

**UNIVERSITY OF MASSACHUSETTS
AMHERST•BOSTON•DARTMOUTH•LOWELL•MEDICAL SCHOOL•UMASSONLINE**

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

Wednesday, October 23, 2014; 10:00 a.m.

**Main Dining Room
225 Franklin Street – 33rd Floor
Boston, Massachusetts**

Trustees Present: Chair Thomas; Vice Chair Furman; Trustees Buonomo, Campbell, Carpman, Fubini, Gomez (by phone), Johnston, Lee, Lowe, Mullan, Osterhaus-Houle and Peters; Dr. Glenn Gabbard (representing Trustee Malone)

Trustees Absent: Trustees Collins, Freudson, Geoffroy, King-Shaw, Malone, Miller, O'Brien, Woolridge and Xifaras

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

Documents Used:

- Report of the Commission on the Future of the University of Massachusetts (Saxon Report)
- The Carnegie Classification of Institutions of Higher Education
- UMass Planning
- Peer Institutions for UMass System
- Format of Presentations
- UMass Planning Presentations to the Board: UMass Amherst, Boston, Dartmouth, Lowell, Worcester (Doc. T14-038)

Chair Thomas reconvened the meeting in Open Session at 11:00 a.m. and stated that Trustee Gomez will be participating by telephone pursuant to 940 CMR 29.10(5)(e), since it is unreasonably difficult for her to attend the meeting in person.

Reports:

Chair's Report

Chair Thomas commented on system and campus planning efforts and reviewed the day's agenda.

President's Report

President Caret deferred his remarks to Senior Vice President Williams.

Discussion Items:

Senior Vice President Williams reported on the **Carnegie System, Saxon Report, and UMass**. She provided an overview of the framework for understanding the development of the University of Massachusetts by reviewing its history. Senior Vice President Williams reviewed the University's mission of access and affordability; high quality; and the advancement of knowledge, and reviewed the recommendations of the 1989 Saxon Report, which examined the role of the University in the Commonwealth. She then reviewed the Carnegie Classification system and its relationship to the campuses and their planning efforts.

President Caret reported on **UMass Planning and the Peer Institutions**. He discussed the process of identifying peer systems and reviewed the request of the Chancellors for the day's presentations. President Caret noted the unique nature of each campus, adding that defining campus peers helps guide each campus and the process is reviewed every five years.

The Chancellors then provided their **Report on Campus Planning**. Chancellor Subbaswamy reported on the Amherst campus' aspiration to be in the 'Top 20' public universities in the country. He reviewed the comprehensive planning process that is being completed, which engaged key campus stakeholders, and reviewed program and enrollment priorities, enrollment targets, and capital priorities. Chancellor Subbaswamy also noted campus challenges, which included debt service payments, the need for additional capital investments from the state, and student quality over quantity.

Trustee Mullan asked the Chancellor to speak to the emerging program areas and how they tie to the state's priorities. Chancellor Subbaswamy noted the federal priority of applied and translational sciences and the use of big data by major industries in Massachusetts. He also commented on IT, Energy and Entrepreneurship. Trustee Mullan stated that it was imperative to the future of the state that UMass programs are tied closely to the Commonwealth's needs.

Trustee Carpman asked about dorm spaces and there was discussion about the need to renew the dormitories.

Chair Thomas inquired about a more intentional diversity strategy. Chancellor Subbaswamy noted the need for better outreach to districts as well as reexamining financial aid. He noted that the campus was in the final phases of 'UMass Rising' and there was an opportunity to focus on student support.

Vice Chair Furman inquired about student interest in the program focus areas. There was a discussion about growth in STEM program areas and balancing with the arts and the humanities.

Trustee Campbell noted that six University of California campuses are in the 'top 20' and asked if the goal should be to have all of the UMass campuses there as well. Chancellor Subbaswamy noted the staggered approach that the California system took to dedicating resources to the various campuses and "taking turns". Trustee Johnston asked about the magnitude of the

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faculty issue and there was discussion about the challenge of retaining faculty and the need to add about 100 additional faculty members.

Chancellor Motley reviewed the Boston campus' planning process in support of its goals. He reviewed the 'Fulfilling the Promise' planning process and the resulting primary priorities.

Trustee Mullan asked about the tactics involved for international student recruiting. Chancellor Motley described the growth in international students and the focus on the campus' world-wide impact.

