

**UNIVERSITY OF MASSACHUSETTS  
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**MINUTES OF THE BOARD OF TRUSTEES RETREAT**

**Thursday, January 16, 2014; 8:00 a.m.  
Faculty Conference Room  
University of Massachusetts Medical School  
55 Lake Avenue North  
Worcester, Massachusetts**

**Trustees Present:** Chair Thomas; Trustees Buonomo, Campbell, Carpman, Collins, Fubini, Geoffroy, Gomez, Johnston, Kingston, Lee, Lowe, Mullan, Murphy, O'Brien, Osterhaus-Houle and Xifaras; Ms. Lee (representing Trustee Malone)

**Phone Participation:** Trustee Woolridge

**Trustees Absent:** Vice Chairs King-Shaw and Furman; Trustees Malone and Peters

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

**Guests:** John Connors, President & CEO, Boathouse Group Inc.; Terry Hartle, Senior Vice President, American Council on Education (ACE)

Chair Thomas convened the meeting at 8:22 a.m. and reviewed the Retreat's agenda, including a request by Trustee Lowe to give remarks on the student Trustees statement on the state budget.

Trustee Lowe welcomed the Board to the Worcester campus and commented that the student Trustees were releasing a statement in support of the second year of the 50-50 funding model. He noted its significant impact on students and the continued need for state investment.

President Caret thanked Trustee Lowell and provided additional remarks on the day's agenda.

**UMass Planning:**

President Caret then reported on UMass Planning and the growing need to articulate how the University plans. He reviewed the Carnegie classification system by which each of the campuses is categorized, and noted an additional system of categorization and ranking, the Top American Research Universities, and the continued need to develop the University's research enterprise. Chancellor Grossman commented on the Dartmouth campus' strategic planning process to chart a course for the campus to be classified as a 'research university'. President Caret also described the UMass Planning draft document which provides a history of the system,

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system and Board goals, the planning process that takes place on the campuses, the unique description of the campuses, and highlights of system data.

Trustee Buonomo inquired about the philosophy behind campus enrollment. There was discussion about campus limitations and strategies, state level needs and demography, and the federal college-bound agenda. Trustee Campbell inquired about capacity in private colleges and universities in Massachusetts, highlighting the potential opportunities for UMass. There was discussion about growing out-of-state populations at the elite private schools in Massachusetts and its effect on the University. President Caret noted growing demand and also the formation of the Higher Education Funding Commission to look at this issue.

Chair Thomas then stated that Trustee Woolridge will be participating by telephone pursuant to 940 CMR 29.10(5)(e), since he is geographically distant from Worcester making it unreasonably difficult for him to attend the meeting in person.

Trustee Mullan suggested that the UMass Planning document could be enhanced by articulating how the University interacts with external entities, for example, the Medical School's role in healthcare in the Commonwealth. Trustee Johnston noted Northeastern as a competitor to UMass, citing its co-op programs. There was a discussion about co-op and internship programs at UMass.

Trustee Buonomo emphasized the need to plan adequately for growth. There was discussion about the campus-level data in the document, including the growth projections and need for controlled growth.

Trustee Gomez commented that as the University becomes more selective, it is important not to forget the mission of access for all Massachusetts students. Chancellor Meehan commented on the Lowell campus' growth in diversity and the competitive nature of getting high-quality students of color.

**Budget and Efficiency & Effectiveness Update:**

Senior Vice President Wilda described the FY15 state budget request and the tuition retention request, as well as the schedule and timing of the budget process. She also noted the collective bargaining process and the impact of the Affordable Care Act.

There was discussion about the tuition retention request and the strategy behind this request, potential pitfalls and peer system comparisons with regard to state investment. Trustee Mullan emphasized the need for transparency and selling the message of support for the Commonwealth, by the Commonwealth. Trustee Murphy asked about the fate of the John & Abigail Adams Scholarship as it related to tuition retention. There was further discussion about higher state support in peer institutions like Maryland.

