

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

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

**Tuesday, September 18, 2018; 4:00 p.m.
University of Massachusetts Lowell
University Crossing
Moloney Hall B – 2nd Floor
220 Pawtucket Street
Lowell, Massachusetts**

Committee Members Present: Chairman Manning; Vice Chair Peters; Trustees Burns, Fubini, Karam, Madigan, O'Brien, Osterhaus-Houle, Jeffries, Peyser, Phimmasone, Scheibel, Tolman, and Wu

Committee Members Absent: Trustees Epstein, Furman, Mallett, Nair, Okwara, Tariq, Thomas, and Woolridge

University Administration: President Meehan; Chancellors Subbaswamy, Newman, 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: June 19, 2018

Chairman Manning convened the meeting at 4:07 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 June 19, 2018 meeting and asked for any corrections. With no corrections, the minutes were approved.

Chair's Report

Chairman Manning welcomed the committee to the meeting and stated that the day's discussion would be surrounding opportunities to expand the University's presence and impact in online education. The expansion of UMassOnline is imperative in light of demographic trends and increased competition. However, the University is uniquely positioned to continue increasing its already unparalleled contribution to workforce and economic development in the state while also making education more accessible and affordable to nontraditional students.

He asked President Meehan to provide the timeline and due diligence that has occurred to this point and then asked that Don Kilburn, CEO of UMassOnline along with his partners from EY Parthenon give their presentation on the opportunities and model's for the Board's consideration going forward.

Chair Manning informed the Board that the day's discussion will not require any decisions.

President's Report

President Meehan reported that post Board discussions over the last 12-24 months about the future of online education, the University began a discovery and diligence process to determine the opportunities that existed for the University. In 2017, the Board head a presentation from Arizona State President Michael Crow regarding their University's successful attempt to scale its online education through changes to its delivery model and innovative partnerships.

He stated that after hiring Don Kilburn as CEO of UMass Online, he began the strategic planning process for how the University can achieve the growth goals as defined by the Board. The discovery phase, which includes meeting with University stakeholders and regulators, analyzes the online education market and competitors and the Universities current online operation and delivery models.

President Meehan noted that there is extreme time sensitivity in determining a new digital education strategy. He informed the Board that the University has done due diligence on growth opportunity and strategy and that there's ongoing conversation regarding demographic decline in the traditional student population which clarifies the need for the University to be proactive in access, enrollment, and retention strategies going forward. He reiterated Chair Manning's sentiment regarding the University's unique position, in terms of scale, brand value, and expertise, to make the UMass one of the few public universities that will enjoy measurable market share over the next decade as more students opt for an online option. The University will also use this effort to significantly enhance its mission critical contributions to workforce development in the Commonwealth.

Discussion Item: Online Education Strategy Presentation

Don Kilburn, CEO of UMass Online introduced his partners from EY Parthenon.

Consultants of EY Parthenon discussed the current labor market and need for online education in the Commonwealth of Massachusetts. They highlighted data that indicates that the share of employment in occupations requiring postsecondary education for entry, historically, rose 2.3 percent and that growth trend is expected to continue. They discussed how the University could optimize opportunities presented to address local online education demands given the population the system currently serves which includes the hybrid student and the adult learner. The UMass brand is strong and can capitalize on the market opportunity.

EY Parthenon provided insight on which models UMass' peer institutions have adopted and a simple program framework that the University should consider when developing their strategic plan. They explored the capability benefits and mentioned that investments should generate surplus as UMass online would service a new population of students. They asked that the Board keep in mind that the challenges that may arise with the development of such a program would not be revenue based but service based. However, they noted that UMassOnline can generate revenues upward if 20 percent for the University. The University will need to do its due diligence to determine which programs would attract student to UMassOnline and ensure UMass' success in this endeavor. Currently, the market is there for bachelor's degrees online. EY Parthenon

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suggested that the University consider that the long term majority will be focused on achieving post-secondary degrees, bachelor's degrees and as the online program grows, the University's next offerings should be professional certificates and associates degrees while continuing to watch the market for increasing interest in online masters and doctorate degrees.

EY Parthenon suggests that executing a successful strategic plan for the University's online program given the national and local data presented that meets market needs, presents a unique opportunity for UMass to be the go to University for life-long learners, hybrid, and non-traditional student.

Discussion ensued.

There being no further business, the meeting adjourned at 5:29 p.m.

Christina Kelley
Assistant Secretary to the Board