UNIVERSITY OF MASSACHUSETTS
COMMITTEE/BOARD MINUTES 2003

AD HOC COMMITTEE ON RESTRUCTURING
April 9, 2003
May 6, 2003

BOARD OF TRUSTEES
February 12, 2003
March 12, 2003 (special meeting)
May 7, 2003
June 26, 2003 (special meeting)
August 6, 2003
August 28, 2003 (special meeting)
November 5, 2003

COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS
January 21, 2003
April 22, 2003
July 22, 2003
October 21, 2003

COMMITTEE ON ADMINISTRATION, FINANCE AND AUDITS
January 23, 2003
April 24, 2003
July 24, 2003
October 23, 2003

COMMITTEE ON ATHLETICS
April 24, 2003
May 19, 2003
September 30, 2003

COMMITTEE OF THE WHOLE
May 6, 2003
August 6, 2003
November 4, 2003

DEVELOPMENT COMMITTEE
January 21, 2003
April 22, 2003
July 22, 2003
October 23, 2003

GOVERNANCE COMMITTEE
June 17, 2003
July 8, 2003
August 13, 2003
August 20, 2003 (Executive Session)
August 28, 2003
November 4, 2003

INVESTMENT
November 25, 2003

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE AD HOC COMMITTEE ON RESTRUCTURING

Wednesday, April 9, 2003; 8:00 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Co-Chairs Bissonnette Moes and Robert Mahoney (via conference call); Chair Fey; Trustees Dubilo, White and Zane

Committee Members Absent: Trustees Austin and Karam

University Administration: President Bulger; Executive Vice President Julian

UMASS Amherst: Chancellor Lombardi (joins the meeting at 9:05 a.m.)

Chair Bissonnette Moes convened the meeting at 8:10 a.m. Chair Fey then made a few comments first thanking Trustees Moes and Mahoney for their willingness to serve as co-chairs of this Committee.

Chair Fey reported that Massachusetts is not alone in facing a difficult economic climate - many states and their public universities are having financial problems. It has been ten years since the Saxon Report issued its findings recommending the current five-campus system. This ten-year anniversary, along with the Governor's proposals to dismantle the system, makes this the appropriate time to review our current situation.

Chair Mahoney pointed out some of the University's positive points: fundraising efforts are ongoing, UMassOnline has proved successful and the new PeopleSoft system is working. That being said, there is a need to eliminate the redundant activities taking place on the campuses. The campuses need to centralize and become part of one system. We may need outside help to accomplish these goals.

Chair Bissonnette Moes pointed out that we need to ask the question: "why aren't we improving efficiencies?" There has to be a new way of thinking in terms of efficiency. She suggested that the next meeting include the Chancellors to ask the questions "how has the institution benefited your campus as a whole, what are the benefits of being part of the system and how much are you willing to give up to become part of one system?"

It was again pointed out that a consultant should be hired to come in and recommend the consolidation of campus programs.

President Bulger thanked the Trustees for the time and work they put into the University. He has been meeting with legislators about the Governor's proposed reorganization plan, which he believes has not been well thought out.

There was then a discussion about the sharing of campus programs and the need to abide by the Pacheco Bill. President Bulger reported that the campuses have come up with their own plans to save money and there may be some lay-offs involved.

Trustee Zane commented that the Chancellors need our support for the hard decisions that need to be made. It was also pointed out that centralization is not always the answer for every case but that most decisions on this issue should be based on saving money.

At 9:05 a.m. Chancellor Lombardi joined the meeting. He was asked for his thoughts on long-term plans for efficiency, what can be done and what won't work.

Chancellor Lombardi reported that there is no ideal system. UMASS is a small system and medical schools generally are unique from the way other campuses are run. The key is to have the system learn to take responsibility for its success and determine a standard for performance and then have each campus held accountable.

He continued by reporting that money is the most important factor and that the money must be spent wisely. There are no poor first-rate universities. If you want quality you need money. There may be systems that work but are they worth the money needed to run them? If you consolidate functions it should be to save money.

Chancellor Lombardi pointed out that the consolidated legal system at the University works and that we should consider other functions that could be centralized.

At 9:35 a.m. Chair Mahoney leaves the meeting.

