

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

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

Friday, January 20, 2012; 8:00 a.m.

Concord Room

University of Massachusetts Lowell Inn and Conference Center

50 Warren Street

Lowell, Massachusetts

Trustees Present: Chairman Karam; Trustees Baldassarre, Campbell, Carpman, Collins, Furman, Gomez, Johnston, Kennedy, Lee, Mullan, Osterhaus-Houle, Peters, Secretary Reville, Schock, Tarr, Weismann, Woolridge and Xifaras

Absent: Trustee DiBiaggio

University Administration: President Caret; Chancellors MacCormack, Meehan and Collins; Provost Staros and Langley

Participating by Telephone: Vice Chair King-Shaw; Vice Chair Thomas; Chancellor Motley

Reports Used: Challenges to Viability and Sustainability: Public Funding, Tuition, College Costs and Affordability, David Shulenburg, Senior Fellow, Association of Public and Land-Grant Universities
President's Office Retreat Materials

Chairman Karam convened the meeting at 8:14 a.m. and discussed the agenda for the day, which is an opportunity for Trustees to discuss the direction and vision for the Board and the University over the next several years.

The Chair announced that Vice Chairs King-Shaw and Thomas are participating by telephone pursuant to 940 CMR 29.10, as adopted by vote of the Board of Trustees on December 14, 2011. The Chair determined that Vice Chairs King-Shaw and Thomas could attend remotely under 940 CMR 29.10 (5)(e), due to geographic distance since they are travelling out of state and physical attendance would make it unreasonably difficult for them to attend.

The Chair stated that no decisions or votes on policy changes and new programs will be made today. The Chair indicated his hope that the Board would have a dialogue on a number of key issues and critical areas facing this University, those affecting the quality and effectiveness of public higher education in the Commonwealth.

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President Caret then introduced the meeting facilitator, David Nevins, Founder and President of Nevins and Associates and former Board member and Chair of the University System of Maryland Board of Regents.

There was a lengthy discussion among the members about ways to make the Board operate more efficiently, including recent Governance Committee recommendations concerning meeting schedules and how the Board could more easily see Committee/Board materials. Chair Karam reported the potential to use meetings of the Committee of the Whole, and the use of Consent Agenda. Trustee Xifaras stated she would appreciate more time on the campuses after meetings. Trustees Furman and Campbell each felt that some meetings did not allow enough time for discussion. Trustee King-Shaw wanted to hear more substantive presentations on issues facing campuses; Trustee Woolridge suggested the formality of meetings should not be an impediment to discussion.

President Caret suggested that the Board might consider several “special purpose” meetings each year, dealing with a single topic, like capital projects.

Brian Douglas, Associate Vice President, Budget and Administration, provided an on-screen demonstration of the Summit program for the Trustees. Summit provides information to University administration on a number of key areas, including enrollment and budget. This was followed by a discussion and a request that Summit contain more information on peer institutions, retention figures, and transfer students.

Mr. Nevins then led a lengthy discussion among the members about key initiatives, procurement laws, and the potential for a pilot satellite center, how to evaluate and utilize UMass Online, marketing, alumni and communications, branding, utilizing social media, the potential for issuing a UMass “report card”. Mr. Nevins offered examples from his prior work in Maryland as well as what some other institutions are doing on these issue

President Caret then introduced Dr. David E. Shulenburg, Senior Fellow, APLU who gave a lunch presentation entitled: “What is out Plan B?”

Several Trustees mentioned the need to inform the public and government officials about what the University is doing in research and how much UMass is directly helping the Commonwealth.

The next discussion was on efficiency issues. Trustee Furman discussed some of the efforts the system has made in procurement and IT to take advantage of the system’s buying power and coordinating services. Trustees asked if there could be more system-wide initiatives, especially in IT. Mr. Nevins suggested that the Board should consider other efficiencies like course schedules, use of buildings and other facilities. Chair Karam raised a question about broadcasting courses among campuses; Provost Staros responded that some technology issues made this difficult.

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President Caret raised the potential of cutting the time it would take students to get a degree, which might help affordability; this might require some course re-design and faculty would need to be involved in any discussions.

President Caret provided a wrap up of the Retreat by summarizing a number of the issues discussed during the day:

Board Operation:

- Continue four meetings per year
- Add meeting to discuss Capital Plans
- Add meeting to discuss campus short-term goals
- Establish Advisory Committees of Board members as needed: Athletics, Long-Term Planning
- Committee of the Whole as needed to facilitate Board Business
- Develop Consent Agenda for Board meetings.

Key Initiatives:

- UMass Online
Develop plan of next phase of development

Procurement:

- Proceed to explore public/private partnerships

Satellite Center:

- Explore a pilot satellite center
- Consider Center of Excellence models as part of this process

Advancement/Alumni

- Reestablish the Vice President's Role
- Continue development of common data system
- Expand on concept of the UMass Nation;
- Plans for a system-wide capital campaign; set fundraising goals for President and Chancellors

Administrative:

- Continue implementation of procurement and IT strategies

Academic:

- Launch an implementation plan on best practices approach to campus adoption of initiatives
- Clearly define administrative line responsibility of implementation of efficiency and effectiveness strategies

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Chairman Karam and President Caret thanked everyone for their work and their dedication to the University.

The meeting adjourned at 3:10 p.m.

Barbara F. DeVico
Secretary to the Board of Trustees