

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

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

**Wednesday, February 4, 2004; 9:15 a.m.
College of Visual & Performing Arts
Star Store
715 Purchase Street
New Bedford, MA**

Trustees Present: Chair Fey; Trustees Brathwaite, DiBiaggio, Karam, James Mahoney, Robert Mahoney, Marcalo, McCarthy, Moes, Morand, O'Shea, Rainey, Reed, Sheridan and White

Trustees Absent: Vice Chair Giblin; Trustees Austin, Boyle, Cassel, Dubilo, Fatemi, and Kennedy

University Administration: President Wilson; General Counsel O'Malley; Vice Presidents Julian, Chmura and Lenhardt; Ms. Harrington; Associate Vice President for Academic Affairs; Chancellors Lombardi, Gora, MacCormack, Hogan and Lazare

Faculty Representatives: Professor O'Connor, UMASS Amherst; Professor May, UMASS Amherst; Professor Schwartz, UMASS Boston; Professor Leclair, UMASS Dartmouth; Dr. Cooke, UMASS Worcester

Faculty Representatives: Senator Steven Baddour, and Senator Steven Panagiotakis, Vice Chairman, Senate Ways and Means Committee

Chair Fey convened the meeting at 9:24 a.m. and welcomed the newest Board members, John DiBiaggio, President Emeritus, Tufts University; Matthew Morand, Student, UMASS Lowell; and Jamal Brathwaite, Student, UMASS Boston.

Chair Fey thanked Chancellor MacCormack and her staff for their hospitality. She indicated that today's discussion focuses on the future and the 10-year Strategic Plans of the campuses.

Under the **President's Report**, President Wilson introduced and thanked Senator Steven Baddour, a graduate of UMASS Dartmouth, and Senator Steven Panagiotakis, Vice Chairman of the Senate Ways and Means Committee, for visiting with the Board.

President Wilson then provided an overview of Strategic Directions for the University. He reported on System-Wide Strategic Planning; New Directions for UMASS; Challenges and Opportunities the Changing Environment Presents for UMASS; How UMASS Can Reposition Itself as a Key Resource to Meet New State Challenges; and New Opportunities for UMASS to Develop as a Top-Tier Public Research University.

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Highlights included:

- We are going to see how the campuses begin to think of themselves and their strategic plans and where they are going in the future;
- Common goals among the campuses include focusing on improving the student experience, community impact, diversity, and focusing on self-help;
- The University has a leadership position with performance measurement matters, capital investment for infrastructure, students, research, and matching funds in Massachusetts is imperative, and enrollment and diversity is a focus of the University's plan;
- Plans for new directions for the University include selectively expanding enrollment at UMASS Amherst, UMASS Dartmouth, and UMassOnline, and radically growing its Research and Development base;
- On Friday the University will participate in an announcement with Senator Kennedy and Mass Insight to release the new report on 'The Economy and Massachusetts';
- The challenging environment presents challenges and opportunities for the University. The University is repositioning itself through strategic investments and directly addressing the challenges;
- The University must stabilize core funding, develop and renew special state support for endowed chairs and capital facilities, secure targeted state science and technology resources, position the campuses to compete in federal competitions on research, and make UMASS more attractive for corporate partnerships and philanthropy.

The Chancellors then reported on the **Campus Strategic Plans**. Highlights included:

UMASS Amherst

- The strategic planning mission is to be a national independent research campus;
- The strategic plan focuses its mission on delivering nationally competitive performance in teaching and research;
- The campus can enhance its revenue by increasing its performance in fundraising, developing more effective means of commercializing its intellectual property, continuing to expand its participation in continuing distance education, and expanding its out-of-state student population;
- The campus will increase its enrollment by 300 students per year over the next five-year planning period;
- UMASS Amherst is working with the central CVIP office to improve the way the campus supports, motivates and mobilizes faculty to commercialize intellectual property;
- Physical plant is poorly maintained and operated and is a major liability for the campus;
- Inadequate funding of the physical plant requires the campus to invest substantial and increasing amounts of its operating funds in renovations, repairs, and replacement of facilities;
- The role of the institution is to grow out-of-state and in-state students, and invest in students and the much needed faculty.

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UMASS Boston

- Current guidelines for the planning process include:
 - The University will grow in stature, but not in size;
 - Maintain the diversity of the university population;
 - Align the campus with the University's Performance Measurement System;
 - Build on existing academic strengths;
 - Embrace Technology;
 - Serve the Commonwealth.

- Strategic Priorities: To increase Retention, Research and Reputation (The 3 R's).
 - Retention** - To sustain a challenging curriculum and co-curricular activities that respond to the multiple needs and interests of the students. To provide expanded faculty advising, enhance the first-year experience for students, build student community on campus, provide off campus learning experiences, improve the assessment of student learning, expand distance learning programs, improve classrooms and other learning spaces, build a first-class IT network.