Trustee White noted that we must ask the following questions: are we being good stewards, have we overpaid for current quality. We must have indicators and determine how we measure quality.

Chair Bissonnette Moes reported that we need 3 or 4 initiatives and we need to decide the goals of this Committee.

It was also pointed out that we need to do a better job of promoting the University as one system. The Governor's proposal has the impression that we could easily be separated and this is not the case. We need to stress our mission and eliminate duplications among the campuses. The University has a mission and we need to argue the case of what we are doing right and what is working. We also need to build a case for receiving money.

It was decided that the next meeting would focus on the Chancellors. The Committee would meet individually with each Chancellor and ask the question: "what have you done to improve the system?"

There being no further business to come before the Committee the meeting was adjourned at 9:30 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE AD HOC COMMITTEE ON RESTRUCTURING

Tuesday, May 6, 2003; 1:30 p.m.
Conference Room 3
Advanced Technology and Manufacturing Center
151 Martine Street
Fall River, Massachusetts

Committee Members Present: Co-Chairs Bissonnette Moes and Robert Mahoney; Chair Fey; Trustees Austin, Dubilo, Karam, White and Zane (via conference call)

University Administration: President Bulger; Vice President Lenhardt

UMASS Boston: Chancellor Gora

UMASS Dartmouth: Chancellor MacCormack

UMASS Lowell: Chancellor Hogan

UMASS Worcester: Chancellor Lazare

Chairs Bissonnette Moes and Mahoney convened the meeting at 1:43 p.m. Today's meeting will focus on key issues facing the campuses and the need to become more efficient. Earlier today, several members of the Committee had met with members of Deloitte and Touche to discuss ways to consolidate and improve services. We need to explore the issue of whether or not it would be feasible to consolidate such services as Information Technology, Human Resources and Purchasing.

The members from Deloitte and Touche suggested a study on this subject would take 6-8 weeks with 6-8 people talking to campus leaders.

Today we will speak to the Chancellors and ask the following questions:

- What are the benefits of being part of the University System?
- What have you done to improve the System?
- How much are you willing to give up to become part of the System?
- What operations within your campus do you think can possibly be centralized in a more efficient manner to deliver a better product to the consumer and at a lower cost to the System? Which ones cannot and why?
- What areas within academic programs can be made more efficient through cross campus collaboration?

Before the Chancellors were brought in, the Committee members made the following point: the University must finalize a cross-campus common application. While each campus has its own criteria for applying to their individual campus, this issue must be resolved. There was also another observation about hiring a consultant to study the issues surrounding restructuring.

Chancellor MacCormack then joined the meeting and reported that being part of the University system is critical to the Dartmouth campus; the name "UMASS" adds to the reputation of the campus and creates the ability to attract a higher level of faculty and students.

Chancellor MacCormack also noted that some of the data entry services could be done off campus and that services such as Desk Help could be accessed from any campus. We should also look at ways to improve services while paying less. The Dartmouth campus would be willing to pay for services offered by other campuses.

Chancellor Hogan reported that there had been a flaw in the legislation that created the University of Lowell in 1974. It was interpreted to mean the Lowell campus would develop a very wide array of programs and services. Due to the limited resources available, this plan could not work; now, as part of the system the Lowell campus is able to focus on a set of programs. As a member of the system, the Lowell campus has access to better professional services such as the services from the University's General Counsel and the Information Technology team.

Chancellor Hogan noted that he and Chancellor MacCormack were appointed by President Bulger to study ways to centralize services and IT, help desks and data center were some of the suggestions; again location did not matter in these instances. He also stated that faculty members should be able to teach at other campuses and that degree programs with the minimum number of degrees granted per year should be closed or offered only on another one of the campuses.

Chancellor Gora reported that the name "UMASS" is a brand name and carries a strong reputation. The Boston campus also shares the legal services offered by the system. President Bulger offered his support for the strong work provided by the General Counsel's office.

Chancellor Gora noted that the President's Office is responsive to campus requests. She also reported that maintenance and cleaning services should be a campus to campus decision and a common application is something we need to look at.

Chair Mahoney suggested we look further into the idea of centralizing maintenance and cleaning services.

