

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

**MINUTES OF THE MEETING OF THE
COMMITTEE ON ADMINISTRATION AND FINANCE**

Wednesday, June 14, 2017; 9:30 a.m.

Amherst Room

University of Massachusetts Club

One Beacon Street – 32nd Floor

Boston, Massachusetts

Committee Members Present: Chair Buonomo; Vice Chair Epstein; Trustees Collins, Delaney, Fubini, Furman, Peyser, Thomas and Wu; Chairman Manning

Committee Members Absent: Trustee Fatemi Ardestani, Johnston, O'Brien, Peters, Reed and Woolridge

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

Faculty Representatives: Professor Hajir, UMass Amherst; Professor Lublin, UMass Boston; Professor O'Rielly, UMass Dartmouth

Documents Used:

- Meeting Minutes: April 11, 2017 (Open & Executive Session)
- Establishment of the Joseph J. Byrne Endowed Chair in Biomedical Research and the Herman G. Berkman Endowed Chair in Diabetes Care Innovation, UMass Medical School, Doc. T17-041
- Establishment of the Endowed Professorship of Psychology of Peace and Violence and the Fergus M. Clydesdale Endowed Professorship in Food Science, UMass Amherst, Doc. T17-042
- Naming of the John W. Olver Design Building, UMass Amherst, Doc. T17-012
- Renaming of the Massachusetts Center for Interdisciplinary Renaissance Studies to the Arthur F. Kinney Center for Interdisciplinary Renaissance Studies, UMass Amherst, Doc. T17-018
- Approval of the Non-Unit Personnel Policy, Doc. T17-044
- Approval of Tuition and Mandatory Fees for Academic Year 2017-2018, UMass Medical School, Doc. T17-045
- Approval of Capital Projects, Doc. T16-067

Chair Buonomo convened the meeting at 9:42 a.m. and stated that the Committee was provided with draft minutes of the April 11, 2017 meeting's Open and Executive Sessions and asked for any corrections. With no corrections, the minutes were approved. He noted that the April 11, 2017 meeting minutes will remain confidential since the purposes of that meeting would be defeated with their release.

Reports:

Chair's Report

Chair Buonomo provided an update on the states revenue collections for FY17 which ended on June 30th. He stated that the current fiscal, year-to-date tax revenue collections through May totaled \$22.906 billion, up \$274 million or 1.2% more than the state took in last year at this same time. However, state revenues through May are running \$439 million below the revised benchmarks that were used in developing the states FY17 budget.

Chair Buonomo provided a breakdown of the May Tax revenues and reported that tax collections for this fiscal year could miss the current benchmarks by between \$375 million and \$575 million.

Chair Buonomo noted that President Meehan and Senior Vice President Calise would discuss the University's Fiscal Year 2017 budget and provide an update on the development of the Fiscal Year 2018 budget. He also stated that the development of the University's fiscal year 2018 operating budget started in September 2016 during the 5-year financial forecast to the A&F Committee which was the basis for the current budget request which was submitted to the Administration and Legislature and is the basis for the budget to be reviewed and adopted in July 2017.

Chair Buonomo stated that the request of \$538 million for FY2018 is the University's projected funding needed from the state. The request assumes that for the new collective bargaining contract period, set for July 1, 2017, that the state would fund its share. Chair Buonomo thanked Senior Vice President Calise for her work in advancing her 120 day plan to create a better framework which the A&F Committee can use as data to make informed decisions going forward.

President's Report

President Meehan congratulated the class of 2017. He indicated that UMass had the highest graduating class—17,700 across the 5 campuses. He recognized the Trustees that participated in the commencement activities and thanked them for their commitment and service to the students of the University.

President Meehan announced on behalf of the University that he has agreed to sign onto the "We Are Still In" pledge following the United States withdrawal from the Paris Climate Accord. He stated that the University's decision to sign indicates a pledge to pursue UMass' ambitious climate goals and remain actively engaged with the international community in an effort to combat climate change and accelerate the transition to a clean energy economy.

