

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

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

**Friday, May 1, 2015: 8:00 a.m.
Amherst Room
225 Franklin Street – 33rd Floor
Boston, Massachusetts**

Trustees Present: Chair Woolridge; Vice Chair Furman; Trustees Buonomo, Campbell, Carpman, Collins, Fubini, Geoffroy, Gomez, Johnston, Lee, Lowe, Mullan, O'Brien, Peters, Peyser, Thomas and Xifaras

Phone Participation: Vice Chair King-Shaw; Trustees Miller and Osterhaus-Houle

Trustees Absent: Trustee Freudson

University Administration: General Counsel Heatwole

KornFerry: David Mead Fox; Robert Sullivan

Guest: Robert Manning, Chair, UMass Presidential Search Committee

Documents Used:

- Open Meeting Law Summary (February 2015)
- Open Meeting Law Presentation (February 2015)
- Biographical sketch: Martin Meehan
- Biographical sketch: John Quelch
- Search Committee Finalists Recommendation letter

Chair Woolridge convened the meeting at 8:02 a.m. and announced that Pilgrim Films will be recording the meeting. Chair Woolridge then stated that he has determined that Trustees King-Shaw, Miller and Osterhaus-Houle may participate by telephone as permitted by 940 CMR 29.10(5), since they are geographically distant from the meeting making it unreasonably difficult for them to attend in person.

Chair's Report:

Chair Woolridge welcomed the Board and stated that one of the most important things they are called to do as Trustees is to elect a new President as presidents play such a central role in guiding the fortunes of the University.

Chair Woolridge expressed his gratitude to Rob Manning, the Search Committee's chair and its members for their hard work and then provided a summary of the search process. Chair Woolridge reported that the Committee was charged with conducting a thorough and transparent presidential search to bring the best possible candidates forward to lead the University. The Committee held three meetings, and Chair Manning traveled to each campus to gather input from faculty, students, and other members of the campus community. Korn Ferry was selected as the

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search firm, and they culled through numerous applications of potential candidates, conducted interviews, and selected the finalists for the Board's consideration.

Chair Woolridge stated that the Board will choose a new leader who can build on the successes of the University of Massachusetts and bring it to even greater heights. He noted that several Board members served on the Search Committee and had the opportunity to meet the finalists. Chair Woolridge expressed his appreciation for the finalists' willingness to meet with the Board in open session and commented that he was proud of the process and where UMass is headed as the Commonwealth's university. He stated that UMass truly is "Here for a Reason".

Report of the President's Search Committee:

Rob Manning, Chair of the President's Search Committee provided an overview of the Committee's work. He reported that during the course of the work, public forums were held with students, faculty and campus community members and the confidence of everyone at UMass was impressive. He noted that each Trustee and Chancellor dedicates their lives, wealth, and guidance to the system and the impact on 73,000 students is remarkable. Mr. Manning expressed his appreciation for the opportunity to reengage with the University and stated that he is pleased with the direction of the system and is proud to be an alumnus.

Mr. Manning reported that the goal to conduct an independent, unbiased and transparent search process was met. The search process was also dedicated to meeting diversity objectives. A comprehensive search was conducted and Korn Ferry reviewing the credentials of several hundred prospective candidates and nearly 80 prospects were contacted, which netted 20 prospective candidates for the Committee's consideration. The Search Committee brings forward the two most qualified individuals to the Board for consideration. Their leadership attributes are outstanding and either candidate would be a world-class leader and can take UMass to new levels. Mr. Manning thanked Korn Ferry, the Search Committee members and President's Office staff for their hard work and expressed gratitude for the wonderful experience.

Meeting with finalists:

Chair Woolridge stated that the Board would meet with each finalist. He noted that each finalist was asked to provide an opening statement on their desire for the position of president and their vision for the University.

John Quelch:

Mr. Quelch thanked the Board and the Search Committee for the opportunity and stated that he was fortunate to have attended a public university as a first generation college student, and is committed to access and affordability. He noted that the power of education to make a difference to people and the economy is great. Mr. Quelch commented on the University ranking 76th in *US News and World Report* and expressed his disappointment with the rankings. He noted that the global magnet and academic excellence of the region can significantly advance UMass' standing and the local brand may not succeed without global recognition.

