law** stating that the Law School needs to be self-supporting. They have set up separate accounts that meet the required obligations, and transferred funds and assets. They are doing very well. Enrollment is 14.8% higher than expected, they gave the state back 30% more than they expected to, and received a lower interest rate of 3.4% which saved 30% on debt service. The Law School will accept 175 students for FY12, and can hire 4 new faculty members. Chancellor MacCormack concluded her presentation with an inspiring video about a Law School student.

Mr. Douglas, Associate Vice President for Budget and Administration gave an **Update on the Financial Aid Program**. Need, students seeking aid, and students receiving aid have

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increased compared to last year, while expected family contribution has decreased. Pell grants have increased dramatically at all of the campuses. Seventy-nine percent of Massachusetts resident students enrolled at UMass applied for financial aid, while 61% of all in-state undergraduates received some need-based financial aid. The number of students receiving financial aid increased by 33% since 2008. Financial expenditures have increased by \$400 million in the past 10 years. The University continues to keep the percent of need met over 90% and the net cost of attendance continues to be affordable - we set the bar among our peers.

The first item for action was **Approval of the Affirmative Action Plans**. Mr. Preble, Associate University Director of Human Resources introduced the Affirmative Action Officers that will be presenting today: Ms. Blagg, Director, Equal Opportunity and Outreach, UMass Lowell; Ms. Ferreira, Executive Director, Equal Opportunity and Diversity, UMass Amherst; Mr. Nuñez, Chief Diversity Officer, UMass Boston; Ms. Plummer, Associate Vice Chancellor, Diversity and Equal Opportunity Office, UMass Worcester; Mr. Smith, Assistant Chancellor, Equal Opportunity, Diversity and Outreach, UMass Dartmouth.

Each campus is committed to maintaining a distinct Affirmative Action Plan with goals and programs that are unique to each campus. The focus of each report dealt with the fostering of more inclusive and diverse campus communities.

There was a discussion about where students can go if they are made to feel uncomfortable. There is a grievance process that is followed and every concern is taken seriously.

Trustee Johnston suggested we make available for everyone and the Legislature in particular, the information that shows how diverse the University is.

It was moved, seconded and

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

To accept the Affirmative Action Plans for 2010-2011, as contained in Doc. T11-024.

The next three items for action were **Revisions to the Statement of Affirmative Action and Equal Opportunity**, **Revisions to the Resolution in Support of Pluralism** and **Revisions to the Policy Against Intolerance**. Over the last few months the Affirmative Action/Diversity Officers have worked together to revise some of the language regarding gender identity, veteran status is updated to military status and genetic information and ancestry are included to reflect current Massachusetts law.

It was moved, seconded and

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

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To approve the revised Statement of Affirmative Action and Equal Opportunity as contained in Doc. T92-034, as amended.

And,

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

To approve the revised Resolution in Support of Pluralism as contained in Doc. T92-035, as amended.

And further,

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

To approve the revised Policy Against Intolerance as contained in Doc. T92-036, as amended.

Chair Woolridge then announced that the Committee would enter into **Executive Session** to consider **Real Estate Issues**.

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 **Real Estate Issues**.

Chair Woolridge voted for the motion as did Trustees Collins, Fox, Johnston, Lampert and Lawton.

The time was 10:34 a.m.

Barbara F. DeVico  
Secretary to the Board of Trustees