President Meehan noted helpful changes that were made to the budget process in FY16 and the University having instituted quarterly reporting in FY17 which have provided insight and increased transparency during management of the budget throughout the year. He stated that the dashboards implemented by Senior Vice President Calise last quarter summarize the results of the financial quarterly reporting in a clear and concise way and provide the Committee with more timely information about the University's finances. Senior Vice President Calise's analysis

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suggests that there is more that the University needs to do to strengthen its financial position in light of the state's fiscal environment.

President Meehan commented on the FY18 budget progress and noted that the structure of the University's FY18 state budget request laid out the unique cost structure of a research university and highlighted the needs and cost drivers that impact the University for FY19. He commented on the opportunity to testify before the Ways and Means Committee and regular meetings with legislators. He reiterated Chair Buonomo's comments about the Senate and the House work on the budget and expressed the importance of the Senate's decision to fully fund the state's share of the University's collective bargaining costs for the last three-year contracts.

President Meehan reported on the timeline for approving the budget and noted that the Conference Committee typically concludes deliberations towards the end of June with the goal of getting the budget to the Governor for the start of the new fiscal year. Chairman Manning and President Meehan announced that it would be in the best interest of the University to wait until the Conference Committee's budget is finalized to discuss setting tuition rates and approving the University's budget for the upcoming year, given the uncertainty of whether the budget will be voted on and approved on time. This is consistent with the approach taken last year.

Senior Vice President's Report

Senior Vice President Calise reported that she was on her third phase of her six month plan-focus and alignment. She discussed her initial observations after 5 months in her new role as Senior Vice President for Administration and Finance. She provided insight on the University's accountability framework which includes four interlocking parts: oversight, internal controls, transparency, and risk management. She stated that the University will work to systematically and strategically take steps to improve the accountability framework.

Senior Vice President Calise highlighted a few projects underway that fit with the A&F Roadmap. The projects included a business process redesign, A&F Executive Dashboard 1.0, management reporting, enterprise risk management, and efficiency and effectiveness solutions. With the help of IT and the budget team, the executive dashboard will go live in September 2017 with its first version. The dashboard will pull data directly for the University's core systems. Data will come directly from the source and will include revenue and expense totals, key ratios, data on employees and enrollment. The dashboard should increase the University's ability to analyze data and excel at being data driven.

Senior Vice President Calise discussed the FY17 year-end forecast, noting that the year-end forecast is consistent with the new format introduced in April. For Quarter 3 of FY17, the Amherst, Dartmouth, Lowell and Medical School show positive results against their FY17 budgets with improved operating margins, and the Boston campus reported an expected \$10 million deficit. Senior Vice President Calise forecasted a positive operating margin of \$20.5 million overall, for the University. She provided an overview of the FY17 enrollment and the projections for the enrollment for FY18. She stated that the campuses continue to work departments to develop detailed budgets.

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Senior Vice President Calise reported on the development of the FY18 budget and its process. She stated that the FY18 state budget request without fringe is \$538,638 assuming the state provides its share of funding for collective bargaining once the contracts are negotiated and ratified.

Action Items:

Chair Buonomo requested the approval of the **Establishment of the Joseph J. Byrne Endowed Chair in Biomedical Research and the Herman G. Berkman Endowed Chair in Diabetes Care Innovation, UMass Medical School**. He indicated that the Committee had a chance to review the background materials that were provided and asked for questions or discussion.

It was moved and seconded.

To recommend that the Board take the following action:

In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws to establish the Joseph J. Byrne Endowed Chair in Biomedical Research and the Herman G. Berkman Endowed Chair in Diabetes Care Innovation at the University of Massachusetts Medical School. (Doc. T17-041)

Chancellor Collins provided background information on the proposed endowed chair.

The Chair then asked for a vote and the motion passed unanimously.

Chair Buonomo requested the approval of the **Establishment of the Endowed Professorship of Psychology of Peace and Violence and the Fergus M. Clydesdale Endowed Professorship in Food Science, UMass Amherst**. He indicated that the Committee had a chance to review the background materials that were provided and asked for questions or discussion.

It was moved and seconded.

