

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

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

**Tuesday, April 11, 2017; 4:00 p.m.  
Boston Room  
University of Massachusetts Club  
One Beacon Street – 32<sup>nd</sup> Floor  
Boston, Massachusetts**

**Committee Members Present:** Chair Manning; Vice Chair Collins; Trustees Buonomo, Burns, Delaney, Epstein, Fatemi-Ardestani, Fubini, Johnston, O'Brien, Osterhaus-Houle, Paris Jeffries, Peters, Peyser, Reed, Scheibel, Thomas, Woolridge and Wu

**Committee Members Absent:** Vice Chair Furman; Trustees Feinberg and Odam

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

**Faculty Representatives:** Ms. Whitbourne, UMass Amherst

**Documents Used:** -Meeting Minutes: December 8, 2016

Chair Manning convened the meeting at 4:23 p.m. and stated that the Committee was provided with the draft minutes of the December 8, 2016 meeting and asked for any corrections. With no corrections, the minutes were approved.

**Reports:**

**Chair's Report**

Chair Manning welcomed the Board to the first Committee of the Whole meeting at the UMass Club. He then reminded the Board of his announcement, at the conclusion of the 2016 Board cycle when he was reappointed Board Chair, to have the Committee of the Whole meetings focus on each campus 5-year strategic plan when they host the Board meetings. He noted that UMass Boston was hosting the first quarterly meetings of 2017 with the Committee of the Whole meeting focusing on addressing the immediate fiscal concerns of the Boston campus.

Chair Manning reported that Deputy Chancellor Barry Mills, with the support of Chancellor Motley, would report on UMass Boston's fiscal year 2017 budget, on the steps taken by the recently appointed Budget Task Force to address the deficit on the campus, and on looking ahead to fiscal year 2018. The Chair provided a brief overview of Deputy Chancellor Mills' background indicating that he had successfully led Bowdoin College for 14 years and his skills and experience would be invaluable to the financial challenges of the Boston campus.

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Chair Manning announced that after a decade of leadership, Chancellor Motley would be stepping down as Chancellor of UMass Boston at the end of the academic year. He then reminded the Board of their role as members, noting that the Board of Trustees is a governing and policy-making body that grants substantial autonomy to the President and the Chancellors of the five campuses. By statute the Board of Trustees, establishes policies necessary for the administrative management of personnel, staff services and the general business of the University. The Board's fiduciary responsibility is to assure that the University is operating responsibly, but the day to day fiscal decisions are delegated to the President and Chancellors.

Chair Manning commented that he asked President Meehan to provide comments on the fiscal challenges on the Boston campus because the Board's role in the events that led to the day's discussion received media coverage and some scrutiny.

**President's Report**

President Meehan commented on the unique day of meetings and indicated why the set of meetings were appropriate. He commented that his two goals for the day's agenda was for the Board to understand the timeline of steps taken to address UMass Boston's budget situation and to address any confusion regarding the Board's role in oversight and management of campus budgets. He announced that Senior Vice President Calise and Deputy Chancellor Mills would provide observations and take questions from the Board.

President Meehan stated that the University System has strong financial health and the financial stability of the University was reaffirmed in January by all three major credit rating agencies. He noted that it was important for the University's stakeholders to understand the severity of unaddressed budget deficits and how it affects the mission of the institution. He also stated that due to the current state funding environment, tuition increases are the only option, and the System office stepped in to confront the growing deficit at UMass Boston earlier in the year. He then reported on the activity on the Boston campus that led up to him interceding; commented that his fiduciary responsibility prompted him to form a Budget Task force with representatives from the campus and the System office charged with mitigating the fiscal year 2017 deficit; ordered an audit of the campus finances and operations; and hired Deputy Chancellor Mills to assume control of campus operations and finances.

**Discussion Item: University of Massachusetts Boston Update**

Senior Vice President Calise provided an overview of the financial status at UMass Boston. The campus reported a \$10 million year-end deficit in its 1<sup>st</sup> quarter forecast and at that time was advised to put a plan together that would address their budget. During the 2<sup>nd</sup> quarter, the campus was slow to implement its planned solutions from the 1<sup>st</sup> quarter to address its budget issues and to inform the administration of an anticipated year-end deficit of approximately \$15 million. Senior Vice President Calise then reported on management's actions, the strategies going forward, and key indicators to keep in mind.

Deputy Chancellor Mills thanked the System's administration and the campus administration for their welcome. He indicated that his job as Deputy Chancellor was to remind people of the importance of higher education from the public level. He commented that the issues on the Boston campus were systematic. The campus is growing and more buildings are being built. He stated that

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unlike in a private organization where when depreciation increases and you increase the revenue that is not the case for higher education. He reported on where the campus was and provided his insight on how the campus can move forward with the students remaining top priority.

Deputy Chancellor Mills reported on his plan to start from the “bottom up.” He stated that every program will be evaluated, some difficult choices will have to be made, and he is prepared to do what is strategically necessary for the campus to be successful. He would work with the deans of every program to fundamentally restructure the budget. Contrary to the scrutiny the campus has received, several of the capital projects are on schedule and on budget, however, the challenge is in the campus’ substructure. He emphasized that the campus is an exceptional University for access and affordability and that the administration and stakeholders must be mindful of preserving the mission of the University. He hopes that once the campus is able to work out its complexities, people will consider reinvesting in the jewel of the City of Boston. He reiterated that state funding is critical to the University.

Chair Manning asked for questions from the Trustees for Deputy Chancellor Mills. Deputy Chancellor Mills answered questions from Trustees Wu, Paris Jeffries, Reed, Johnston and Thomas. Trustee Thomas asked if Chancellor Motley had any comments to make.

Chancellor Motley expressed his gratitude and honor to have led the Boston campus and thanked the University community for allowing his administration to have a vision. He noted that during his leadership he focused on the students of the campus and the infrastructure. He is excited to work with Deputy Chancellor Mills. He plans to return to the campus to teach. Chancellor Motley commented that he is a marathon runner and is happy to pass the baton as the University is on the move. He asked that people not run from change but grow from it. He expressed how immensely humble and grateful he was to have laid the footprint for what’s next to come for UMass Boston.

There being no further business, the meeting adjourned at 5:46 p.m.

Christina Kelley  
Assistant Secretary to the Board