Mr. Quelch served as Chairman of Massport following 911, a position he held through three administrations. He stated that the public sector is different than the private sector and serving

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public universities requires three competencies: Academic excellence and credibility; corporate and government experience; and public sector experience and an appreciation for it.

Chair Wooldridge asked Mr. Quelch how he would bring excellence and higher standing to UMass. Mr. Quelch commented on working doubly hard to attract the best faculty and staff and recruiting the best students. These students will become great engaged alumni.

Vice Chair Furman asked how does one deliver and maintain quality while reducing costs in an era of financial constraints and transformation. Mr. Quelch responded that due to his experience with a business school in China, he understood the challenges within a system. He commented that efficiencies across the system in areas of procurement and organization need to be met and best practices should be established; motivation through incentives can lead to collaboration on critical issues. Excellent operations and departments on individual campuses can collaborate to pitch for national grants.

Trustee Campbell asked what is important in elevating the medical and law schools since UMass does not have AAU status. Mr. Quelch responded that AAU status is important and the Medical School's ranking of 49th is good. He commented that 18% of GDP is spent on healthcare and the Medical School is translational and can turn to applied research. The basic system is good and needs balance. The law school is not as great from an economic development point of view, but it is important to have an excellent law school. Cyber security is an area of growth and scientific research conducted in that area needs to have a depth of public policy and law to support it. Mr. Quelch stated that the key is to select two or three areas of research to develop a national reputation in law.

Trustee Gomez asked about tuition increases and the cost of higher education as it affects access. Mr. Quelch credited the Board for its 50/50 plan and commented that he is also troubled by the increasing cost of higher education. He commented on universities imposing tuition freezes and rallying university communities to find new revenue, cost reductions and revenue enhancements.

Trustee Peters commented that a major part of the President's role is fundraising and asked Mr. Quelch how he would raise money with the five campus system framework. He commented that the role of how the president relates to the chancellors is two-fold. The president must ask questions to ensure that the answers meet the standards of the president and the trustees' trajectory. The president's role is to act as a mentor, coach, and provider of ideas to the chancellors. Mr. Quelch also commented that alumni must connect with their campuses. The president must be available to advise and review the strategy for potential donors and look at advancement capacity and effectiveness.

Trustee Lee asked Mr. Quelch what his personal challenge was and why he would want to take on the financial and government challenges at this time. He responded that he viewed this as important work and commented on his work at Massport.

Trustee Buonomo asked Mr. Quelch about what excites him and what his passion was. He commented that he has a work and life balance and spends time on the tennis and squash courts.

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His wife was born in Pittsfield and he has a long-term interest in Massachusetts. He noted that he has not applied to any other public university position.

Trustee Mullan asked Mr. Quelch what is UMass place in the fabric of the Commonwealth. Mr. Quelch responded that in a social context, UMass provides leadership and input. UMass has not maintained grants as much as it should have. In order to provide economic development, partnership opportunities must exist between public and private universities which can be led by the Governor. Public universities also need to focus on the arts.

Trustee O'Brien asked Mr. Quelch what he saw as student-centered commitments. He responded to listen first and talk later. Chancellors are responsible for student life on the campuses and he would be in conversations with them on a regular basis. E-learning is becoming more important. Mr. Quelch noted that the operation, design and function of residential campuses are attractive to retention and to the health of the university. If the president can excite and motivate the student body, the university can be transformed by engaging students in problem-solving. This gives students experience and reduces the cost structure if they volunteer.

Trustee Xifaras asked Mr. Quelch to speak to e-learning. He commented that UMass has spent a substantial amount per year on online learning, roughly \$90 million. The University of Phoenix spent \$150 million on course development alone. A university is invested or it is flat-lining with diminishing revenues and investments must be made carefully. Online education is increasing and it is an excellent tool to help those in the work force or those who dropped out of school and are trying to complete a degree.

