

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

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

**Thursday, December 8, 2016; 3:00 p.m.
University of Massachusetts Amherst
Old Chapel
144 Hicks Way
Amherst, Massachusetts**

Trustees Present: Chair Woolridge; Vice Chairs Furman and Collins; Trustees Buonomo, Burns, Epstein, Delaney, Fatemi Ardestani, Feinberg, Fubini, Johnston, Manning, O'Brien, Odam, Osterhaus-Houle, Paris Jeffries, Peyser, Reed and Scheibel

Trustees Absent: Trustees Peters, Thomas and Wu

University Administration: President Meehan; General Counsel Heatwole; Senior Vice President's Wilda and Williams; Chancellors Subbaswamy, Motley, Helm, Moloney and Collins

Faculty Representatives: Professor Whitbourne, UMass Amherst; Professor Lublin, UMass Boston; Professor Shaw, UMass Medical School

Documents Used: -Meeting Minutes: September 20, 2016
-Education Advisory Board – Enrollment Management Presentation AND
Campus Presentations of Enrollment Strategies, Doc. T16-092

Chair Woolridge convened the meeting at 3:10 p.m. and stated that the Committee was provided with the draft minutes of the September 20, 2016 meeting and asked for any corrections. With no corrections, the minutes were approved.

Reports:

Chair's Report

Chair Woolridge thanked Chancellor Subbaswamy and his team for hosting the Board in the historic Old Chapel. He then welcomed the newly appointed Trustees: Mary Burns, Michael O'Brien, Imari Paris Jeffries, and Charles Wu who was absent from the meeting. He congratulated Trustee Manning on his reappointment to the Board and as Board Chair. Chair Woolridge expressed his enthusiasm with Governor Baker's decision to appoint him Chair of the UMass Building Authority.

Chair Woolridge then provided an overview of the agenda focusing on enrollment management. He reported that David Attis, Managing Director of Strategic Research from the Education Advisory Board would facilitate a discussion on Sustainable Enrollment Management along with presentations from the Enrollment Managers.

President's Report

President Meehan congratulated Chancellor Subbaswamy on the successful completion of the Chapel renovation, and welcomed the new Trustees.

President Meehan reported that the days' discussion on enrollment management would be informative and would allow for discussion about the unique challenges facing the campuses as they compete for students in a competitive market. Those challenges are brought on by several reasons including demographic changes, geographies, ratios of resident students to commuters, research and academic focuses. The discussion would focus on revenues and cost drivers, community college partnerships, expanding professional masters programs, retention and other determining factors closely tied to the net revenue for the 5 campuses.

President Meehan stated that the University is well positioned to address the aforementioned challenges throughout strategic enrollment management practices implemented by each campus and that data supports that an UMass education is indeed a superior option to the vast majority of peer private competitors.

**Discussion Item: Education Advisory Board – Enrollment Management Presentation
AND Campus Presentations of Enrollment Strategies**

Mr. Attis provided an update on enrollment trends and financial sustainability. He reported on the effective enrollment strategies that grow revenues fast enough to cover the rising costs and the drivers that universities are faced with. Revenue drivers include elements such as enrollment growth, tuition increases, and state support through funding, and cost drivers are typically due to faculty and administration compensation, student services, employee benefits, investment in excellence and quality, and facility costs. Mr. Attis also commented on the effects of challenging demographics and increasing competition.

The Enrollment Managers then presented on their enrollment data for the University relative to their peer institutions and nationwide trends. They also reported on the challenges and on the strategic measures each campus takes to manage those challenges. Discussion ensued.

There being no further business, the meeting adjourned at 5:11 p.m.

Christina Kelley
Assistant Secretary to the Board