

**UNIVERSITY OF MASSACHUSETTS
AMHERST•BOSTON•DARTMOUTH•LOWELL•MEDICAL•LAW**

**MINUTES OF THE JOINT MEETING OF THE
COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS AND THE
COMMITTEE ON ADMINISTRATION AND FINANCE**

**Wednesday, September 20, 2023; 4:00 p.m.
University of Massachusetts Amherst Mount Ida Campus
Shaw Hall, 1st Floor
100 Carlson Avenue
Newton, Massachusetts**

Committee Members Present: Vice Chair Ramos Gagliardi (CASA); Chair O'Brien and Vice Chair Scheibel (A&F); Trustees Alden (joined at 4:21 p.m.), Brady, Epstein, Maguire Keches (joined at 4:13 p.m.), Scheibel, Tolman (joined at 4:16 p.m.), Toye, Worthy, Wu (joined at 4:10 p.m.); Mr. Moreau (representing Trustee Tutwiler); and Chairman Karam

Other Trustees Present: Trustees Burns and Kelleher

Committee Members Absent: Chair Paris Jeffries (CASA); Trustees Delgado, Lewis, Okwara and Tutwiler

University Administration: President Meehan; General Counsel Leone; Senior Vice Presidents Calise and Subbaswamy; Chancellors Reyes, Suárez-Orozco, Fuller, Chen and Collins; Provosts Malone, Berger, Balasubramanian, Hartman and Flotte; Vice Chancellors Malone, Kirleis, Doyle, O'Riordan and Lindstedt

Faculty Representatives: Professor Hoagland, UMass Amherst; Professor Haroon, UMass Boston

Documents Used:

- CASA Meeting Minutes: May 30, 2023 (Open & Executive Session)
- A&F Meeting Minutes: May 31, 2023 (Open Session)
- Appointments to Named Professorships and Endowed Chairs, UMass Chan Medical School, Doc. T23-041
- Appointment of Chancellor Emeritus, UMass Amherst, Doc. T23-049
- Authorization to Submit the University's Fiscal Year 2025 Budget Request, Doc. T23-046
- Approval of the University's Five-Year FY2024-FY2028 Capital Plan, Doc. T23-047
- Non-Unit Personnel Policy, Doc. T94-023, as amended

Vice Chair Ramos Gagliardi convened the meeting at 4:00 p.m. and welcomed everyone, including Trustee Brady from UMass Amherst who participated by telephone pursuant to 940 CMR 29.10(5)(e), since there was an unanticipated, unavoidable, extraordinary circumstance making it unreasonably difficult for him to attend the meeting in person.

Joint Committee on Academic and Student Affairs & Administration and Finance
September 20, 2023

Any member of the public wishing to address the Committee regarding an agenda item or issue related to the agenda, or to make an audio or video recording of the open public session of the Committee meeting, was provided notice by the Secretary of the Board through a posting indicating that such written requests needed to be received no later than 24 hours prior to the Committee meeting. Under the law, the Chair has complete discretion in granting or denying the request to speak and may limit the duration that the public has to address the Committee.

Chairs' Reports

Vice Chair Ramos Gagliardi announced the meeting's agenda for the Committee on Academic and Student Affairs: reports from President Meehan and the Senior Vice Presidents, two CASA Action Items and two A&F Action Items, an informational item, and four items for action in Executive Session.

Chair O'Brien welcomed the new Student Trustees to the Committee on Administration and Finance – Christopher Brady from Amherst and Jehan Worthy from Dartmouth and welcomed back Michael Dooley from Boston. He stated that Senior Vice President Calise and her team would present the FY24-28 Capital Plan and the theme throughout the plan will be familiar, including prioritizing projects based on limited availability of funds, ensuring that projects can be afforded within the annual budget and the five-year financial forecast, and addressing the significant deferred maintenance backlog. Deferred maintenance is critical and must be the focus of the plan. 75% of the plan is funded by University resources, and the University plans to issue debt in support of this plan early next calendar year which requires a detailed assessment by the rating agencies.

