

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

**MINUTES OF THE SPECIAL MEETING OF THE
BOARD OF TRUSTEES**

Tuesday, October 16, 2012; 12:00 noon

Fine Dining Room

225 Franklin Street – 33rd Floor

Boston, Massachusetts

Trustees Present: Chair Thomas; Vice Chair King-Shaw; Trustees Campbell, Carpman, Encarnacion, Furman, Geoffroy, Healey, Johnston, Karam, Lee, Marvel, Mullan, Osterhaus-Houle, Quattrochi, Reville, Woolridge and Xifaras

Trustees Absent: Trustees Collins, DiBiaggio, Gomez and Peters

University Administration: President Caret; General Counsel Heatwole; Executive Vice President Julian; Senior Vice Presidents Williams and Wilda; Chancellors Subbaswamy, Motley, Grossman, Meehan, and Collins

Faculty Representatives: Professor Adrion, UMass Amherst; Ms. Gibbs, UMass Dartmouth; Professors Buzawa, UMass Lowell

Chair Thomas convened the meeting at 12:13 p.m. and stated that Trustee Philip Johnston will be participating by telephone pursuant to 940 CMR 29.10 as adopted by the vote of the Board of Trustees and permitted under Section 29.10 (5)(e), since he is traveling and geographically distant from Boston and it would be unreasonably difficult for him to attend the meeting in person.

Reports:

Chair's Report:

Chair Thomas began his report by announcing that Governor Patrick has reappointed Trustees Edward Collins and Philip Johnston to the Board. He also announced that a quorum is required for all Board meetings. Nine Board members must be physically present for a quorum, and Chair Thomas asked that Trustees remain at the meeting for its entirety to assure that a quorum is maintained.

Chair Thomas reported that today's meeting will focus on Short-Range Planning on each campus. The Chancellors presentations will focus on five areas: academic quality; access and affordability; student success and satisfaction; service to the Commonwealth; and the financial health of each campus.

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Chair Thomas also commented on the success of President Caret's second state-wide bus tour that kicks-off UMass' 150th anniversary. The bus tour made stops in Western Massachusetts, Central Massachusetts, the South Coast and Cape Cod, which were a nod to the University's agricultural roots and its future in science, engineering and technology.

President's Report:

President Caret reiterated Chair Thomas' enthusiasm about the success of the bus tour and commended him for taking a week out of his busy schedule to accompany him across the state. He added that the tour enabled him to speak with those doing the work of the University, such as the researcher at the UMass Cranberry Research Station whose work focuses on the study of the pollination of bees and their declining population in Massachusetts, and the subsequent effect on cranberry bogs. The researcher recently acquired a \$3.8 million grant to continue her important studies.

President Caret then emphasized the importance of the Trustees understanding what is happening on the campuses. The Chancellors presentations will focus on each campus' five-year vision. The presentations will also look at Performance Measurement System data, rankings, existing peers and aspirational peers, student body composition, and finances.

Reports on Campus-Wide Short Range Plans:

UMass Amherst:

Chancellor Subbaswamy began his presentation by providing a comparison of the 2008 and 2012 campus profile, a review of the approved Capital Plan's impact on the campus operating general funds, and the campus' near-term plans. He highlighted academic quality data of interest, which included improving SAT scores, consistent student satisfaction, and growth in federal R&D funding on campus. He noted that the campus was preparing for the fact that federal agencies may be facing budgetary pressures and cutting back on spending. He added that patent applications were down and commercialization, which hadn't been a focus in recent years, was getting a renewed emphasis. Chancellor Subbaswamy highlighted the data on tenure-track faculty and noted that two National Academy members were added to the faculty.

Campus' Data on Access and Affordability: Chancellor Subbaswamy noted that the percentage of Pell Grant recipients had increased and that the campus was focusing on outreach efforts to students from Springfield, Boston and Chelsea. Further, online course enrollments and revenue grew substantially. He reviewed the student success indicators, noting the retention rate and the campus' plans to expand efforts to close the gap between underrepresented minority students and the overall student body. He also noted the 6-year graduation rate had remained the same, but new efforts on campus were targeting a rate of 70 percent or better. The 4-year graduation rate had improved owing largely to the increase in higher quality students. The increase of students of color was also noted. STEM program data and new and expanded service learning opportunities and partnerships when highlighting the campus' service to the Commonwealth was also reviewed.