 - Research** - To increase faculty research. Faculty sponsored research will build the campus' Signature Research Programs and create alliances with 90 tech companies in the area; funding opportunities of \$2 million in federal support for state-of-the-art Geographic Information Systems Center, Enhanced Environmental Genomics Labs, and an Initiative Trace Metals Lab; provide a long history of involvement with the clean up of the Boston Harbor; Collaboration with the Dana Farber Cancer Institute; provide future funding of a 5-year \$5 million Long Term Ecological Research NSF grant.

 - Reputation** - To increase UMASS Boston's reputation by increasing the campus' contribution to the commonwealth and increase revenue. To establish Foundation and Advisory Boards in colleges, achieve national ranking and program accreditation for selected programs, expand the continuing education service to the region, and promote business and community partnerships.

UMASS Dartmouth

- The strategic planning mission is to focus on continued growth and development as the best in class regional university;
- Goals outlining the campus' growth plan include a focus on size and expansion of enrollment to 10,000 students (8,000 undergraduate and 2,000 graduate) by 2010; growth in targeted graduate programs; expansion of key research strengths; pursuit of external contracts and industry partnerships; and a catalyst in educational, cultural, and economic activity;
- The Center for Marine Science and Technology is a recognized leader in Marine Research;
- The Dartmouth campus devotes energy to administrative partnerships in purchasing, technology infrastructure, enrollment strategies, and fundraising approaches and is open to collaborations that strengthen the ability to meet its mission.

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UMASS Lowell

•Strategic plan leading up to July 2000:

- The 1975 merger that formed UMASS Lowell had difficulty in it. Being so broadly written and with limited resources, the expectations on and off campus were far beyond reach.
- To correct the difficulty the 1993-2000 “Realign/Redesign/Reallocate Strategic Plan” was developed. By July 2000 UMASS Lowell was in very good financial condition.

•1998-2005/06 Strategic Plan contained a primary focus on five imperatives:

- Stabilize enrollments;
- Improve the physical plant;
- Enhance and sustain the regional development plan;
- Improve the teaching and learning dynamic and enhance the technology and training across the campus;
- Expand fundraising efforts.

•Major areas of focus to produce \$5 million a year of revenue by 2005/06:

- Commercializing the intellectual property;
- Redesigning the continuing education program at Lowell into an aggressive program;
- Expand fundraising activities.

•Major Goals of the 2003-2013 Transformation Process:

1. Overall Goal – To solidify UMASS Lowell’s reputation based on how a public university providing high quality, affordable programs and operating in the highly respected land grant tradition can play an effective role in sustainable regional economic and social development in today’s global economy.
2. Academic Goal – To provide the undergraduate experience, regardless of the major being pursued, which will enable students to clearly understand the interrelation between various disciplines and how that dynamic interaction shapes the sustainability of vibrant societies, the robustness of stable economics and the quality of lives.

Transformation Steps:

- Make significantly more productive use of UMASS Lowell’s talented faculty and supporting academic services;
- Make major improvements in the effectiveness of the teaching/learning dynamic;
- Integrate closely related courses now given independently by several academic departments;
- Use more large classrooms and make use of the two-way interactive voice/video system;
- Electronically receive and provide academic courses with other UMASS campuses when cost effective;
- Move to department or “cluster” work loads in order to make maximum use of the strength of each individual faculty member;
- Give highest priority to continuing efforts to restructure the undergraduate experience.

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3. Financial Goal – To provide a high quality education in a safe, inviting environment, made financially accessible by granting significant campus paid for financial aid based on student need with the funds available by reducing overall campus instructional and business and facility cost.

Transformation Steps:

- Reduce all business processing costs that can be reduced by centralizing the process in the University System Office making maximum use of the PeopleSoft system;
- Aggressively expand present efforts to conduct as much student, staff, faculty and external transactions, information exchange and business processes in a “self-help” WEB-based mode to reduce the “processing” time/cost;
- Reduce the non-faculty payroll cost and improve student services and business processes;
- To fully make use of the robustness of the PeopleSoft system.

UMASS Worcester

- The mission of the Medical School is to serve the people of the Commonwealth through programs of national distinction in health science education, research, and public service;
- Strategic goals and objectives:
 - Implementation of current research enterprise and capital investments;
 - Management of core support departments in the context of the current budget without disrupting growth;
 - Educational support investments;
 - Advancing plans for research growth and faculty retention and recruitment.

President Wilson indicated that for the University to build on its Strategic Plan it must continue to serve the students and the Commonwealth, be accessible, and affordable.

President Wilson then introduced Senator Steven Panagiotakis, Vice Chairman of the Senate Ways and Means Committee. Senator Panagiotakis thanked the Chancellors for their reports. He noted that in the last two years funding for higher education had decreased by 23%; the Senators are working with the Legislature, businesses, communities and parents to establish a ‘Parents Task Force in Higher Education’ to fight for higher education. Senator Panagiotakis urged the Trustees to help make the case for the University at the State House.

Chair Fey thanked Senators Baddour and Panagiotakis for recognizing the issues facing the University and asked that the Board be kept informed of how it could provide help.

The meeting adjourned at 11:28 a.m.

Zunilka Barrett
Staff Associate