Chancellor Gora also talked about the benefits of David Gray's Information Technology service and that there is room for improvement with procurement. A General Operations Budget sheet was then distributed to the Committee members.

Chancellor Lazare reported that the Worcester campus was able to loan money to the Dartmouth campus and that data purchasing needs to be looked at further before being centralized. It was also noted that in some circumstances, the Amherst campus might not always want to be part of one system.

Due to the lateness of the day and the need to begin the next meeting, the Committee adjourned at 4:00 p.m. The Committee members agreed to review the information provided by the Chancellors and schedule another meeting in the near future.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Wednesday, February 12, 2003; 11:00 a.m.
Chancellor's Conference Room
Third Floor, Quinn Administration Building
100 Morrissey Boulevard
University of Massachusetts
Boston, Massachusetts

Trustees Present: Chair Fey; Trustees Babineau, Boyle, Briggs, Dawood, DeFaria, Dubilo, Karam, Kennedy, Lankowski, James Mahoney, McCarthy, Moes, Powers, Sheridan, White and Zane

Trustees Absent: Trustees Agganis, Austin, Giblin, Robert Mahoney and Rainey

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Chmura, Gray, Julian and Lenhardt; Mr. Wilson, CEO, UMassOnline; Chancellors Lombardi, Gora, MacCormack, Hogan and Lazare

Faculty Representatives: Professors May and O'Connor; UMASS Amherst; Professors Disch and Schwartz, UMASS Boston; Professor Langley, UMASS Dartmouth; Professor Carter, UMASS Lowell

Speaker: Mr. Goodkind, President, Service Employees International, Local 509, SEIU

Chair Fey convened the meeting at 11:25 a.m. and introduced the first item on the agenda, **Minutes of the Previous Meeting of the Board**.

It was moved, seconded and

VOTED: To approve the minutes of the November 6, 2002 meeting of the Board.

Under the **Chair's Report,** Chair Fey asked for a moment of silence in remembrance of Marion Mahoney, mother of Trustee Robert Mahoney. Mrs. Mahoney passed away on Monday.

Chair Fey thanked Chancellor Gora and her staff for their hospitality. She indicated that it is exciting to experience the energy and witness the physical transformation of the campus, especially the progress on the new campus center. The campus center is going to have a positive impact on life and learning.

Chair Fey reported that student charges for the 2003-2004 academic year are usually set at this time. However, a decision on student charges will be made in a few weeks.

Chair Fey expressed her appreciation to President Bulger and his staff, Trustee McCarthy, and representatives of the University's labor community for the manner in which they are discussing the difficult and complex issues before them. The Board will vote on a resolution that reflects the University's collective will.

Chair Fey introduced Trustee McCarthy who offered the following resolution. It was moved, seconded and

VOTED: The Board of Trustees recognizes that the dedicated faculty and staff of the University of Massachusetts are the System's most vital asset.

It is a matter of disappointment, for all parties concerned, that negotiated salary increases have not been funded and that the University's hard-working employees continue to await expected wage increases.

The Board reiterates its support for the negotiated salary increases for University employees and pledges to work with President Bulger, the unions and their members in an effort to fund these increases.

The members of the University of Massachusetts Board of Trustees, and President Bulger, working in conjunction with the System's employees and unions, strongly advocate for the maximum level of state appropriation funding feasible in the current fiscal environment. We are mindful of the Commonwealth's significant fiscal constraints but also recognize that a healthy and well-funded University of Massachusetts is critically important to economic recovery and growth.

Trustee McCarthy thanked the Board and President Bulger for their support.

Professor May of the Amherst campus thanked the Board on behalf of the faculty and staff of the University's system for passing the resolution. He indicated that taking this important step shows that everyone is working together for a vibrant, healthy, and robust UMASS.

Mr. Goodkind, President, Service Employees International, Local 509, SEIU called for more cooperation between the Trustees and University employees. He indicated that resolving the infrastructural crisis of the contracts should be the number one budgetary priority of the Board and each campus administration.

Chair Fey introduced Trustee Dawood to give the **Student Trustee Report, UMASS Boston**. Trustee Dawood began by speaking about her experiences as a student on the Boston campus.