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Campus' Financial Health: the growth of the campus' endowment was highlighted and Chancellor Subbaswamy noted that the campus would be launching its UMass Rising campaign. Vice Chair King-Shaw asked about the endowment per student goal. Chancellor Subbaswamy replied that the goal, in line with its peer group, was an endowment of \$500 million, or approximately \$20,000-25,000 per student. *US News and World Report* ranked the campus #97 overall, and the campus ranks above its peer group by high school counselors.

Financial pressures facing the campus including extensive capital needs: the iconic Chapel, built in 1894, is currently boarded up because of its level of disrepair. Bartlett Hall, an essential classroom building, is structurally unsound and is scheduled for rebuilding in the next four years. The campus is adding \$44 million to debt service, for a total of \$80 million. From FY13-17, without state support for the capital plan, tuition and fees would need to increase by 3 percent annually.

Near-Term Goals of the Campus: goals are to increase the quality, enhance the profile, add value to the Commonwealth through intentional outreach, make operations more efficient and effective, build new markets through online initiatives and new partnerships, launch a successful 'UMass Rising' campaign, and continue to make the case for increased capital investment in the flagship campus.

Vice Chair King-Shaw noted that because of inadequate state funding, reaching the endowment goal of \$500 million should be our focus. Chancellor Subbaswamy replied that state funding was necessary and that the endowment was only part of the solution. Measured growth was important and raising tuition to market rate must be part of the discussion. Trustee Mullan asked about enrollment projections. Chancellor Subbaswamy stated that the campus was limited by capacity, particularly in housing, but was on track to add 2,000 students over the next five years. Trustee Mullan stated that all available resources must be leveraged and the campus should consider more on-campus housing opportunities that might be a revenue generator or revenue neutral. Chancellor Subbaswamy stated that debt was capped at 8 percent with the current projects in the queue; debt service was approximately 7 percent. With regard to the campus looking the same, he noted its increased selectivity, pushing the 4- and 6-year graduation rates, and becoming a destination, not a fall back for high achieving students.

A discussion on student selectivity and yield took place. Chancellor Subbaswamy noted that from 34,000 applications, 20,000 students were accepted for a class of 4,600. Trustee Karam asked about the marketing implications of accepting 20,000 students for a class of below 5,000 and asked about how to get the highest quality students without accepting as many. Chancellor Subbaswamy responded that the campus was increasingly sophisticated with regard to admissions, but the campus could not handle the revenue implications if fewer students were admitted and fewer did not accept.

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Trustee Reville inquired about the campus' assumptions about changing delivery models and digital learning. Chancellor Subbaswamy replied that the campus is expecting to continue to serve a majority of students that are residential, full-time students, but the online program would continue to grow. Trustee Furman noted the increase in online courses and asked about the availability of Amherst courses to the rest of the system. Chancellor Subbaswamy replied that matriculated campus students take different classes with a different platform. Chair Thomas added that certain courses were open only to on-campus students.

Trustee Encarnacion stated that 3 percent tuition and fees increases over five years would add up to a 15 percent increase. Chancellor Subbaswamy added that the increases were necessary to meet increasing demands. Chair Thomas added that this projection was based on the absence of funding from other resources. Trustee Woolridge added that it also assumed that all deferred maintenance and capital improvements were carried out as planned.

Trustee Mullan asked if there was information available on the relationship between graduation rate and facility availability, or specifically the improvement of course oversubscription. He also asked if there was any way to measure the return on investment of reducing the student need to be on campus longer. Chancellor Subbaswamy responded that he will look into the matter.

Trustee Karam noted the progress in the percentage of the minority population and asked if the population was reflective of the state population. Chancellor Subbaswamy said that it was reflective. Trustee Karam asked about potential special funding for historic buildings.

Trustee Campbell stated that all costs are going up for both public and private schools, which drives institutions to accept more students of means. He asked if the campus was evaluating increased needs in the Commonwealth with regard to population growth. Chancellor Subbaswamy commented that merit-based aid was very low because the campus could not afford it and the campus works hard for students with needs. Trustee Campbell wondered with the numbers of seats at elites declining, how the evaluation of campus capacity was affected. Chancellor Subbaswamy replied that the campus must continue to increase its quality and get the message out. President Caret noted that the recent Vision Project data on the overwhelming increase in students attending public higher education institutions in the last 30 years. Trustee Marvel asked if international students were included in the diversity data. Chancellor Subbaswamy replied that they were not, but the data should be taken conservatively because many students choose not to reveal their ethnicity or race. Chair Thomas inquired about outreach strategies for historically underserved students. Chancellor Subbaswamy noted separate tracking and the need to do more to help those students.