Trustee Carpman commented that there are many reasons students and parents make a choice when selecting a school, including trusting in the UMass brand and asked Mr. Quelch what his assessment of UMass was. He also asked for an assessment of the mechanical market effort. Mr. Quelch stated that UMass is competitive. It is important to have an international presence and footprint and every campus needs to prepare students to live in a global economy. UMass needs faculty that can deliver education to prepare students. Each campus has their own appeal to the marketplace, but UMass must craft a strategy where one campus becomes internationally recognized. Mr. Quelch commented on UMass needing a positioning strategy. He commented that he does not know what it is yet for the individual campuses or as a system.

Trustee Johnston asked Mr. Quelch to discuss how he would manage a national campaign and collaboration for the research enterprise. Mr. Quelch commented that two approaches were needed. First, figure out how to grow the research and economic development depends on inventive capacity. He could make a strong case in Washington. Second, the system needs to be alert to opportunities for partnership with corporations. There are tremendous opportunities for grant-raising in Massachusetts.

Trustee Lee asked Mr. Quelch to speak to his diversity experience and leadership. Mr. Quelch commented on his experience in London and China where he hired the first women to lead programs at institutions there. At Massport, he worked with the director of diversity and helped bring an impressive number of people of color in leadership positions.

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Trustee Thomas asked Mr. Quelch what he considered to be his two greatest attributes. Mr. Quelch responded that his strongest attributes were his ability to listen and communicate and his ability to think with strategic clarity.

Trustee Collins asked about obtaining more state support for funding. Mr. Quelch commented that public funding is below where it was twenty years ago and he would make a case for UMass on Beacon Hill and with other public officials. It is important for UMass to not think of itself in isolation, but in joint consort with other institutions of higher education.

Mr. Quelch then concluded by commenting on the need for transformation. There is a strong opportunity for UMass to be transformed and enhanced to achieve higher stature. There is greatness to UMass and its contributions need to be listed. Alumni, faculty, students all move in synchronicity and affect momentum and academic excellence. UMass can be great and will have impact on economic development. Mr. Quelch thanked the Board and stated that it was an honor to be a finalist. Mr. Quelch then departed from the meeting.

Martin Meehan:

Mr. Meehan thanked the Search Committee and the Board of Trustees for the opportunity. He stated that this is a critical time in public higher education; there have been tremendous state budget cuts and three-year contracts for faculty and staff are partially funded. Mr. Meehan then commented on his ability to lead UMass and the successes at his alma mater during his tenure at UMass Lowell. He stated that he is ready to inspire and lead the Chancellors and the system to greatness.

Mr. Meehan commented that to achieve his success, he has relied on the Saxon Commission report. He commented that a new 2015 report is needed and he would engage stakeholders, including Trustees, faculty members, students, business leaders, senate presidents, the Speaker of the House, the Governor, and other officials to lead this effort. He also noted the importance of having a good reputation and rank, a bold research profile, academic excellence, external support to secure a sustainable financial plan to move up in reputation and rankings. Mr. Meehan noted that he would find solutions to complex issues and would take this opportunity to form partnerships and relationships with federal, state, and national leaders.

Chair Woolridge asked Mr. Meehan why he was best suited for the position. Mr. Meehan commented on his passion for UMass. He also commented on being a member of Congress and having worked on public interest issues; increasing the stature of UMass Lowell and the system. Mr. Meehan stated that UMass is an empire of social mobility in the state and he wants to assist with efforts in making a difference for students, economic development, and job growth.

Vice Chair Furman asked Mr. Meehan about his vision for the system and what he would change, if anything, about what President Caret has done. Mr. Meehan commented on his ability to set aspiration goals and using metrics to do so. He commented on the UMass Lowell report card; increasing UMass' standing in *US News and World Report*; inspiring the other chancellors and helping them to set goals and objectives; and making UMass the best public university system in the country.

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Trustee Fubini asked Mr. Meehan what processes he would use to get to expected outcomes and whether he would use a continuous improvement approach or a transformative one. Mr. Meehan commented on using data to inform his actions as data reveals if there are challenges on a campus. One goal is to increase research and efficiencies and look at these areas as a system. Each campus has different levels of maturity and would have individual goals, encompassing student success rates and fundraising. He also commented on identifying what the system expects of each institution noting that excellence should be a part of everything UMass does.