Trustee Dawood reported on the current fiscal situation. Students are concerned about the long-term effects budget cuts will have, and are organizing in an effort to reach out to the Legislature on the importance of public higher education.

Trustee Dawood reported on the completion of the new campus center. The campus center is going to put forth a brighter, welcoming face on the campus. She then reported that the Boston campus continues to be at the forefront of innovation in student leadership, offering various opportunities for them to excel. The highlights included:

-Student Life supports the public service mission of UMASS and recognizes students who develop a sense of civic responsibility and community service;
-the Beacon Leadership Project program, the University Honors program, and the International Golden Key Honors Society provide opportunities to develop skills in strategic planning to students who demonstrate a commitment to promoting civic engagement;
-the University Honors Program is creating a curriculum for an Annual Study Weekend on Nantucket Island for first-year honors students;
-the University of Massachusetts Boston's Chapter of the International Golden Key is committed to academic excellence, fostering leadership, and, most importantly, community service;
-the administration and staff have honed themselves into a finely tuned instrument, offering excellence in academic support, finance, administrative leadership, and advising;
-the concerns of the students have become Chancellor Gora's mission.

There was a round of applause following Trustee Dawood's report.

The next item was the **President's Report**. President Bulger thanked Chancellor Gora and her staff for their hospitality. President Bulger then reported on fundraising efforts. Trustee Robert Mahoney, his brother, and their wives pledged $2 million to the UMASS Amherst Integrative Science Building. In honor of its retired chairman, Terry Murray, FleetBoston has donated $1 million to the Commonwealth Honors College program. President Bulger thanked the Mahoney family and FleetBoston for their exemplary acts of generosity.

President Bulger reported on Chancellor Lombardi's Inauguration. The two-day event celebrated the academic achievements and aspirations of the flagship campus at Amherst. Chancellor Lombardi's enthusiasm has brought a new spirit to the Amherst campus family. President Bulger indicated that the inauguration served as a reminder of the outstanding leadership on the five campuses. Chancellors Lazare, Hogan, Gora, McCormack, and Lombardi are a source of great strength to the University. Despite the adverse circumstances of the

moment, there is strong confidence in the future with their presence at the helms of the campuses.

President Bulger reported that Channel 5 recently paid tribute to some of the Commonwealth's stalwart leaders...Chancellor Lazare was among them. Paul LaCamara, President of Channel 5, described Chancellor Lazare as "a man of personal and professional good works, who heads the UMASS Medical School in Worcester, is now a national leader in educating and inspiring young Massachusetts doctors to serve those in need." President Bulger congratulated Chancellor Lazare and thanked him for his good work.

President Bulger reported on the recent approval by the Department of Immigration and Naturalization Services of the Student and Exchange Visitor Information System. The five campuses received approval by the January 31, 2003 deadline, which allows them to move ahead with enrollment of foreign students.

President Bulger reported on the resolution passed by the Board. He is heartened by the positive dialogue that is taking place between his office, and the University's staff and faculty. He thanked the faculty and staff for the efforts made. He reported that the faculty's dedication results in real gains for the students. With that, he indicated that the Boston campus recently announced that Mr. D'Agostino, a student, has won a Marshall Scholarship, and will attend Oxford University to study processes having to do with toxic substances. He noted that the University's quality in many ways really depends on its ability to recruit and retain staff and faculty. The University is committed to working towards that goal with the labor community.

Chair Fey introduced the **Consent Agenda**. It was moved, seconded and

VOTED: To accept the following Audit Reports:

1. University Management Letter, FY2002 Financial Report **(Doc. T03-015)**
2. Report on Massachusetts Student Financial Assistance Programs in Accordance with Mass Office of Student Financial Assistance Attestation Guide **(Doc. T03-011)**
3. Report on Federal Financial Assistance Programs in Accordance **with** OMB Circular A-133 **(Doc. T03-012)**