Enrollment continues to be a key priority. The Advisory Working Group on Financial Planning met a few weeks ago to review enrollment utilizing the SPARC dashboard, looking at specific enrollment strategies included in the budget approved in May and their impact on fall registrations. The group also reviewed the outcome of the Amherst/Dartmouth admissions sharing pilot.

Chair O'Brien thanked President Meehan, Senior Vice President Calise, Associate Vice President Pasquini, and Director Skrzek for their leadership and ongoing efforts.

President's Report

President Meehan thanked Chancellor Reyes, Assistant Chancellor Cournoyer, and their teams for hosting the Board meeting at the Mount Ida Campus of UMass Amherst. He stated that the Mount Ida Campus provides an attractive location for UMass Amherst students to live and learn while pursuing internships and other field experiences in Greater Boston. The campus allows the University to deliver targeted graduate programs and use the campus to build a community of innovation partnership and industry collaborators. Mount Ida will be a key asset deployed in the UMass Amherst strategy.

President Meehan shared important issues for discussion today, not just for the Board but for every resident, employer, and policy leader in Massachusetts. Massachusetts is facing serious threats to the talent pipeline, and UMass is the primary contributor of talent to that pipeline; awarding 20,000 degrees this spring. Keeping UMass education both affordable and excellent must be a

Joint Committee on Academic and Student Affairs & Administration and Finance
September 20, 2023

Commonwealth imperative. The University came through the last fiscal year in strong financial condition, but headwinds are intensifying and we need innovation and collaboration to overcome them. One major challenge when we designed the current fiscal year budget is the state's unprecedented increase in state employee wages – a historic 8% this fiscal year and a fringe benefit cost increase of 11%. Our faculty and staff deserve these salary adjustments but the net impact of these wage and fringe costs is \$90M. President Meehan will continue to advocate for the state to improve its cost sharing agreement and the campuses will continue to implement strategies needed to ensure margins can be met.

Senior Vice Presidents' Reports

Deputy Vice President Walker delivered Senior Vice President Subbaswamy's report. Senior Vice President Subbaswamy thanked President Meehan for the opportunity to serve in this role. He shared the role of the division, and the President's direction to emphasize and ensure the equitable treatment of students, staff, and faculty from all walks of life in the UMass system. With the banning of race-conscious admissions processes by the Supreme Court, ensuring that UMass is accessible to students from all backgrounds has taken on a special urgency. Deputy Vice President Walker has been a part of the UMass system for 12 years as a faculty member, Associate Dean, and Vice Chancellor, and is looking forward to serving in this new role in the President's office.

Senior Vice President Calise reviewed the financial accountability framework and the FY23 unaudited financial year-end results. Associate Vice President Pasquini gave an update on the FY24 Budget, highlighting fall enrollment data and housing occupancy, the 11% wage and fringe increase, and state appropriation. The total state appropriation is 3.5% over FY23, a \$4M increase over the FY24 budget assumptions; not including collective bargaining.

Trustee Epstein reiterated the \$90M wage and fringe costs are an annual cost, not just this fiscal year. He expressed concern and urged the Board to be aware of deferred maintenance and the resources and cost to address it. Trustee Kelleher asked the administration to review other universities dealing with deferred maintenance for benchmarking and understanding best practices.

Vice Chair Scheibel added that enrollment is the major risk to the University. There has been an incredible advancements in procurement and cost sharing applications which continue to be refined, and it is projects such as these that will bring us closer to financial sustainability.

Consideration of Minutes of the prior meeting of the Committee on Academic and Student Affairs

Vice Chair Ramos Gagliardi stated that the Committee was provided with the draft minutes of the May 30, 2023 CASA meeting's Open and Executive Session and asked for any corrections. With no corrections, the minutes were approved.

Action Item #1 (CASA): Appointments to Named Professorships and Endowed Chairs, UMass Chan Medical School, Doc. T23-041

Vice Chair Ramos Gagliardi asked for a motion to approve the Appointments to Named Professorships and Endowed Chairs at the University of Massachusetts Chan Medical School. The motion was moved by Trustee Scheibel and seconded by Trustee Tolman.