UMass Boston:

Chancellor Motley began his presentation by noting UMass Boston's original mission to provide an education "equal to the best" and its vision statement of becoming an "outstanding public research university with a teaching soul". He reviewed the campus' recent strategic

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planning process, *Fulfilling the Promise*, and the establishment of the Strategic Plan Implementation Group, charged with overseeing implementation. Chancellor Motley then highlighted the Strategic Plan Goals used to prioritize departmental needs.

Goal #1, Advance Student Success and Development: programs for freshman success that were making a difference include Start on Track, Stay on Track, Freshman Success Communities, CLA First, and LEAD. Chancellor Motley discussed improving student quality, retention, and 6-year graduation rate. He noted that 57 percent of undergraduates are first-generation college students and an increasing number of undergraduates are students of color. He went on to note increasing enrollments in STEM majors and for-credit internships and co-ops as well as 83 percent of students rating UMass Boston as ‘excellent’ or ‘good’.

Goal #2, Enrich and Expand Academic Programs and Research: a variety of new undergraduate, masters, and PhD programs as well as new programs are currently in the pipeline. Chancellor Motley highlighted the over 50 percent increase in total research and development expenditures, in the last five years.

Goal #3, Improve the Learning, Teaching, and Working Environment: the Integrated Sciences Building is set to open in fall 2014. Groundbreaking for the General Academic Building #1 is scheduled early next year, and the Utility Corridor and roadway improvements will begin in the spring. Additional projects include General Academic Building #2, Edward M. Kennedy Institute construction, Bayside and Calf Pasture Pumping Station properties, HarborWalk design completion, and developing Division III baseball field with BC High.

Goal #4, Establish Financial Resources Model Consistent with the University’s Vision Statement: Chancellor Motley emphasized that there is a need for more resources from the state and reviewed the predicted enrollment growth, an estimated 18,000 by 2015. He also highlighted the small, but growing endowment, up 71 percent since FY07.

Goal #5, Develop Infrastructure Supportive of the Preceding Goals: there is a need to address short and long-term space needs as well as review administrative systems and organizational structures, like the Office of Research and Sponsored Programs. The campus is working towards strengthening the University’s capacity to make a case for itself and is taking steps to tell the story of UMass Boston with substance behind it.

Trustee Xifaras inquired about the “old fashioned majors” and asked about the review process for outdated programs. Chancellor Motley responded that a set of programs had recently been recommended for elimination. Additionally, a set of programs, like a new undergraduate program in the School of Education, was just beginning and therefore had a very small number of graduating students. President Caret indicated that Senior Vice President Williams leads a group that reviews programs regularly.

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Trustee Furman inquired about enrollment projections given all of the building going on. Chancellor Motley described the recent Open House on campus which served as an indicator of growth. A space analysis is being conducted and the campus is looking at creative ways to increase capacity, like using the Venture Development Center. The campus is also looking toward approving more beds on campus and creating a multi-purpose facility.

Trustee Mullan asked about the cost of growth, i.e., enrollment, and having the resources necessary to do what is necessary on campus, including legacy projects, like the Ring Road, that must be completed. President Caret commented that this issue represents the traditional tug-of-war between access and affordability and quality. Trustee Karam commented that there has been 10 years of growth and it is possible that the University might not get the support it currently has in the future. Trustee Mullan inquired about Chancellor Motley's statement about securing additional state funding. Chancellor Motley acknowledged the reality of state support challenges and added that this was the grand public vision, but is figuring out how to use current funding to implement the strategic plan. Chair Thomas asked about a controlled growth strategy that allows for contemplation of some of the unknowns and knowns in an effort to avoid debt. President Caret referred to Senior Vice President Wilda and her team's focus on threshold numbers.

Trustee Carpman stated that he thought the new dorms would be an opportunity to adjust the branding and marketing of the campus. Chancellor Motley agreed and added that they were looking at the campus' marketing, what the campus looks like, the logo and other matters.

