

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

MINUTES OF THE BOARD OF TRUSTEES RETREAT

Wednesday, January 16, 2013; 8:00 a.m.

**Faculty Conference Room
University of Massachusetts
55 Lake Avenue North
Worcester, Massachusetts**

Trustees Present: Chair Thomas; Vice Chair King-Shaw; Trustees Campbell, Collins, Encarnacion, Furman, Geoffroy, Gomez, Johnston, Malone, Marvel, Mullan, Osterhaus-Houle, Peters, Quattrochi, and Xifaras

Trustees Absent: Trustees Carpman, Healy, Lee, and Woolridge

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

Guests: Professor Carolyn Jarmon, National Center for Academic Transformation; Professor Michael Goodman, UMass Dartmouth

President Caret convened the meeting at 8:24 a.m. and introduced the day's agenda, including the Breakfast Speaker, Professor Carolyn Jarmon, Vice President of the National Center for Academic Transformation.

Breakfast Discussion with Professor Carolyn Jarmon:

Professor Jarmon's presentation focused on transformations in higher education from the academic perspective and the challenges and opportunities in new delivery methods of core academics and student services. Professor Jarmon relayed changing student and faculty dynamics in conjunction with transformative, "disruptive" technologies.

President Caret then made summary comments on Professor Jarmon's presentation. He added that Maryland incentivized faculty to redesign introductory level courses and when the redesigned courses were compared to traditionally taught classes, there were decreased costs and increased learning outcomes. He added that this work could dovetail with E&E (efficiency and effectiveness) efforts. President Caret then opened the topic up for discussion.

Trustee Xifaras commented that the use of the term "disruptive technologies" connoted negativity but that it was in fact a huge opportunity. Trustee Furman asked if the President had plans to incentivize the campuses to create courses in new formats and if the provosts would be driving the effort.

Board of Trustees Retreat January 16, 2013

President Caret responded that there was the potential to help fund time for the initial process for redesign and that those successes could breed more campus engagement. Senior Vice President Williams added that the day's conference in Shrewsbury would include presentations to campuses about various types of disruptive technologies and enable the campuses to see what others are doing across disciplines. Professor Jarmon commented that while funding was important, release time was a key.

Vice Chair King-Shaw commented that the educational system was failing more and more students and that academia continues to fight change. He inquired as how to implement a student-centered approach in the short-term. There was a discussion. Professor Jarmon outlined several key areas of focus, including large introductory courses and providing incentives for professors. She added that as students become better learners, they tend to stay at the institution and that the first year is crucial to retaining a student.

Trustee Mullan noted that if he were an employee, he would be concerned for his job. There was a discussion about job retention and adjunct statistics.

President Caret thanked Professor Jarmon for her presentation

Chair Thomas thanked Chancellor Collins for hosting the retreat and reviewed the rest of the day's agenda. He also welcomed Trustee Matthew Malone, the new Secretary of Education, and Trustee introductions were made.

Trustee Malone made several remarks on the morning's presentation, including the incredible opportunity for UMass to be at the forefront of the higher education model of the future, instead of reacting to it. He also provided highlights of Governor Patrick's recent state education investment proposal, including funding higher education at a greater rate. Vice Chair King-Shaw asked about the definition of Chapter 70 funding. Trustee Malone described the education funding formula for individual communities.

Chair Thomas thanked Trustee Malone and led a discussion on how to help sell Governor Patrick's education proposal for the University. He commended President Caret for his 50/50 proposal, his advocacy and his effective voice. There was further discussion amongst the Trustees about appropriate talking points and next steps. President Caret replied that he would return to the Board with a strategy at a later date.

Board Operations:

President Caret described the addition of the various Task Forces and two special Board meetings over the last year. He suggested combining the topic of short-term campus goals and capital planning into one special Board meeting in 2013. It was agreed.