Joint Committee on Academic and Student Affairs & Administration and Finance
September 20, 2023

To recommend that the Board take the following action:

- And further, To concur with the President in the appointment of Professor Jeannette M. Wolfe for the title of The Joy McCann Professor for Women in Medicine for a three year term at the University of Massachusetts Chan Medical School-Baystate.
- And further, To concur with the President in the appointment of Professor John E. Harris for the title of The Lambi and Sarah Adams Chair of Genetic Research at the University of Massachusetts Chan Medical School.
- And further, To concur with the President in the appointment of Associate Professor Elinor K. Karlsson for the title of Dr. Eileen L. Berman and Stanley I. Berman Foundation Chair in Biomedical Research at the University of Massachusetts Chan Medical School.
- And further, To concur with the President in the appointment of Professor Dale L. Greiner for the title of The Herman G. Berkman Chair in Diabetes Care Innovation at the University of Massachusetts Chan Medical School.
- And further, To concur with the President in the appointment of Professor J. Kevin Donahue for the title of The David J. and Barbara D. Milliken Professor of Preventive Cardiology at the University of Massachusetts Chan Medical School.
- And further, To concur with the President in the appointment of Professor Danny G. Winder for the title The Worcester Foundation for Biomedical Research Chair I at the University of Massachusetts Chan Medical School.

Provost Flotte spoke to the appointments.

Vice Chair Ramos Gagliardi asked for questions or comments. With none, the Secretary called the roll with each Trustee asked to vote yes or no. Vice Chair Ramos Gagliardi voted for the motion as did Trustees Epstein, Maguire Keches, Mr. Moreau (representing Trustee Tutwiler), Scheibel, Worthy, and Chairman Karam.

Action Item #2 (CASA): Appointment of Chancellor Emeritus, UMass Amherst, Doc. T23-049

Vice Chair Ramos Gagliardi asked for a motion to approve the Appointment of Chancellor Emeritus at the University of Massachusetts Amherst. The motion was moved by Trustee Epstein and seconded by Trustee Scheibel.

To recommend that the Board take the following action:

Joint Committee on Academic and Student Affairs & Administration and Finance
September 20, 2023

To concur with the President in the award of Emeritus Status to Dr. Kumble R. Subbaswamy, in recognition of his service to the University of Massachusetts Amherst.

President Meehan spoke to the appointment. Trustees Wu and Epstein shared how great of a leader Chancellor Subbaswamy has been, especially in times of difficulty.

Vice Chair Ramos Gagliardi asked for questions or comments. With none, the Secretary called the roll with each Trustee asked to vote yes or no. Vice Chair Ramos Gagliardi voted for the motion as did Trustees Epstein, Maguire Keches, Mr. Moreau (representing Trustee Tutwiler), Scheibel, Worthy, and Chairman Karam.

Consent Agenda (CASA)

Vice Chair Ramos Gagliardi asked for a motion to place Action Items 1 and 2 on a Consent Agenda for the Board meeting on September 21, 2023. The motion was moved by Trustee Scheibel and seconded by Chairman Karam.

Vice Chair Ramos Gagliardi asked for questions or comments. With none, the Secretary called the roll with each Trustee asked to vote yes or no. Vice Chair Ramos Gagliardi voted for the motion as did Trustees Epstein, Maguire Keches, Mr. Moreau (representing Trustee Tutwiler), Scheibel, Worthy, and Chairman Karam.

Consideration of Minutes of the prior meeting of the Committee on Administration and Finance

Chair O'Brien stated that the Committee was provided with the draft minutes of the May 31, 2023 A&F Committee meeting's Open Session and asked for any corrections. With no corrections, the minutes were approved.

Action Item #3 (A&F): Authorization to Submit the University's Fiscal Year 2025 Budget Request, Doc. T23-046

Chair O'Brien asked for a motion to approve the Authorization to Submit the University's Fiscal Year 2025 Budget Request, Doc. T23-046. The motion was moved by Vice Chair Scheibel and seconded by Trustee Brunelle.