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Senior Vice President Wilda then provided an update on the newly released state capital budget. Trustee Mullan asked if there had been any discussion about realigning the relationship between the UMass Building Authority and DCAM.

Chancellor Collins provided an update on IT E&E efforts. He reviewed steps taken to date, including early wins, like the blanket cell phone agreement, and new challenges like the data centers. He added that there was a review underway of central, local and shared IT spending and that the group met recently with a similar Harvard team to discuss and learn from common issues and obstacles.

Trustee Mullan commended the work and asked about the challenge of determining the mix of centralized and decentralized. Chair Thomas asked about the utilization of the Massachusetts High Performance Computing Center (MHPCC). There was discussion about the Center's utilization, the potential for expansion, and its success as a collaborative space.

Ms. Lee inquired about the relationship between this conversation and academic E&E. There was discussion about flipped classroom models, academic guidance opportunities, improving the learning environment through technology, and collaboration across campuses.

Chancellor Motley provided an update on the Procurement E&E efforts, including a review of the projects to date and future projects. President Caret noted the substantial savings from both the IT and Procurement efforts. Chancellor Subbaswamy noted that the University has been a leader in these areas and encouraged the system office to go paperless. Trustee Buonomo cautioned not to exclude local vendors during this process.

Senior Vice President Williams added that the Provosts have been actively discussing academic efficiencies and were focusing on national best practices. Trustee Fubini suggested that spirited conversations about incentivizing academic efficiencies were necessary.

**Marketing a System:**

Chancellor Meehan provided an introduction to the work done to-date on Marketing a System and introduced John Connors, President & CEO, from Boathouse Group Inc.

Mr. Connors provided a presentation on various ways to break through the clutter of messages in the marketplace and effectively define the system brand. He suggested that it was important to change misunderstood quality perceptions. There was discussion about target audience, celebrity vs. the everyday student, the call to action, and focusing on alumni to tell their stories and messaging. Trustee Carpman suggested the need for both emotion and credibility in any effort. Trustee Collins commented on the need to influence the broader population. There was further discussion on what the messages should be and how to capture the attention of stakeholders and influencers.

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**Luncheon Dialog - The Federal Agenda:**

President Caret introduced Terry Hartle, Senior Vice President, from the American Council on Education. Mr. Hartle reported on the Federal Agenda, including major areas of public policy focus. He further discussed the roll-out of a federal college rating system and its challenges. There was discussion about the system and its rationale.

**Updates:**

President Caret provided an update on **Past Retreats** and the status of various tasks and initiatives. He also provided an update on the **Committee of the Whole Dialog and Next Steps**. Trustee Fubini suggested the need for additional context with regard to the decisions that Trustees were making on capital project approvals. Trustee Buonomo reiterated the need to evaluate “pace of play”.

President Caret provided an update on the **UMass Springfield Satellite Center** and the process undertaken. Chair Thomas and Trustee Collins noted the excitement in the City of Springfield for the project. Chancellor Subbaswamy commented on the long-established relationship with the city and the challenge of managing expectations with regard to resources. There was a short discussion about potential collaborations with area colleges.

President Caret provided an update on **Fundraising & Endowment**, including the status of the campuses in their capital campaigns. President Caret also noted the engagement of a marketing firm to support the individual campaigns with a system-wide philanthropic message. Trustee Fubini suggested it was important to think about major system-wide opportunities. There was discussion about system collaboration, “big idea” concept and staffing.

President Caret provided an update on **UMass Performance**. There was discussion about the difficulty of rolling up performance to the system level. Trustee Buonomo asked about the goal for endowment returns.

Chair Thomas commented that the retreats enhance the quality of the Board’s decision-making. He added that he thought it was also important to evaluate the work of the Board and suggested undertaking a self-evaluation process as a Board.

There being no other business, the meeting adjourned 2:24 p.m.

Kate Wilkinson  
Staff Assistant