

**UNIVERSITY OF MASSACHUSETTS
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**MINUTES OF THE MEETING OF THE
COMMITTEE OF THE WHOLE**

**Tuesday, June 19, 2018; 4:00 p.m.
University of Massachusetts Dartmouth
Woodland Commons
285 Old Westport Road
North Dartmouth, Massachusetts**

Committee Members Present: Chairman Manning; Vice Chair Peters; Trustees Buonomo, Burns, Dunlea, Epstein, Fubini, Furman, Karam, Milkowski, Osterhaus-Houle, Paris Jeffries, Reed, Reid, Scheibel, Tolman, Woolridge and Wu

Committee Members Absent: Trustees O'Brien, Peyser, Thomas and Yu

University Administration: President Meehan; Chancellors Subbaswamy, Mills, Johnson, Moloney and Collins

Faculty Representatives: Professor Hoagland, UMass Amherst; Professor Lublin, UMass Boston; Professor O'Reilly, UMass Dartmouth; Professor Abdallah, UMass Lowell

Documents Used: -Meeting Minutes: December 7, 2017

Chairman Manning convened the meeting at 4:05 p.m.

Consideration of the Minutes of the Prior Meeting of the Committee

Chairman Manning stated that the Committee was provided with the draft minutes of the December 7, 2017 meeting and asked for any corrections. With no corrections, the minutes were approved.

Chair's Report

Chairman Manning stated that the Committee of the Whole meetings would focus on the 5-year strategic plan for the Dartmouth campus. He thanked Chancellor Johnson for hosting the Board on the campus.

President's Report

President Meehan highlighted the process for creating the 5-year strategic plans for the campuses. He stated that the approach to planning begins with the systems mission statement and goals developed and approved by the Board which provide the foundation for each of the five campuses.

President Meehan reported that his office works closely with the campuses to ensure that they achieve their goals while recognizing that success is dependent of the hard work and effort of the individual campuses. He stated that strategic plans are important to help the University focus on

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the future by creating a framework for critical fiscal and policy conversations with long range perspective.

President Meehan congratulated Chancellor Johnson and his leadership team for their hard work and dedication to the 5-year strategic plan amid the Chancellor's transition year.

Discussion Item: Five-Year Strategic Plan Update, UMass Dartmouth

Chancellor Johnson thanked the system administration and the Board and welcomed them to the Dartmouth campus. Chancellor Johnson stated that upon his appointment, he undertook a 45-day listening tour with over 30 groups. As a result, those meetings produced multiple areas of focus for the campus' strategic plan. The areas include but are not limited to driving innovation for academic programing, building a research infrastructure, creating a strategic enrollment plan and process, and building a sustainable financial model.

Chancellor Johnson discussed the strategy for improving full-time enrollment, online enrollment, retention, and graduation rates. He discussed key campus-level initiatives geared toward successfully achieving targets set for enrollment strategy; initiatives that depend on the collaboration and coordination of the faculty, professional staff, student administration offices, and support staff. He noted that the campus plans a steady annual growth over FY2019-FY2022 to achieve a total head count of 8,879, which represents 7.7% growth rate over five years of 650 students. Currently, UMass Dartmouth's enrollment figures reflect both the challenging demographics, poor infrastructure, lack of college readiness, and challenges with retaining first generation college students. Chancellor Johnson outlined the plan for investments in student service facilities and academic programs that appeal to both students and employers.

He reported on the upcoming changes in academic programs, highlighting the need to consolidate and transition departments and/or programs over the next five years in an effort to reengineer the process for the ease of enrollment, increased transportability within colleges, to introduce new academic programs, online options, and to reduce overall costs.

Chancellor Johnson also discussed advancement strategies for the next 5 years. He encouraged the Board to visualize the opportunities to significantly improve key function areas of strong fundraising despite the current underdeveloped advancement program at the Dartmouth campus. Chancellor Johnson highlighted the strategies to execute a plan for resource development, refocus on best practices, deliver meaningful alumni engagement programs, increase annual giving dollars and donors, and to raise more major and principal gifts. He shared some positive indicators of continuous improvement efforts in the area of development on campus which include the success of the Corsair Challenge, which raised \$133,244 from 1,105 donors, 72% of whom were first-time contributors. He also shared that alumni giving was up \$109,477 year-to-date, more than ever before.

Chancellor Johnson also discussed budget strategy and plans to execute revenue growth initiatives, stating that the financial projections for the 5-year strategic plan are developed on a conservative basis. Under current fiscal constraints, the Dartmouth campus recognizes the importance of demonstrating fiscal discipline. He provided projections for the operating margin for FY19-FY23

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and briefly reviewed the major factors impacting the operating margin which include enrollment, the Mount Ida acquisition, tuition revenue, and proposed construction projects.

Discussion ensued.

There being no further business, the meeting adjourned at 5:28 p.m.

Christina Kelley
Assistant Secretary to the Board