Board of Trustees Retreat January 16, 2013

Further, President Caret inquired as to how the various Task Forces were working. Trustee Xifaras, Chair of the Online Task Force, asked how to keep engaged on the topic and requested direction from the Board. Trustee Peters noted that the Athletics Taskforce had met twice and the agenda was set as issues arose. Trustee Campbell provided background on the Law School Taskforce and the challenges facing the Law School. Trustee Mullan noted that he attended the most recent UMBA (UMass Building Authority) Board meeting and urged the Board of Trustees to strengthen ties to UMBA.

Trustee Johnston inquired further about the Law School challenges. There was a discussion about enrollment projections and the importance of the success of the Law School.

President Caret reviewed the various goals of each of the Task Forces and there was discussion. Trustee Mullan concluded the discussion by adding that perhaps there should be more student-centricity on the various taskforces and committees. Trustee Xifaras agreed.

Chair Thomas commented on the remarkable response by the Board to Trustee Peters' call for 100 percent participation in giving. Trustee Peters commented on Chair Thomas' major pledge to the Amherst campus and Trustee Campbell's substantial pledge to the Boston campus. Chair Thomas then noted Vice Chair King-Shaw's generous gifts to the University.

Budget Reality and E&E Efforts:

Senior Vice President Wilda provided an overview of the various components of the current budget, including enrollment growth, capital investments, and potential sequestration and its effect on R&D. Further, she described the University's fixed costs. Vice President Wilda reviewed the state budget request. She then described the E&E efforts as important but not the solution to the budget issues. Trustee Marvel inquired about the increase in financial aid. Senior Vice President Wilda noted that the increase was in merit-based programs only and not in the form of loans. Vice Chair King-Shaw inquired about additional fee increases. President Caret responded that various scenarios were being reviewed. Vice Chair King-Shaw noted that UMass was still one of the most affordable among its peers and that a fee increase could be warranted in many different scenarios. President Caret noted the rise of student debt and also stated that this discussion was ongoing.

Trustee Collins added that getting buy-in on the 50/50 was an accomplishment but the Governor's revenue piece was still a challenging sell. Trustee Collins spoke to Governor Patrick's revenue proposal and the need to be able to explain it properly to parents and students.

Trustee Johnston agreed with Trustee Collins about the need to organize around a message and reach out to a broad set of constituents.

Trustee Mullan made several comments about the challenge of an alliance with transportation, keeping a close eye on the math of the 50/50 and revisiting the tuition retention debate. Further, he added, that there needs to be a better understanding of what it costs to

Board of Trustees Retreat January 16, 2013

educate a student and to be armed with the data. Senior Vice President Wilda noted that a comparison was done with peer systems and UMass was in the middle of the pack.

Vice Chair King-Shaw added that the conversation should focus on the University being worth the money and creating an institution in the top tier. Trustees Marvel and Encarnacion expressed the need to remain affordable and accessible. Trustee Quattrochi added that everyone is interested in preserving accessibility but the value is also very important. Trustee Collins noted the affordability of the University to out-of-state students. Trustee Campbell stated that the willingness of the general public to support the University depends on the perception of UMass as being great.

Chancellor Meehan added that historically the University was seen as a safety school, but it is essential to the state that it be great because it is educating the workforce of the state. There was further discussion about accessibility and value.

President Caret stated that he would come back with a strategy to help support the Governor's revenue plan. Chair Thomas stated that one strategy might be for the Chair to write a letter on behalf of the Board.

Luncheon Discussion with Professor Micheal Goodman:

UMass Dartmouth Professor, Mike Goodman, presented on the state of the Commonwealth's economy over lunch.

After lunch, updates were provided on the following topics:

UMass Planning:

President Caret updated the Board on his work with the Chancellors on articulating the unique strengths of each campus as well as the system.

Trustee Peters noted that Dartmouth was the least known of the campuses and that there was a need for marketing and the commitment of resources to fundraising. Trustee Xifaras agreed and added that the Law School might need to be included.

Trustee Quattrochi agreed with the need to portray the Law School as a rising star. He also asked the Board if it felt comfortable with the level of control over their various duties and with the ability to provide guidance.