And further,

VOTED: To accept the following Audit Reports

1. International Programs Office Audit Report, UMASS Amherst **(Doc. T03-001)**
2. WFCR-FM and Friends of WFCR, Inc. Combined Financial Statements and Auditors Report; WFCR-FM Management Letter; Communication Letter to the Board of Trustees for WFCR-FM and the Friends of WFCR, Inc. **(Doc. T03-004)**
3. WUMB-FM Radio Financial Statements and Supplementary Information; WUMB-FM Management Letter; Communication Letter to the Board of Trustees for WUMB-FM **(Doc. T03-003)**
4. Student Activities Trust Fund, UMASS Amherst, Campus Activities Office Operations **(Doc. T03-002)**
5. Statement of Revenues and Expenditures of the Intercollegiate Athletic Department, UMASS Amherst **(Doc. T03-013)**
6. Report on the Minuteman Court Club and the UMASS Athletic Fund **(Doc. T03-014)**
7. Audit Activity Report **(Doc. T03-010)**

The next item on the agenda was the **Report of the Committee on Academic and Student Affairs**. Trustee White reported that the Committee met on January 21st. Vice President Botman led the Enrollment Managers from the four undergraduate campuses in a discussion on student recruitment, enrollment, and retention. The discussion demonstrated the important role enrollment managers play in helping the campuses achieve their distinct missions.

The next item was **College of Liberal Arts and College of Science and Mathematics, UMASS Boston**. Trustee White reported that the College of Arts and Sciences essentially operates as two colleges, each with its own dean and support staff. The new configuration formalizes an arrangement that already exists. He noted that this action has been approved by faculty governance groups, campus deans, the Provost, the Chancellor, and the Vice President for Academic Affairs.

It was moved, seconded, and

VOTED: To approve the division of the College of Arts and Sciences into a College of Liberal Arts and a College of Science and Mathematics at the University of Massachusetts Boston. (Doc. T03-006)

The next item was **Appointments to Named Professorships, UMASS Amherst**. Chair White reported on the appointment of Dr. Michael Malone as the Ronnie and Eugene Isenberg Distinguished Professor in Engineering at the University of Massachusetts Amherst. Dr. Michael Malone is a Chemical Engineer at the Amherst campus. The purpose of the professorship is to enhance teaching and research between the fields of engineering and business. The professorship is also awarded to a faculty member who has demonstrated exceptional teaching and research skills, and has achieved distinction in a special area of engineering. Dr. Malone is a nationally known researcher, author of 90 peer review publications, and the co-author of two books. He is an outstanding teacher...an excellent citizen to the engineering department and the University system.

Chair White then reported on the appointment of Dr. Joseph I. Goldstein as a Distinguished Professor at the University of Massachusetts Amherst. Dr. Goldstein is the Dean of the School of Engineering at the Amherst campus. He is also an accomplished engineer and scientist who maintains a productive research program. Dr. Goldstein has published over 200 peer review articles and prestigious journals, and is the author and editor of ten books. He had an asteroid named after him...Joegoldstein, in 2000. Dr. Goldstein is also known as an innovator in education, and has developed a series of textbooks which are widely used for instructional courses and by researchers in government and industrial laboratories. Dr. Goldstein and a colleague are credited with the development of the Commonwealth Information Technology Initiative, which has engaged 29 institutions of higher education in the reformation of education curriculum.

It was moved, seconded and

VOTED: To concur with the President in the appointment of Michael Malone as the Ronnie and Eugene Isenberg Distinguished Professor in Engineering at the University of Massachusetts Amherst.

And further,

To concur with the President in the appointment of Joseph I. Goldstein as a Distinguished Professor at the University of Massachusetts Amherst. (Doc. T03-007)

Trustee White announced that the remaining action items will be addressed in Executive Session.

The next item on the agenda was the report of the **Committee on Administration, Finance and Audit**. Trustee Dubilo reported that the Committee met on January 23rd. The major issues discussed at the meeting were the major audits conducted at the University, and the review of a

performance indicator for capital activity. The University received an unqualified opinion from PricewaterhouseCoopers attesting to its solid financial reporting of management activity. Trustee Dubilo commended the controller's staff and the University Auditor for such a positive report.

Trustee Dubilo reported that the University's financial system has been converted to a new administrative system and new financial reporting standards have been adopted. The University has improved in the number of audit citations it has received...45 pages of citations in the first audit in 1994, to 4 minor citations in 2002. The Committee also reviewed a new capital performance measurement that will track, on a year-to-year basis, the improvement of the University's physical plant condition.