Trustee Campbell asked Mr. Meehan to speak to AAU status and UMass. Mr. Meehan noted that AAU status should be part of the strategic plan. Entrepreneurial efforts and long-term investments are necessary since a steady stream of revenue is a challenge for the Medical School. The Law School has made tremendous progress; it was established to have a public, affordable law school for students. UMass offers a great alternative for students and is an asset to the entire system. These schools need to be marketed.

Trustee Mullan stated that a Saxon II Report is overdue and was a great idea. He asked Mr. Meehan for his view on what has been left undone at UMass Lowell. Mr. Meehan first stated that public research university models in the U.S. need to be looked at and ask those who are the best to participate, along with former chancellors and presidents, to be involved in establishing a new Saxon Report. In regards to what has been left undone, Mr. Meehan commented that UMass Lowell is not at a division 1 level, but it is in transition; he is in the process of hiring a dean for the Business School; housing has not been fully established and work is underway on business synergy with the campus; and more housing and learning communities need faculty mentor assignments.

Trustee Thomas asked what the commitment to diversity would be in regards to the overall system. Mr. Meehan commented on how diversity measures increased under his leadership for student, faculty and staff.

Trustee Xifaras asked Mr. Meehan how he would incentivize and not micro-manage at individual schools. He commented on faculty mentors being given a stipend to mentor a cohort of students; utilizing symposiums to provide opportunities for students; and on the importance of marketing. If enrollment is grown, revenue is received, making opportunities possible.

Trustee Gomez asked if minority groups that have historically received lower SAT test scores will be excluded from UMass when it becomes more selective. Mr. Meehan commented that it is a good thing for the system to be selective and it needs to be aggressive to attract students with high SAT scores. UMass must utilize the relationship with community colleges to enhance student success. Community colleges can have a transformational effect for students and can bring excellent students to UMass. Mr. Meehan rejected the notion that in order to be more selective, UMass cannot be more diverse.

Trustee Peters asked Mr. Meehan how he would fundraise within the established framework of the system. Mr. Meehan commented on the system heads needing to be engaged in fundraising, reaching out to foundations, putting their expertise together and collaborating. Mr. Meehan stated that he will raise more money than any other system president and would be personally involved in every aspect of fundraising.

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Trustee Collins commented that UMass was not the only institution seeking Mr. Meehan to become its next leader and asked about his involvement in other searches. Mr. Meehan stated that if offered the UMass Presidency he would accept it. He noted that he has been engaged in public service and is a believer in land grant institutions. He commented on the Morrill Act of 1862.

Trustee Buonomo asked Mr. Meehan to speak to the social responsibility of the UMass system to the state, and how UMass can create more social responsibility to bring more people together. Mr. Meehan stated that the local economy needs UMass to be greater. He commented on partnerships in business, industry and education; increasing research opportunities and engaging community; engaging a firm to increase the reputation nationally; and the need for UMass to be in more competitive position to receive Federal money. Mr. Meehan also commented that there is a social responsibility to make campuses carbon neutral. Deferred maintenance is a challenge and innovative ways need to be looked at to manage it. Sustainability symposiums could be held and best practices can be incorporated. Mr. Meehan noted that the UMass system is positioned to graduate people of color in STEM programs which supports the innovation economy.

Trustee Peyser asked about the UMass President's role as part of a leadership team trying to elevate all of education in the state. Mr. Meehan commented on collaboration with private institutions and community colleges strengthening education.

Trustee Lowe asked Mr. Meehan how he would engage with students as system president. Mr. Meehan commented about an upcoming meeting with student and faculty. He noted that the president visits with the chancellors and he would support meetings with student government members on a regular basis, as well as holding open sessions with students.