To recommend that the Board take the following action:

In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws to establish the Endowed Professorship of Psychology of Peace and Violence and the Fergus M. Clydesdale Endowed Professorship in Food Science at the University of Massachusetts Amherst. (Doc. T17-042)

Chancellor Subbaswamy provided comments on the establishment of the endowed professorships.

The Chair then asked for a vote and the motion passed unanimously.

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Chair Buonomo requested the approval of the **Naming of the John W. Olver Design Building, UMass Amherst**. He indicated that the Committee had a chance to review the background materials that were provided and asked for questions or discussion.

It was moved and seconded.

To recommend that the Board take the following action:

To name the University of Massachusetts Amherst Design Building the John W. Olver Design Building. (Doc. T17-012)

Chancellor Subbaswamy provided comments on the naming of the building.

The Chair then asked for a vote and the motion passed unanimously.

Chair Buonomo requested the approval of the **Renaming of the Massachusetts Center for Interdisciplinary Renaissance Studies to the Arthur F. Kinney Center for Interdisciplinary Renaissance Studies, UMass Amherst**. He indicated that the Committee had a chance to review the background materials that were provided and asked for questions or discussion.

It was moved and seconded.

To recommend that the Board take the following action:

To rename the Massachusetts Center for Interdisciplinary Renaissance Studies at the University of Massachusetts Amherst to the Arthur F. Kinney Center for Interdisciplinary Renaissance Studies. (Doc. T17-018)

Chancellor Subbaswamy provided comments on the renaming of the Center.

The Chair then asked for a vote and the motion passed unanimously.

Chair Buonomo requested the approval of the **Non-Unit Personnel Policy**. He indicated that the Committee had a chance to review the background materials that were provided and asked for questions or discussion.

It was moved and seconded.

To recommend that the Board take the following action:

To adopt the Non-Unit Personnel Policy as contained in Doc. T17-044.

And further, To rescind the following policies:

- T94-023, Personnel Policy For Non-Unit Professional Staff

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- T93-079, Reduction in Force Policy, Non-Unit Staff: Amherst, Boston, Dartmouth, Lowell, and the President's Office
- T93-079 (Appendix 1), Workforce Redesign/Staff Reduction Policy Non-Unit Staff: UMass Worcester
- T93-123 Family Leave Policy

And further, To rescind sections I(B), (C), (D), (F), (H), and IV of T96-129, Policy on Tuition Waivers.

Associate Vice President Preble provided comments about the new format of the 20 year old policy. He noted that the purpose of the change was to streamline and provide clarity on provisions and follow the format outlined in the Policy for Creating and Establishing Board Policy Standards. Key changes include but are not limited to adding flexibility to compensation systems and streamlines salary approval process for salaries in excess of \$100,000.

Discussion Ensued. Trustees expressed concern about whether the President and campuses should be responsible for establishing and approving said policies instead of the Board of Trustees. Trustees requested more detailed information and further discussion before voting to approve the proposed revisions of the policy.

Chairman Manning asked for a motion to defer the vote until September.

It was moved and seconded to defer the vote until the September 13th meeting of the Committee.

The Chair then asked for a vote and the motion passed unanimously.

Chair Buonomo requested the approval of the **Tuition and Mandatory Fees for Academic Year 2017-2018, UMass Medical School**. He indicated that the Committee had a chance to review the background materials that were provided and asked for questions or discussion.

It was moved and seconded.

To recommend that the Board take the following action:

In accordance with Section 1A of Chapter 75 of the General Laws, to establish and approve the following Tuition and Mandatory Fee rates for the Medical School's graduate-only programs for academic year 2017-2018:

<u>Tuition & Mandatory Fees</u>	<u>FY18</u>
Medical School - (in-state) class of '18 and prior	\$30,504
Medical School - (in-state) class of '19 forward	\$36,678
Medical School (out-of-state)	\$61,478
Graduate School of Nursing (in-state)	\$14,778
Graduate School of Nursing (NE regional)	\$18,018
Graduate School of Nursing (out-of-state)	\$19,728
GSN Graduate Entry Program (in-state)	\$43,278
GSN Graduate Entry Program (NE regional)	\$49,278
GSN Graduate Entry Program (out-of-state)	\$55,278
Grad. School of Biomedical Science (in-state)	\$14,883
Grad. School of Biomedical Science(out-of-state)	\$31,486

(Doc. T17-045)

Chancellor Collins provided comments on the tuition and mandatory fees at the Medical School.