Vice Chair King-Shaw emphasized that long-term fiscal strength should be the focus of each campus. He wants to see the budget balanced and the campuses in fiscal solvency, and wanted to hear more about how the Boston campus could leverage its greatest asset, its location in the City of Boston. Chancellor Motley outlined the campus' links to the City, including Success Boston, and added that during his tenure, there has never been a budget that was in the red. He added that the campus is putting away \$50 million a year. Vice Chair King-Shaw also inquired about the specific urban mission of UMass Boston, how it is different from the rest of the system, and what makes the campus different and distinct. Chancellor Motley responded that the linkages to the City and its resources are a daily thought and invited Vice Chair King-Shaw to the campus to see the work it is doing, including its work in the Boston Public Schools and throughout the city.

Chair Thomas indicated that it would be useful to discuss budget dynamics and how budgets support strategic plans. President Caret stated that at the system-level, parameters are set for Chancellors. Senior Vice President Wilda commented on the evolution of the alternative budget scenarios. Fixed costs are being identified and an alternative view is being created which gives greater understanding to the relationship between tuition and fees and state support. Materials would be available in March for viewing. Trustee Woolridge added that there would be opportunities at a future meeting to discuss different scenarios and how they relate to fees and increases.

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Trustee Encarnacion commented that students don't know how buildings get built or that their tuition and fees support that growth. Chair Thomas stated that as stewards of public resources, the University must maximize efficiencies for savings and be proactive in raising revenues. Trustee Reveille added that the larger fiscal environment is still coming out of a recession and the University should be cautious about growth assumptions and look at the cost of growth.

UMass Dartmouth:

Chancellor Grossman began her presentation by commenting that she spent her first 100 days as Chancellor listening, looking and learning and that her presentation would have further refinements after the completion of the campus' strategic planning process. She reviewed highlights of what she had learned, including the campus' flat enrollment; the need to focus on student success and retention; the campus' modest growth in research funding owing largely to SMAST and fisheries, but with hopes to grow in the social sciences; emerging private support and her recent meeting with 50 alumni; the developing Law School's provisional accreditation; the transitioning of peer groups and the condition of campus facilities and the recent focus on off-campus buildings, and the dire need for core campus investments. Chancellor Grossman reviewed the campus' various rankings, including *US News and World Report*, *Washington Monthly*, and the National Community Service Honor Roll. She also reviewed the campus' current Carnegie classification and its aspirational classification.

Chancellor Grossman highlighted the campus' 2017 aspirations, which included enrollment growth, modernized facilities, increased research activity and tenure-track faculty, Law School accreditation, entrepreneurial ventures and increased philanthropic giving, and a healthy financial foundation. She then focused on what it would take to achieve the aspirational goals. Those steps included facility improvements, investment in new faculty, growth of philanthropic giving and new academic program development. She highlighted the stakeholders: UMass Dartmouth faculty and staff; the state; and the community and alumni.

Chancellor Grossman spoke about the age of facilities on campus; over 60 percent of the core campus is 40 years or older and highlighted the impressive Carney Library as an example of investing in high quality facilities. Various FY2007 and FY2011 metrics were compared and the FY2017 aspirational goal for each metric was reviewed. The metrics included enrollment, GPA and SAT scores, research funding, student retention rates, community service hours and value, Pell grants, diversity, as well as percentages of in-state and international students. Chancellor Grossman noted campus living and learning programs, which have resulted in a 10 percent increase in student satisfaction. She also noted growth in student engagement, with nearly 60 percent of students involved in service learning.

Chancellor Grossman reviewed the campus' financial performance, its fundraising, and its economic outreach (including its' off campus satellites). She touted the fundraising prospects and the alumni and added that additional staff and personnel were necessary to be effective. The campus was compared to its peers with regard to research, student success and financial health.

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Chancellor Grossman reiterated the 2017 aspirations and added that mutual benefit standards would be on all outreach initiatives to ensure that all partners are gaining from collaboration.

Trustee Lee asked about the overlap of freshman retention programs across campuses and whether there was best practice sharing. President Caret responded that a conference for best practices in student success was being organized and that new technology tools were available but the University needed to look into those tools. Trustee Lee also asked about the transparency with regard to faculty. Chancellor Grossman responded that open communication is a goal.

Trustee Furman added that Chancellor Grossman does not yet have her full team in place on campus and that several positions still needed to be filled. She asked why the 6-year graduation rate targets were so low. Chancellor Grossman responded that the figures were estimates and more detail would be available after the strategic planning process.

Trustee Karam referred to Chancellor Grossman's statement about community partnerships. He warned of legacy issues that legislators expect UMass Dartmouth to be the savior of the South Coast and to be careful of unaffordable requests.