Trustee Xifaras asked about the tension between research and liberal arts. Mr. Meehan commented that UMass Amherst embraces a great research engine. There should be a focus on technologies to solve problems locally, which does a public good. Mr. Meehan commented on the different levels of maturity on the campuses with regard to research. Best practices should be incorporated, and the matching grant expansion should be focused on to provide incentives to grow the research portfolio.

Trustee Johnston asked how the president should interact with trustees to be more effective. Mr. Meehan stated that he has been respectful of his role and the hierarchy of the system and his interactions have generally been through the Office of the President. He would review how great public universities are organized to see what their interactions with and composition of trustees is. Mr. Meehan noted that he would be clear and communicate directly with the Chairman and governance structure.

Mr. Meehan then concluded by stating that he has never enjoyed a position as much as he has enjoyed his tenure at UMass Lowell. He wants to go to the next level to support the University's mission. The enthusiasm of faculty and students invigorates him. Mr. Meehan stated that he would work hard, be transparent, and work collaboratively. He is enthusiastic about leading the institution and believes strongly that he is ready to lead UMass to great places. Mr. Meehan then departed from the meeting.

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Chair Woolridge thanked the Board for engaging the candidates and stated that each candidate is well-qualified to lead the University. He then asked each Trustee to comment on the candidates; Trustee comments included:

- Mr. Meehan has had success running a campus and working collaboratively. He is a wonderful leader on many dimensions and is qualified to lead UMass. Mr. Quelch has an amazing resume, but has not run an organization of this size, budget or magnitude.
- Mr. Meehan may face challenges transitioning from peer to boss.
- Interest in how Mr. Quelch could help the UMass system. Mr. Meehan has passion for UMass.
- A bias for strong, internal candidates. UMass is privileged to have two highly competent finalists. Appreciation for Mr. Quelch's qualifications.
- Mr. Meehan has an outstanding record and he can lead UMass to great heights with his leadership and strength.
- Mr. Quelch is engaging, brilliant and has interesting insights.
- Mr. Quelch gave a compelling presentation and perhaps there is a role for him going forward. Mr. Meehan has done an outstanding job at UMass Lowell and he is ready to lead the system.
- Mr. Meehan can synthesize his vision for what students, Trustees and professors care about.
- It was an honor to attract a candidate of Mr. Quelch's stature and skill. However, Mr. Meehan enjoys fundraising and is well-qualified for the role of president.
- From a fiduciary role and skill set, Mr. Meehan is comfortable with metrics and understands the campus and the system.
- Mr. Meehan is committed to research and to diversity.

The Trustees thanked Mr. Manning on the search process. It was noted that his guidance raised the bar and established a positive, open, inclusive and transparent culture.

Chair Woolridge indicated that there was a clear consensus that Martin Meehan would make an exceptional president for UMass. The Chair then requested the approval of the **Appointment of the President of the University of Massachusetts AND Delegation of the Terms of the President of the University of Massachusetts.**

It was moved and seconded and the Secretary called the roll with each Trustee asked to vote yes or no. Chair Woolridge voted for the motion as did Vice Chair Furman and Trustees Buonomo, Campbell, Carpman, Collins, Fubini, Geoffroy, Gomez, Johnston, Lowe, Mullan, Osterhaus-Houle, Peters, Peyser, Thomas and Xifaras.

VOTED: To appoint Martin T. Meehan as President of the University of Massachusetts effective July 1, 2015.

And further,

To authorize the Chair of the Board to enter into a contract with Martin T. Meehan for the Position of President in accordance with

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the most recent recommendation of the Compensation Committee.
(Doc. T15-043)

Chair Woolridge thanked everyone for their participation and commented on the excellent candidates that were brought forth. Chair Woolridge stated that Marty Meehan is “Here for a Reason”.

President Caret then joined the meeting and the Board congratulated Mr. Meehan on his appointment as the next President of the University. President-elect Meehan stated that he was honored and delighted with the Board’s decision. He thanked President Caret and the Search Committee. He also thanked former UMass president Jack Wilson for giving him the opportunity to come to UMass as Chancellor of the Lowell campus.

There being no further business, the meeting adjourned at 11:35 a.m.

Amy Chandler-Nelson
Administrative Assistant