

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

**MINUTES OF THE MEETING OF THE
COMMITTEE OF THE WHOLE**

**Tuesday, December 11, 2012; 4:00 p.m.
Massachusetts Room, Mullins Center
200 Commonwealth Avenue
University of Massachusetts
Amherst, Massachusetts**

Trustees Present: Chair Thomas; Trustees Campbell, Collins, Encarnacion, Furman, Geoffroy, Karam, Lee, Mullan, Peters, Quattrochi, and Xifaras; Ms. Lee (representing Trustee Reville)

Trustees Absent: Vice Chair King-Shaw; Trustees Carpman, Gomez, Healey, Marvel, Osterhaus-Houle and Reville

University Administration: President Caret; General Counsel Heatwole; Chancellors Subbaswamy, Motley, Grossman, Meehan, and Collins

Documents Used: UMass Campus' Short Term Plans (DRAFT 11-30-2012), Doc. T12-0
System Profile, Doc. T12-102

Chair Thomas convened the meeting at 4:21 p.m.

Reports:

Chair's Report:

Chair Thomas welcomed the Board and thanked Chancellor Subbaswamy for hosting. reported on having met with a group of Amherst students and noted concerns that they had brought up, including voting representation on the Board, Commonwealth College, the football team and tuition and fees. Chair Thomas commended Chancellor Subbaswamy for being an engaging partner both on campus and in the region. Chair Thomas reviewed the agenda for the day which was a continuation of the October 16th meeting on campus key short-term goals.

Chair Thomas then stated that the Board had been provided with a copy of the Committee of the Whole minutes from the September 18, 2012 meeting and asked for any corrections. With no corrections, the minutes were approved.

President's Report:

President Caret reminded the Board that Committee of the Whole had been reinvigorated to allow for more time to discuss topics of importance and stated that the meeting would be devoted to further discussion on the October meeting on short-term plans for the campuses.

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Discussion Item:

President Caret introduced the discussion item, **Review of Campus Short Term Plans** and described the perimeters that Chancellors were given for their presentations in October, including the review of PMS data, rankings, and peer institutions, and briefly described the resulting presentations. He then discussed the peer selection process, and described the instructions the Chancellors were given to further refine their campus descriptions in 250 words so that each campus is highly identifiable. Chancellors were then asked to critique each other's descriptions.

President Caret described the University system and a draft was created for Board review and feedback. Trustee Furman asked if it would be tied to the strategic plan. President Caret said that it would be used as a guide. Ms. Lee asked if there was a plan to disseminate to the larger UMass community. President Caret replied that it would be useful for planning and marketing. Trustee Karam asked how to measure going forward. President Caret replied that peer groups would serve as guide posts. Trustee Lee stated her concerns about growth and was interested in the ultimate description of size goals. There was a discussion about size and growth, including full-time and part-time faculty and dollars per FTE. Chancellor Meehan noted that at Lowell there were growing programs but those programs were revenue generating. He added that a challenge was making up for the short-fall from the state and that all campuses needed more out-of-state students to be able to keep those dollars.

Trustee Mullan asked how the document fits into the strategic plan. President Caret said that the campus plans would be harnessed to the whole and that the descriptions fit into each campus' plan. Trustee Mullan asked if the document goal was to be one vision and one mission. President Caret replied that there was a common mission for the system but the campus missions were subsets. Trustee Mullan encouraged leveraging the campuses as a whole but retaining individuality and stated he would like to see tactics about what it means to be educating the workforce of the future. Chancellor Subbaswamy noted that the Amherst campus was in the middle of their plan and in the process of turning goals into strategies. Chancellor Grossman added that UMass Dartmouth's peers were in transition and that peers must be considered carefully. Trustee Xifaras asked about peer selection. President Caret explained it as an iterative process based on IPED data that must be appropriate from a mission standpoint.

Trustee Karam suggested that the Board might want to use the January Retreat to reflect on the current strategic priorities of the Board and come up with new ones.

Trustee Mullan asked if the finished document would also have system peers. President Caret thought that the system should use the same framework as the campuses and also look for regional competitors, which are not traditional peers. Ms. Lee suggested that a list of action items for the Board be created. Trustee Furman asked about strategizing so that campuses aren't penalized as budgets fluctuate.

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Chair Thomas asked President Caret to discuss the charge to the Chancellors to develop the document to exude the oneness of the system. President Caret discussed a recent conference he attended on “systemness” and the idea of creating five great campuses by building on the whole. Chair Thomas noted the importance of branding so that there is an understanding of the depth and breadth of the University. President Caret added that it could have an impact on public policy and it is important to have an organized plan.

Trustee Karam suggested having a nationally known speaker at the January Retreat. President Caret added that this year’s speaker might come from the academic side to help envision the University campus in 20 years.

Trustee Xifaras asked about what could be learned from the challenges facing the California system. President Caret discussed some of the challenges in California but noted that despite the fiscal mess, it was still funded at a higher level than Massachusetts and less expensive. Trustee Xifaras stated that the takeaway might be that there is a tipping point for international and out-of-state students in which the mission is lost. President Caret discussed different strategies that states like California and Idaho have taken to deal with financial challenges.

Chancellor Meehan stated that there was a tipping point for out-of-state students but that the campus was not even close to that point yet and that there was lots of room to grow. Trustee Karam added that the University doesn’t provide enough international experiences and it was a disservice to students. Trustee Mullan added that international students were important to creating graduates that are globally competitive. Chancellor Subbaswamy stated that 25 percent of students were from out-of-state and that he didn’t want to shut out Massachusetts students. President Caret inquired about a cap as Board policy and it was stated that there is no cap.

Trustee Collins stressed the importance of making a public case for the University on what it may be forced to become because of the financial pressures and a potential growing reliance on out-of-state students. President Caret described a planning exercise that included worst-case scenarios to describe the challenges to policymakers. Chair Thomas thought that it had strong implications for advocacy with the legislature and the Executive Office.

Trustee Peters described a recent fundraising event at Lowell and stated that the general public doesn’t know what is happening on campuses. Trustee Furman suggested that the University is vital to the state’s workforce and corporations should step up. Trustee Campbell inquired about the public reaction in California regarding the system’s challenges. President Caret described his understanding of the public’s reaction, including that of the state’s recent immigrant population.

There being no other business the meeting adjourned at 5:44 p.m.

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Kate Wilkinson
Staff Assistant