The Chair then asked for a vote and the motion passed unanimously.

Chair Buonomo requested the approval of the **Capital Projects**. He indicated that the Committee had a chance to review the background materials that were provided and asked for questions or discussion.

It was moved and seconded.

To recommend that the Board take the following action:

Pursuant to Trustee Policy T93-122, as amended, to approve the following projects under the first vote or “**Preliminary Campus Estimate**”:

Campus	Project Name	Preliminary Campus Estimate	Funding Source			
			Local Funding	External Funding	Borrowed Funding	State Funding
UMB	Demolish Substructure, Science Center, and Pool (Master Plan Phase I)	\$155,000,000*	-	-	\$77,500,000	\$77,500,000
UMMS	School HVAC Upgrades / Replacements - Clinical Wing Mechanical Systems and AHU	\$14,000,000	\$14,000,000	-	-	-
Total		\$169,000,000	\$14,000,000	-	\$77,500,000	\$77,500,000

*Project cost estimate provided by DCAMM

And further, Pursuant to Trustee Policy T93-122, as amended, to approve the following project under the second vote or “**Full Project Approval**”

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and to satisfy the University’s written request that the UMass Building Authority undertake projects in accordance with Board of Trustees vote T16-058:

Campus	Project Name	Preliminary Campus Estimate	Full Project Approval (Second Vote)	Funding Source				
				Local Funding	External Funding	Borrowed Funding	State Funding	P3
UML	Pasteur Hall Comprehensive Renovation	\$12,000,000	\$15,900,000	\$15,900,000	-	-	-	-
Total		\$12,000,000	\$15,900,000	\$15,900,000	-	-	-	-

And further, Pursuant to Trustee Policy T93-122, as amended, to reaffirm the following project currently on the approved project list under the second vote or “**Full Project Approval**” to reflect a change in the funding source and to satisfy the University’s written request that the UMass Building Authority undertake projects in accordance with Board of Trustees vote T16-058:

Campus	Project Name	9/14/16 Full Project Approval - <u>P3</u>	6/14/17 Full Project Approval - <u>Borrowing</u>
UMB	Construct New Garage Facility (Master Plan Phase I)	\$71,000,000	\$71,000,000
Total		\$71,000,000	\$71,000,000

And further, Pursuant to Trustee Policy T93-122, as amended to approve the following projects that **exceeded the Approved Project cost by more than 10%** and to satisfy the University’s written request that the UMass Building Authority undertake projects in accordance with Board of Trustees vote T16-058:

Campus	Project Name	Full Project Approval (Second Vote)	Adjusted Cost	% Change
UMB	Utility Corridor and Roadway Relocation Project (Master Plan Phase I)	\$233,500,000	\$259,500,000	11%
Total		\$233,500,000	\$259,500,000	11%

(Doc. T16-067, as amended)

Budget Director Pasquini provided an updated on the progress and approved phases of construction for the University’s Capital projects. Building Authority Executive Director Filippone and Ralph Wallace provided an update on the progress of the construction on the Boston campus.

The Chair then asked for a vote and the motion passed unanimously.

Chair Buonomo then asked for a vote to place Action Items #1-5 on a Consent Agenda for the Board meeting. Items #6 and #7 will be discussed at the Board meeting.

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Trustee Collins moved to rescind the vote and indicated that Trustees would prefer item #5, the approval of the Non-Unit Personnel Policy, to be removed from the Consent Agenda pending further discussion.

The motion was seconded.

Chair Buonomo restated the vote to place items #1-4 on a Consent Agenda for the Board meeting, noting that item #5 would be deferred until September, and items #6 and #7 would be discussed at the June 20th Board meeting.

It was moved and seconded to place Action Items #1-4 on a Consent Agenda.

The Chair then asked for a vote and the motion passed unanimously.

There being no further business, the meeting adjourned at 12:35 p.m.

Christina A. Kelley
Assistant Secretary to the Board