Chair Thomas stated that as part of the strategic plan development, high-value targets of the Board should be infused. Trustee Quattrochi added that breaking out budgets were important for the public's sake. Trustee Furman suggested looking at the cost of growth. There was a discussion about growth and capacity. President Caret noted that the Report Card would have 21 indicators and might help with the day-to-day telling and selling.

**Board of Trustees Retreat
January 16, 2013**

Satellite Centers:

President Caret reported on the research to date by the Donahue Institute on the current off-site centers across the system and the possibility of a satellite in Springfield, both academically and operationally.

Trustee Mullan expressed concern about duplicating programs. Chair Thomas noted the potential for developing public/private partnerships and the intense competition in the Pioneer Valley with 17 colleges and universities. Trustee Mullan inquired as to whether or not conversations were taking place with the large employers like Baystate and MassMutual.

There was a discussion about transfers between community colleges and the University, success rates, and best practices. There was also a discussion about the administration and faculty structure of a satellite center and the potential for private and state investment.

UMass Online:

President Caret reported that UMass Online Interim CEO Cunningham was working with the campuses on solutions to the various recommendations made in the recent UMass Online report. There was discussion on the changing nature of the online learning environment over the last ten years and incentivizing faculty.

Fundraising:

President Caret reported that Vice President for Advancement Pagnam would be shared between Worcester and the System. His work at the system-level will focus on signature events, capital campaigns and other alumni outreach at the system-level.

Marketing:

Vice President Connolly presented the key preliminary findings of Boathouse Media's market study. He outlined next steps, including an assessment of the findings for informing messaging and delivery.

There was a discussion about coordinating the efforts of the campuses for marketing and how best to tell the UMass story with the individual character of the campuses and the strength of the system. There was also a discussion about the differences between system-level and campus-level marketing.

Chair Thomas then announced the retirement of Secretary DeVico and commended her for her 34 years of service to the University. He then asked for discussion on a Resolution for Barbara F. DeVico. It was moved and seconded

**Board of Trustees Retreat
January 16, 2013**

WHEREAS, Barbara DeVico has made a major contribution to the University of Massachusetts through her nearly 35 years of diligent, steadfast and meritorious service; and

WHEREAS, The Board of Trustees in particular has benefitted from her wit, her wisdom, her commitment and her industry; and

WHEREAS, Barbara DeVico has assisted current and past members of the Board of Trustees in countless ways, by providing documents and reference materials in a timely fashion, by responding to inquiries in a patient and comprehensive manner, and by working to ensure that meetings were run in an efficient and business-like manner (to the fullest extent possible); and

WHEREAS, generations of Trustees would say that their years of service on the Board were enhanced and enriched as a result of their association with Barbara DeVico and that they departed the Board with lasting memories of Barbara's friendship and professionalism; and

WHEREAS, Barbara has served the University of Massachusetts during an era of dramatic growth and has witnessed and assisted in the creation of the five-campus System, and in the development of policies that have greatly enhanced the University's academic, research and public service activities, thereby enlarging the vital contribution the University makes to the citizens of the Commonwealth; and

WHEREAS, the University of Massachusetts is critical to the Commonwealth's social and economic future and distinguished service to the University therefore translates into a meaningful and enduring contribution to our state;

BE IT RESOLVED, That the Board of Trustees of the University of Massachusetts, in a meeting assembled this sixteenth day of January two thousand and thirteen and in grateful recognition of her long and distinguished service and career, does hereby express its sincere and lasting gratitude to Barbara DeVico and conveys to her the permanent title of Secretary Emeritus of the University of Massachusetts Board of Trustees and wishes her health, happiness and much success in all of her future endeavors. (Doc. T13-010)

The Chair asked for a vote and the motion was passed unanimously.

**Board of Trustees Retreat
January 16, 2013**

There being no other business, the meeting adjourned at 3:20 p.m.

Kate Wilkinson
Staff Assistant