To recommend that the Board take the following action:

To authorize the President to prepare and submit the University's Fiscal Year 2025 State Budget request per the Board's Governance policy (T73-098).

Associate Vice President Pasquini shared that the Governor is expected to be seeking information about the University's budget in October or November, which is prior to the next Board Meeting. This authorizes the University to develop and submit that budget request and any accompanying information.

Chair O'Brien asked for further questions or comments. With none, the Secretary called the roll with each Trustee asked to vote yes or no. Chair O'Brien voted for the motion as did Vice Chair

Joint Committee on Academic and Student Affairs & Administration and Finance
September 20, 2023

Scheibel and Trustees Brunelle, Colella, Dooley, Epstein, Mr. Moreau (representing Trustee Tutwiler), Tolman, Worthy, Wu, and Chairman Karam.

Action Item #4 (A&F): Approval of the University's Five-Year FY2024-FY2028 Capital Plan, Doc. T23-047

Chair O'Brien asked for a motion to approve the University's Five-Year FY2024-FY2028 Capital Plan, Doc. T23-047. The motion was moved by Vice Chair Scheibel and seconded by Trustee Colella.

To recommend that the Board take the following action:

Pursuant to Trustee Policy T93-122, as amended, to approve the University's Five-year Capital Plan (FY2024 to FY2028). Approval of the University's capital plan does not constitute approval of the individual projects and each project must follow the capital project approval process pursuant to Trustee Policy T93-122, as amended.

And further, With respect to any or all of the projects in the University's Five-Year Capital Plan described in the Approved Capital Project list, as reviewed and amended quarterly, to authorize the President of the University and such other officers of the University as the President may designate (the President and each such other officer referred to herein as an "Authorized Officer"), each acting singly, in the name and on behalf of the trustees, the University or the Commonwealth, as appropriate, (a) to effectuate the financing of one or more or all of such projects by such means as such Authorized Officer shall deem advisable, including without limitation by making a written request in the name and on behalf of the trustees that the University of Massachusetts Building Authority initiate and undertake any such project in the Approved Capital Project list, or to request the Worcester City Campus Corporation to effectuate the financing thereof through any appropriate issuer of debt, and, (b) in connection with any such financing, to take such actions (including without limitation the execution of the guaranty of the Commonwealth on any obligation guaranteed by the Commonwealth), secure such governmental approvals, execute such agreements (including without limitation contracts for financial assistance, management and services, contracts for management and services or leases or subleases) containing such provisions and provide for such terms and sources of repayment, all as such Authorized Officer shall deem advisable and as may be required or permitted by law, including without limitation St. 1960, c. 773, §_19A, as amended, and St. 1992, c. 138, §_15A, as inserted by St. 2000, c. 159, §_303.

And further, Pursuant to Trustee Policy T93-122, as amended, to authorize the following project under the first vote; the adoption of such vote hereby satisfies the University's written request that that the University of Massachusetts Building Authority undertake the following projects to the extent permitted by Trustee Policy T93-122, as amended:

Joint Committee on Academic and Student Affairs & Administration and Finance
September 20, 2023

Campus	Project Name	Vote 1	Funding Sources				Alternative Finance & Delivery
			Local Funding	External Funding	Borrowed Funding	State Funding	
Amherst	North Campus Energy Exchange Center	24,000,000	24,000,000	-	-	-	-

And further, Pursuant to Trustee Policy T93-122, as amended, to authorize the following projects under the second vote; the adoption of such vote hereby satisfies the University’s written request that that the University of Massachusetts Building Authority undertake the following projects to the extent permitted by Trustee Policy T93-122, as amended:

