

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

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

**Tuesday, September 20, 2016; 4:00 p.m.  
University of Massachusetts Lowell  
University Crossing  
Moloney Ballroom B – 2<sup>nd</sup> Floor  
220 Pawtucket Street  
Lowell, Massachusetts**

**Trustees Present:** Chair Woolridge; Vice Chair Furman; Trustees Buonomo, Campbell, Delaney, Fatemi Ardestani, Feinberg, Fubini, Mullan, Peters, Peyser, Reed, Thomas and Xifaras

**Trustees Absent:** Trustees Carpman, Collins, Epstein, Johnston, Lee, Manning, Odam and Osterhaus-Houle

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

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

**Documents Used:** -Meeting Minutes: June 14, 2016  
-Executive Dashboard Update, Doc. T16-074  
-2016 Report on Annual Indicators, Doc. T16-061

Chair Woolridge convened the meeting at 4:20 p.m. and stated that the Committee was provided with the draft minutes of the June 14, 2016 meeting and asked for any corrections. With no corrections, the minutes were approved.

**Reports:**

**Chair's Report**

Chair Woolridge provided an overview of the day's agenda. He stated that Senior Vice President Wilda would provide an update on the Executive Dashboard and President Meehan would report on the University's Performance Measurement System Annual Indicators Report. The Chancellors would also participate by reporting on how the campuses use metrics to inform the planning and operations in support of the University's priorities and mission.

**Executive Dashboard Update**

Senior Vice President Wilda reported that the Executive Dashboard was created to highlight selected key metrics that management continuously monitors to understand the performance of the University. The Dashboard is updated quarterly following the cycles by which the metrics are

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reported in various reports and provide updated information that can be accessed anytime by the Board and the University's leadership.

**President's Report**

President Meehan provided an overview of the development of the University's Performance Measurement System and stated that the Annual Indicators are reviewed approximately every 5 years by a broad and fully representative section of the University's governance. He stated that the report demonstrates that the University continues to make significant progress in achieving its long-term goals and fulfilling its special role as the Commonwealth's public research university. The Chancellors then addressed indicators used on their campuses and how they use the information for planning purposes.

President Meehan stated that UMass continues to be accessible and affordable, serves the citizens of the Commonwealth, research capacity continues to grow, contribution to the workforce remains high, collaborative savings exceed \$17 million, and the bond ratings continue to be positive.

**UMass Dartmouth Chancellor Search**

Chair Woolridge asked each Trustee to comment on their expectations for the next Chancellor for the University of Massachusetts Dartmouth; qualifications mentioned by the Trustees included:

- The candidate should be sensitive to the instability and turmoil at the Dartmouth campus. The Search Committee should be diverse and members of the community need to be heard and engaged with the appointment of the Chancellor.
- The talent we are seeking for the Dartmouth campus should be in alignment with the strategy of the campus. There is no strategy for the campus; the strategy of the campus should be the first topic of discussion before discussing a job description for a new chancellor. In choosing characteristics without knowing the strategy of the campus, the candidate should enhance what Dartmouth does best academically, geographically, etc. The candidate should know how the campus has been successful historically.
- A candidate should have the best interest of the University. Dartmouth is an Economic Engine and the University needs someone to drive that Economic Engine; perhaps someone with a business background.
- The person should be a nontraditional candidate. The candidate should be an excellent negotiator, listener, and should have financial literacy. The candidate should be an ambassador in the community; he/she should have strong management skills, and should be someone who has a vision. The candidate should respect the community. He/she should be a collaborator.
- The candidate should be an experienced leader; someone who has led an institution. The candidate should have a short-term and long-term vision. The vision should attract and retain students. The Search Committee should also consider the feedback of the current interim Chancellor Helm.
- The candidate should understand the 'pace of play' at UMass Dartmouth. The candidate should build on the strengths and fix the weaknesses. Dartmouth campus needs a strategy.

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- The candidate should be an effective leader that is student-centered, knows or has the capability of learning the South coast region and community. The candidate should have the ability to be engaged and involved in the community. He/she should also be an effective communicator and a great listener.
- The candidate should not see the job as a stepping stone. The candidate should see the job as a starting and ending career. The candidate should be someone from the South coast. The administration and students should determine the strategy of the campus, not the Board.
- The candidate should have a system perspective. He/she should understand the campus leadership as well as work with the President and system to work toward the main goal of the University. The candidate should also see the University as a Public Higher Education institution on the South coast and be in full collaboration with the constituents of that region. The candidate should be experienced.
- The candidate should be student-centered and should prioritize the students. The candidate should be passionate about enhancing the students and the student experience.
- The candidate should take a regional approach. He/she should understand the importance of a connection with the local immediate areas (Bedford, Fall River). He/she should be a student advocate.
- The candidate should understand the strengths and weakness and ins and outs of the campus and system. He should have a vision which makes the University's potential a reality. He/she should be an advocate for the students.
- The candidate should be approachable, a prominent member of the community. He/she should recognize the importance of diversity. He/she should have clear ideas and a vision to advance the mission of the institution.

Chancellor Helm commented that in addition to the feedback from the Board, the candidate's qualities should also include integrity (personal and academic); the candidate should have a backbone (strength, resilience, courage), and the candidate should be someone who will get the staff and faculty to exercise empathy and kindness toward one another.

President Meehan stated that candidate must be passionate, must fight for the students, and must be committed to excellence.

Chair Woolridge asked for a motion to approve the **Appointment of Chancellor's Search Committee UMass Dartmouth**. Chair Woolridge asked for questions or discussion.

It was moved and seconded.

**VOTED:** Pursuant to Doc. T73-098, to appoint the following persons to the Search Committee for a new Chancellor at the University of Massachusetts Dartmouth:

Chair, Trustee R. Norman Peters Partner, Peters and Sowyrda

Cynthia Cummings, Assistant Vice Chancellor for Student Affairs

Trustee Kevin Delaney, UMass Dartmouth Class of 2017

Peggy Dias, Executive Director IT UMass Dartmouth ESU representative

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Patricia Filippone, Executive Director UMass Building Authority  
Trustee Maria Furman\*, UMass Dartmouth Class of 1976, Retired Managing Director and Bond Portfolio Manager of Standish Mellon Asset Management  
Professor Pingguo He, Professor of Fisheries  
Professor Shannon Jenkins, Associate Professor of Political Science Department Chairperson and Academic Director of Online Learning  
James J. Karam\*, CEO First Bristol Corp and former Chair  
Jacob Miller\*, UMass Dartmouth Class of 2016, former UMass Trustee  
Matthew Morrissey\*, UMass Dartmouth Class of 1996, VP Deepwater Wind, former UMass Trustee  
Carolyn Flynn, General Counsel, UMass Foundation  
Luis Pedroso, Founder, President and CEO, Accutronics  
Professor Matthew Roy, Professor College of Management and Assistant Vice Chancellor for Civic Engagement and Director of the Leduc Center for Civic Engagement  
Vice Chancellor James Sheehan\*, VC Administration & Finance  
Professor Glaucia Silva, Associate Professor in the Department of Portuguese Department Chair

And further, to delegate to the Chair of the Board authority to charge the Search Committee.

\*UMass Dartmouth alum  
(Doc. T16-068)

There being no further business, the meeting adjourned at 6:41 p.m.

Christina Kelley  
Assistant Secretary to the Board