Trustee Mullan asked about the strategic planning process in 2013. Chancellor Grossman responded that a Committee would be formed, a consultant secured with the process expected to take about a year.

UMass Lowell:

Chancellor Meehan began his presentation by highlighting the various rankings and lists on which the Lowell campus has recently appeared, including *U.S. News & World Report*, NSF, President Obama's Honor Roll for Community Service, and *payscale.com*. With regard to its peer institutions, since 2010, Lowell has gained 13 places. Chancellor Meehan then reviewed the recent campus strategic planning process: *UMass Lowell 2020: A Strategic Plan for the Next Decade*. The process took about a year and engaged 200 faculty, deans, provosts, and alumni. The goal was both for buy-in and for interaction. An outcome of the plan, the UMass Lowell Report Card, is helping to guide improvements, including areas such as student advising.

Chancellor Meehan outlined the five "Pillars of Excellence" in the plan.

Pillar #1, "Transformational Education": included developing high demand programs, expanding experiential learning, increasing student leadership and innovation programs, and strategically hiring new faculty, including 70 tenure-track and 80 non-tenure track since FY11.

Pillar #2, "Global Engagement & Inclusive Culture": focused on expanding global partnerships, diversity on campus, and fostering an inclusive environment. Between 2007 and 2012, new undergraduate diversity increased 37 percent and an Office of Cultural Affairs was created.

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Pillar #3, “Innovative Research & Entrepreneurship”: focused on the campus’ business/University collaborations, the expansion of licensing, and the ability of the campus to attract new research dollars with the new ETIC facility.

Pillar #4, “Entrepreneurial Stewardship in Higher Education”: outlining a number of efficiency and expense control mechanisms in place including, maximization of space utilization, a new faculty workload model, utilizing non-tenure track faculty, and streamlining the organization. Chancellor Meehan emphasized the importance of maintaining a low debt ratio, growing total operating revenues through activities such as online enrollments, and continued enrollment growth, which witnessed a 40 percent increase in five years. In addition, there is a 56-point increase in SAT scores in four years and improving retention rates, and there is over \$600 million in deferred maintenance. There is also the need for investment in the campus’ facilities. Chancellor Meehan presented the emerging campus map which highlighted campus buildings, recent acquisitions, new construction, and projects in the planning phase.

Pillar #5, “Leverage our Legacy and our Place”: recent fundraising activities were outlined, including launching the first comprehensive campaign, aiming for a \$100 million endowment. Chancellor Meehan reported on the challenges facing the campus, including unpredictable state funding, increasing competition and the deferred maintenance of campus buildings.

Trustee Karam asked about programs such as the nursing program, which lack the faculty to grow. Chancellor Meehan responded that they needed to pay more to get quality faculty and it is also an issue of capacity because labs and other research space are needed. The campus is also using adjunct faculty, some with PhDs, some with Masters degrees.

Trustee Encarnacion inquired about increasing the representation of students from cities like Lawrence who might have lower SAT scores. Chancellor Meehan replied that it was possible to both increase SAT scores and the diversity on campus. The campus was working closely with community colleges for bridge programs and Lowell faculty is working throughout the state in K-12 and STEM programs to help increase efficiencies and best practices. There are also summer preparatory programs for students. Trustee Karam stated that there were many underserved students in the state’s Gateway Cities, but they need a clear pathway through a community college. Trustee Reveille commended Chancellor Meehan on his campus’ work in K-12 education and emphasized the need for more work on pathways from community college to the University and an integrated ladder.

Trustee Campbell inquired if community college students need to demonstrate a SAT score. Chancellor Meehan responded that they did not and that it was advantageous to have students at community college because of the preparation they receive. Trustee Campbell then inquired as to why a successful student at UMass Lowell would transfer to a private. Chancellor Meehan responded that it is because of the perception in Massachusetts that public education is not as

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good. The solution to this is to brand, market and promote the University, getting the word out that the quality at UMass is much higher than people realize.

President Caret commented on the campus' very strong legacy and its evolution to serve the population and the region.

UMass Worcester:

Chancellor Collins began his presentation by acknowledging that the Medical School's dynamics were very different from the rest of the University. It possessed 100 percent retention, high admissions yields, and attracted the best students. He highlighted some applicable metrics, which included that the campus was in 200 communities in Massachusetts, was affordable, possessed high student satisfaction and had great match outcomes.