The next item was the report of the **Development Committee**. Chair Fey reported in the absence of Trustee Robert Mahoney. The Development Committee has become one of the most active committees with Trustee Mahoney's leadership. The UMASS Foundation serves as the convening force of the committee meetings under the leadership of Joseph Cofield. President Bulger is supportive of the development efforts taking place at the campus level and is extremely active in the development work across the University system.

Chair Fey reported on development changes across the campuses. Recently, Matthew Eynon was appointed Development Director for the Lowell campus. Chancellor Gora has appointed Dr. Joan Fisher as Institutional Vice Chancellor for University Advancement for the Boston campus. Dr. Fisher comes from the University of Indiana. Chancellor Lombardi has developed a new Board and Foundation for the Amherst campus.

Chair Fey reported that the campuses are achieving solid results in collaboration with President Bulger's support and the UMASS Foundation. The University has raised a total of $73 million for the first half of this fiscal year; the goal is $86 million. Trustee Mahoney is confident that the development goals will be met.

Chair Fey reported on the $1 million gift from FleetBoston, and the $2 million gift from the Mahoney family. She thanked President Bulger, Trustee James Mahoney, Chancellor Lombardi and the Foundation for their efforts in securing FleetBoston's gift, which will be matched by $500,000 from the state.

Chair Fey was happy to report that there is almost 100% participation by the Trustees in support of the President's Annual Fund.

Under **Other Business**, Chair Fey called on Chancellor Lazare for the first item, **Appointment to Named Professorship, UMASS Worcester**. Chancellor Lazare indicated that he's requesting, on short notice, a distinguished professorship for Dr. Craig Mello. His

phenomenal discovery of a technique called RNAi appeared on the cover of *Science Magazine* as the "breakthrough of the year."

It was moved, seconded and

VOTED: To concur with the President in the appointment of Craig Mello, Ph.D. as a Distinguished Professor in Molecular Medicine at the University of Massachusetts Worcester. (Doc. T03-017)

At 12:05 p.m. Trustee Dubilo and President Bulger left the meeting and did not otherwise participate in the following matters.

General Counsel O'Malley then reported on the next round of votes related to Bond Counsel and the University's Capital Plan: **Amendment of Vote Number Doc. T02-047 Approving the FY 2003 Five-Year Capital Plan for the University as contained in Trustee Document Number Doc. T02-047**, **Resolution of the Board of Trustees of the University of Massachusetts Approving a Contract for Management and Services 2003-1 Projects and Authorizing Other Action**, **Resolution of the Board of Trustees of the University of Massachusetts Approving Refunding**, **Resolution of the Board of Trustees of the University of Massachusetts Authorizing the Guaranty by the Commonwealth of Bonds or Notes issued by the University of Massachusetts Building Authority to Finance Projects or for Refunding and the Execution of such Guaranty on such Bonds or Notes so Guaranteed**.

It was moved, seconded and

VOTED: Vote Number Doc. T02-047 adopted by the Board of Trustees of the University of Massachusetts (the "University") on August 7, 2002 approving the FY 2003 Five-Year Capital Plan for the University, as contained in Trustee Document Number Doc. T02-047, is amended by adding after subparagraph (b) of paragraph number 1 thereof and before paragraph number 2 thereof the following:

"Notwithstanding and without affecting the foregoing provisions of this paragraph, the Executive Vice President of the University is hereby directed in the name, on behalf and by authority of the Trustees to make a written request to the Building Authority that the Building Authority initiate the following projects, which projects may be undertaken separately or together for financing purposes:

construction of dormitories, a dining hall and a parking garage at the Boston campus of the University." (Doc. T02-047)

