

**UNIVERSITY OF MASSACHUSETTS**

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

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

**Tuesday, February 26, 2013; 4:00 p.m.  
University of Massachusetts Boston  
Campus Center Ballroom C – 3<sup>rd</sup> Floor  
100 Morrissey Boulevard  
Boston, Massachusetts**

**Trustees Present:** Chair Thomas; Trustees Campbell, Carpman, Collins, Encarnacion, Furman, Lee, Marvel, Mullan, Osterhaus-Houle, Peters and Quattrochi

**Conference Call:** Trustee Xifaras

**Trustees Absent:** Vice Chair King Shaw; Trustees Geoffroy, Gomez, Healy, Johnston, Malone and Woolridge

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

**Faculty Representatives:** Ms. Billings, UMass Amherst; Professor Tirrell, UMass Boston; Ms. Paige, UMass Dartmouth

**Guest:** Clayton Christensen, Kim B. Clark Professor of Business Administration, Harvard Business School

**Documents Used:** -The Future From An Academic Perspective, Doc. T13-013

Chair Thomas convened the meeting at 4:24 p.m. and stated that Trustee Xifaras will be participating by telephone pursuant to 940 CMR 29.10, as adopted by the Board of Trustees and permitted under Section 29.10 (5)(e), since she is traveling and geographically distant from Boston making it unreasonably difficult for her to attend the meeting in person.

Chair Thomas then stated that the Board had been provided with a copy of the minutes from the December 11, 2012 meeting. With no corrections, the minutes were approved.

**Committee of the Whole**  
**February 26, 2013**

**Reports:**

**Chair's Report:**

Chair Thomas thanked Chancellor Motley and UMass Boston and noted the transformation that was underway on campus. Chair Thomas provided a brief introduction to the day's topic and speaker.

**President's Report:**

President Caret also thanked UMass Boston for hosting and thanked the Board for its service to the University. President Caret provided further background on the speaker, Professor Clayton Christensen, and the topic of discussion, The Future of Higher Education from an Academic Perspective.

**Discussion Item:**

Professor Christensen's presentation focused on **The Future from an Academic Perspective**. Professor Christensen analogized the competition between integrated steel mills and the rise of mini mills in the steel industry to higher education. Professor Christensen went on to discuss the rise of and emerging role of online learning in higher education. Further, he hypothesized that online learning would move parts of higher education from being complicated and costly to more accessible and affordable.

There was then a discussion between Professor Christensen and the Board about the ability of online learning to provide a holistic experience; intellectual property; the measurement of quality and accreditation and standards; hybrid models; developing faculty and the richness of intellectual life on campus; and competition in the online arena.

Chair Thomas thanked Professor Christensen for his insight.

There being no other business, the meeting adjourned 6:05 p.m.

Kate Wilkinson  
Staff Assistant