President Caret inquired about public-private partnerships. Chancellor Motley noted the need for fairness in housing decisions.

Chancellor Meehan reviewed the 'UMass Lowell 2020' strategic planning process and the periodic reviews that the campus makes of the plan. He described the campus' report card and its data-driven strategies. He also noted new initiatives, including increasing housing, increasing the number of students of color, and improving the quality of students. Chancellor Meehan then reviewed the campus' top strategic priorities and noted the challenges of growing revenue, helping students finance their education, insufficient capital funds, federal reductions in research and student safety.

Trustee Buonomo asked how athletes are supported to be academically successful. Chancellor Meehan described resources available for student athletes. Trustee Campbell asked if there were particular metrics monitored by the conference for academic success.

Trustee Carpman asked about the marketing strategy and how its success is measured. Chancellor Meehan commented that growing reputation was a soft measure, but also the growth of professional development programs and the growing number of applications.

Chair Thomas suggested the need to look at best-practices of other universities for academically supporting athletes of color.

Chancellor Grossman reviewed the 'UMassDTransform2020' planning process and the upcoming facility master plan. She described the new peer review process, goal setting, and performance measures. She also summarized the strategic priorities which included SMAST, Computer Science and Big Data, undeveloped land, as well as challenges such as aging infrastructure, the financial model, and low regional educational attainment.

Vice Chair Furman asked if the University was doing enough to support K-12 issues in the region. Chancellor Grossman described a number of partnerships underway. Trustee Johnston asked about the regional enrollment issue and about the vision for the Law School. There was discussion about the accreditation of the Law School. Trustee Campbell commended the Dean's ability to find a place for the Law School within the current Massachusetts landscape, noting the 'Justice Bridge' legal incubator. Trustee Buonomo reiterated the need for the University to focus on K-12 issues.

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President Caret commented on a recent conference he attended and two initiatives that were discussed: looking at state spending on a FTE basis and rewarding states that are funding education at an appropriate level and a study by College Complete America and student metrics. There was a discussion on incentive-based funding and aligning campus priorities.

Chancellor Collins noted the very different model of the Medical School and reviewed the planning process that the Medical School and Health System undertook in Fall 2014. He outlined strategic priorities, which included education, basic research, translational research and healthcare delivery. He also emphasized the need for IT, services integration, and a focus on cancer research and care. Chancellor Collins commented on capital priorities including constructing an ambulatory outpatient facility with the VA, IT infrastructure, and HVAC and electrical distribution. He also outlined a number of future areas of opportunity and concern, including funding frameworks, entrepreneurship, recruiting and retaining faculty and relationships with clinical partners.

Vice Chair Furman commented on the low tuition at the Medical School. Trustee Campbell commented that the Medical School is a jewel and asked about the limitations of clinical facilities. Chancellor Collins noted that all of the clinical material is taken and that there was some discussion of partnering with CVS, the largest provider of primary care in the world. Trustee Osterhaus-Houle commented on the great benefit of the Learning Contract. Trustee Fubini asked about other strategic opportunities. Chancellor Collins noted that UMass doesn't own its health system and it could seek out commercial partners more aggressively.

There was further discussion about the amount of state support received by the Medical School, which is about 4 percent.

Chair Thomas asked about the deferred maintenance needs on the campus. Chancellor Collins described HVAC and IT priorities.

President Caret then summarized the meeting presentations, which focused on how planning occurs on each campus. He stated that it was important to maintain the 50/50 funding plan and the need for new revenue to the campuses.

Chancellor Collins announced that the Paul G. Allen Foundation made a \$7.5 million gift to the Medical School to lead efforts in Liberia to coordinate Ebola treatment centers. Chancellor Collins noted the Medical School's unique relationship with Liberia.

Trustee Mullan suggested that a mission audit be done to ensure that the missions of the campuses align with the new economy. He added that it would be helpful at a future Committee of the Whole meeting to learn about the tactics of the public universities that are in the 'top 20' in the United States.

Trustee Buonomo suggested the need for a better understanding of what the budget would need to be in five years to accomplish these goals. President Caret noted that the Governor would be announcing a report on higher education financing with recommendations.

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Chair Thomas provided concluding remarks on challenges and leveraging opportunities, including declining affordability, increasing costs, and enrollment trends.

There being no further business, the meeting adjourned 2:34 p.m.

Kate Wilkinson
Staff Assistant