Chancellor Collins then presented data on the campus' high revenue generation in relation to all medical schools and public medical schools only. Trustee Karam inquired if the revenue figures included Commonwealth Medicine. Chancellor Collins responded that Commonwealth Medicine was removed from the comparisons and fell into a category called miscellaneous revenue.

Chancellor Collins then reviewed the original mission of the campus: to educate primary care physicians. He outlined data on student satisfaction. A recent alumni survey found that nearly two-thirds of medical school graduates were in primary care and 62 percent were still in Massachusetts and providing service to the Commonwealth. Data shows that UMass Medical School graduates had lower debt levels than their peers at other medical schools.

With regard to funding, Chancellor Collins highlighted the campus' impressive NIH national and statewide rankings (43/2617 and 4/180, respectively) and the growth in research awards between 1970 and 2012. He then turned his focus to potential issues facing the Medical School, including the ability of the campus to remain affordable. Chancellor Collins referred to the ambitious system-wide goal of growing research expenditures to \$750 million by 2017. He added that it costs the Medical School an additional 30 percent in indirect costs to support funded research. He also reviewed licensing revenue and added that spin-offs have done well. Chancellor Collins added that all revenue is critical to keep the Medical School working. Commonwealth Medicine provides essential ongoing revenue, while MassBiologics reinvests. The campus is still looking for that transformational gift with regard to development work and funding from the state has stayed the same. The clinical system is also very important.

Chancellor Collins reported on the potential transformation of Academic Health Sciences Systems in the U.S., which are made up of schools, health systems, doctor practices and health plans. He noted that in 1998, UMass divested of the health system and MD offices and had never had a health plan. However, in the near future, all entities will be more closely related. The Ambulatory Care Center serves as a model of collaboration between the Medical School and

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UMass Memorial Health Care. The campus' current and projected debt service was modest at 4.8 percent and 5.2 percent, respectively.

Chancellor Collins concluded his presentation by reiterating the campus' future challenges, which included NIH funding unknowns, Commonwealth Medicine's ability to deal directly with the state, future product development at MassBiologics, continued state support, continued capital investment, growing philanthropic giving, and the transformation of the Academic Health Sciences System of the future.

Trustee Karam stated that whoever decided to split the Medical School and the hospital had great insight and that the Board would need their own consultants to consider any changes. He added that it was dangerous to say where health care is going and that he was very concerned about UMass Memorial appearance of instability. Chancellor Collins replied that he was not talking about acquiring anything but given the industry direction, it is likely that some relationship will exist and that there would be risk sharing at a higher level. Trustee Mullan commented that this was the second time that the relationship between the Medical School and UMass Memorial has been raised and he asked the Board to look more closely at it. He also recommended that the President look into it further. Trustee Karam reiterated the need for expert consultants. Chair Thomas noted that this topic was outside the purpose of the meeting.

President Caret asked about large pharmaceutical companies that were outsourcing research. Chancellor Collins responded that it was modest money, but important though and the case for federal support of medical research is strong. President Caret added that it was the University's goal is \$750 million in research funding and that it would include approximately \$300 million at the Medical School, \$200 million for Amherst, two campuses at \$100 million and one campus at \$50 million.

Chair Thomas thanked everyone for the engaging discussion and added that the campus plans dovetail into the system plan and that the President may want to expand upon the system plan.

Chair Thomas then announced that Trustee DiBiaggio resigned his position on the Board. He added that Trustee DiBiaggio has given much of himself to the University and has been a loyal UMass supporter.

Trustee Mullan asked if the President could provide additional information on the following four topics:

1. What is the real cost of educating a student yesterday and today?
2. Conduct a mission evaluation between the campuses and the system.
3. Stress that we are educating the Commonwealth of tomorrow, including STEM. He added that too many people still think it is just the Amherst campus and emphasis is needed on the fact that our programs are for the future of the state.

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4. There needs to be a “best of” across campuses, to understand not just the strategies but the tactics, for example, on community outreach, diversity recruitment, etc.

President Caret noted that key steps to take as a system would be drafted. Trustee Furman inquired as to how the individual plans roll up to the system five-year plan. Chair Thomas added that dollars saved in the last 2 to 3 years should be highlighted explicitly from the Efficiency and Effectiveness Task Force and the public should know about it. President Caret commented that Senior Vice President Wilda is working on the data and would report back.

President Caret thanked the Chancellors for their presentations.

The meeting adjourned 4:46 p.m.

Kate Wilkinson
Staff Assistant