RESOLVED: That the making of a Contract for Management and Services 2003-1 Projects among The Commonwealth of Massachusetts (the "Commonwealth"), acting by and through the Board of Trustees (the "Trustees") of the University of Massachusetts (the "University"), the Trustees and University of Massachusetts Building Authority (the "Authority") pursuant to Chapter 773 of the Acts of 1960, as amended (the "Enabling Act"), and pertaining to the undertaking by the Authority of projects for which requests have been authorized by the Trustees, be and the same hereby is authorized; that the Chair of the Trustees, the Vice Chair of the Trustees, the President of the University, the Executive Vice President of the University and the Vice President for Management and Fiscal Affairs and Treasurer of the University, each acting alone, be and hereby are authorized, in the name and on behalf of the Commonwealth and the Trustees, to sign, seal with common seal of the University and of the Trustees, acknowledge if deemed advisable and deliver a Contract for Management and Services 2003-1 Projects substantially in the form presented to this meeting, subject to such changes, insertions and omissions as may be approved by the signer of such Contract on behalf of the Commonwealth and the Trustees; that the form of such Contract for Management and Services 2003-1 Projects presented to this meeting and each term, condition and provision therein contained be and the same hereby are approved, subject to such changes, insertions and omissions as may be approved by the signer of such Contract on behalf of the Commonwealth and the Trustees; and that the execution of such Contract for Management and Services 2003-1 Projects by the signer of such Contract on behalf of the Commonwealth and the Trustees shall be conclusive evidence (a) of the approval by such signer of any such changes, insertions or omissions and the authorization of the same and (b) that the form of Contract for Management and Services 2003-1 Projects so executed (with approved changes, insertions and omissions, if any) is as hereby authorized and approved. That each of the Chair of the Trustees, the Vice Chair of the Trustees, the President of the University, the Executive Vice President of the University, and the Vice President for Management and Fiscal Affairs and Treasurer of the University, acting alone, and each other officer of the University, acting alone, are hereby authorized to do such other things and to take such other actions as the officer or officers so acting shall, as conclusively evidenced by their doing any of the things or taking any of the actions hereby authorized, deem necessary or desirable to be done or taken to carry out any project (or the financing thereof) a request to initiate which has been made to the Authority by the authority of the Trustees, including without limitation the execution, sealing and delivery of contracts (which are hereby authorized)

on behalf of the Commonwealth or the Trustees (including without limitation contracts entered into by the Commonwealth, acting by and through the Trustees, with the Authority for state financial assistance in the form of a guaranty by the Commonwealth of bonds (in one or more series) or notes (in one or more series) of the Authority, all as provided in and subject to the Enabling Act), the execution of any such contract by the signer thereof on behalf of the Commonwealth and the Trustees conclusively to evidence that such contract is authorized by this Resolution.

That in addition to the authorizations granted by this resolution to the Chair of the Trustees, the Vice Chair of the Trustees, the President of the University, the Executive Vice President of the University, the Vice President for Management and Fiscal Affairs and Treasurer of the University and each other officer of the University, and without limiting any such authorizations, the Trustees, pursuant to Chapter 75, Section 3A of the Massachusetts General Laws and every other authority thereunto the Trustees enabling, hereby delegate to the President of the University, the Executive Vice President of the University, the Vice President for Management and Fiscal Affairs and Treasurer of the University, each acting alone, and each other officer of the University, acting alone, the power to do all acts and things and exercise all powers each officer of the University is authorized by this resolution to do or exercise, such delegation being intended to be commensurate with the authorizations granted to each such officer by this resolution, and such delegation being in the judgement of the Trustees necessary or desirable. (Doc. T03-018)

RESOLVED: That the issuance by the University of Massachusetts Building Authority (the "Authority") of bonds (in one or more series) or notes (in one or more series) for the purpose of refunding any or all of the outstanding indebtedness of the Authority, including indebtedness of the University of Lowell Building Authority and indebtedness of the Southeastern Massachusetts University Building Authority, is hereby approved, and the President of the University Massachusetts (the "University"), the Executive Vice President of the University and the Vice President for Management and Fiscal Affairs and Treasurer of the University, each acting alone, and each other officer of the University, acting alone, be and hereby are authorized in the name and on behalf of the Trustees of the University (the "Trustees") to approve in writing the issuance by the Authority of bonds (in one or more series) for such purpose or notes (in one or more series) for such purpose.