Campus	Project Name	Vote 1*	Vote 2	Funding Sources				Alternative Finance & Delivery
				Local Funding	External Funding	Borrowed Funding	State	
UMass Chan	Basic Wing Mechanical Penthouse	6,800,000	11,000,000	11,000,000	-	-	-	-
UMass Chan	Basic Wing Substations, Risers and Electrical Room Replacements	6,000,000	13,533,930	10,233,930	-	-	3,300,000	-
UMass Chan	Student Wing Substation, Risers and Electrical Room Replacements	6,000,000	12,000,000	8,700,000	-	-	3,300,000	-
TOTAL		\$18,800,000	\$36,533,930	\$29,933,930	\$0	\$0	\$6,600,000	\$0

Associate Vice President Pasquini ~~shared~~ presented the FY2024-FY2028 Capital Plan. The plan includes 137 projects totaling \$2.1B, with 55% of the plan directly addressing deferred maintenance. She noted that in order to increase ~~our~~ its investments, the University will need to continue advocating for state resources, as well as explore opportunities for the Federal Inflation Reduction Act which provides tax credit to support clean energy initiatives. The University is also closely monitoring debt service ratios in relation to its peers, which indicate the University is more highly leveraged than its peers. Director Skrzek gave an overview of the four projects for approval.

Trustee Wu recommended that the University develop a plan B, which shows the plan if federal and state funding do not come in.

Chair O’Brien asked for further questions or comments. With none, the Secretary called the roll with each Trustee asked to vote yes or no. Chair O’Brien voted for the motion as did Vice Chair Scheibel and Trustees Brunelle, Colella, Dooley, Mr. Moreau (representing Trustee Tutwiler), Tolman, Worthy, Wu, and Chairman Karam. Trustee Epstein voted against the motion.

Consent Agenda (A&F)

Chair O’Brien asked for a motion to place Action Items 3 and 4 on the Consent Agenda for the Board meeting on September 21, 2023. The motion was moved by Vice Chair Scheibel and seconded by Trustee Colella.

Chair O’Brien asked for further questions or comments. With none, the Secretary called the roll with each Trustee asked to vote yes or no. Chair O’Brien voted for the motion as did Vice Chair Scheibel and Trustees Brunelle, Colella, Dooley, Epstein, Mr. Moreau (representing Trustee Tutwiler), Tolman, Worthy, Wu, and Chairman Karam.

A&F Informational Item: Non-Unit Personnel Policy, Doc. T94-023, as amended

Director of Budget Planning Skrzek shared proposed updates to the Non-Unit Personnel Policy. The policy is proposed for review and a vote will be requested at the December Board meeting.

Joint Committee on Academic and Student Affairs & Administration and Finance
September 20, 2023

The three most significant changes include the compensation approval process, employment contracts, and severance.

Executive Session Announcement

Vice Chair Ramos Gagliardi asked the joint Committee for a roll call vote to enter into Executive Session pursuant to Massachusetts General Law, Chapter 30A, Purpose 7, citing Chapter 75, Section 4, for the purpose of considering Appointments with Tenure at the University of Massachusetts Amherst and Lowell; Awards of Tenure at the University of Massachusetts Chan Medical School; Transfer of Tenure at the University of Massachusetts Dartmouth and Lowell; Honorary Degrees for the University of Massachusetts Amherst, Boston, Dartmouth and Lowell; and to consider the purchase, exchange, lease or value of real property, as permitted under Massachusetts General Law, Chapter 30A, Section 21, Purpose 6, since an open meeting may have a detrimental effect on the negotiating position of the University and the Chair declares that an open meeting will have a detrimental effect in obtaining information necessary to proceed with required process. The motion was moved by Trustee Maguire Keches and seconded by Trustee Tolman.

Vice Chair Ramos Gagliardi asked for questions or comments. With none, the Secretary called the roll with each Trustee asked to vote yes or no. Chair O'Brien voted for the motion as did Vice Chairs Scheibel and Ramos Gagliardi and Trustees Brunelle, Colella, Dooley, Epstein, Maguire Keches, Mr. Moreau (representing Trustee Tutwiler), Tolman, Worthy, Wu, and Chairman Karam.

Vice Chair Ramos Gagliardi announced the Committee will not reconvene in open session.

The time was 5:35 p.m.

Chelsey L. Burke
Assistant Secretary to the Board of Trustees