That each of the Chair of the Trustees, the Vice Chair of the Trustees, the President of the University, the Executive Vice President of the University and the Vice President for Management and Fiscal Affairs and Treasurer of the University, acting alone, and each other officer of the University, acting alone, be and hereby are authorized to do all other things and to take all such other action as the officer or officers so acting shall, as conclusively evidenced by the taking of the action hereby authorized, deem necessary or desirable to be done or taken to carry into effect the matters hereby authorized, including without limitation the execution, sealing and delivery of contracts (which are hereby authorized) on behalf of the Commonwealth or the Trustees (including without limitation contracts entered into by the Commonwealth, acting by and through the Trustees, with the Authority for state financial assistance in the form of a guaranty by the Commonwealth of bonds (in one or more series) or notes (in one or more series) of the Authority, all as provided in and subject to the Enabling Act), the execution of any such contract by the signer thereof on behalf of the Commonwealth and the Trustees conclusively to evidence that such contract is authorized by this Resolution.

That in addition to the authorizations granted by this resolution to the Chair of the Trustees, the Vice Chair of the Trustees, the President of the University, the Executive Vice President of the University, the Vice President for Management and Fiscal Affairs and Treasurer of the University and each other officer of the University, and without limiting any such authorizations, the Trustees, pursuant to Chapter 75, Section 3A of the Massachusetts General Laws and every other authority thereunto the Trustees enabling, hereby delegate to the President of the University, the Executive Vice President of the University and the Vice President for Management and Fiscal Affairs and Treasurer of the University, acting alone, and each other officer of the University, acting alone, the power to do all acts and things and exercise all powers each officer of the University is authorized by this resolution to do or exercise, such delegation being intended to be commensurate with the authorizations granted to each such officer by this resolution, and such delegation being in the judgement of the Trustees necessary or desirable. (Doc. T03-019)

RESOLVED: That The Commonwealth of Massachusetts (the "Commonwealth"), acting by and through the Board of Trustees (the "Trustees") of the University of Massachusetts (the "University"), and the Trustees may enter into one or more contracts (each a "Contract") with the University of Massachusetts Building Authority (the "Authority") for state financial assistance in the form of a guaranty by the Commonwealth, as provided in Chapter 773 of

the Acts of 1960, as amended (the "Enabling Act"), of bonds (in one or more series) or notes (in one or more series) of the Authority issued to finance projects initiated by the Authority upon written request made by authority of the Trustees or for refunding outstanding indebtedness of the Authority, including bonds initially issued by the University of Lowell Building Authority and bonds initially issued by the Southeastern Massachusetts University Building Authority; provided, however, that the principal amount of all notes and bonds of the Authority so guaranteed by the Commonwealth and outstanding at any one time shall not exceed the principal amount permitted by the Enabling Act to be so guaranteed and outstanding. Any Contract may be combined with and made part of a contract for management and services authorized by the Trustees among the Commonwealth, acting by and through the Trustees, the Trustees and the Authority.

That the Chair of the Trustees, the Vice Chair of the Trustees, the President of the University, the Executive Vice President of the University and the Vice President for Management and Fiscal Affairs and Treasurer of the University, each acting alone, and each other officer of the University, acting alone, be and hereby are authorized, in the name and on behalf of the Commonwealth and the Trustees, to sign, seal with common seal of the University and of the Trustees, acknowledge if deemed advisable and deliver each Contract and that the execution of such Contract by the signer of such Contract on behalf of the Commonwealth and the Trustees (or the execution by the signer on behalf of the Commonwealth and the Trustees of the contract for management and services with which such Contract is combined and of which such Contract is made a part (which combined contract for financial assistance and management services may be named a contract for financial assistance, management and services with appropriate additions to such names to identify the projects, bonds or notes to which such contract pertains and other pertinent information) shall be conclusive evidence that such Contract is authorized by this Resolution.

That the Chair and Vice Chair of the Trustees of the University be and each such officer acting alone hereby is authorized, in the name and on behalf of the Commonwealth, to sign by manual facsimile signature the form of guaranty provided in the applicable Contract on each bond or note issued by the Authority and guaranteed pursuant to such Contract; in the case any officer of the Trustees whose signature or facsimile signature shall appear on any such bond or note shall cease to be such officer before the delivery thereof, such signature or facsimile signature shall

nevertheless be valid and sufficient for all purposes, the same as if such officer had remained in office until such delivery.

That each of the Chair of the Trustees, the Vice Chair of the Trustees, the President of the University, the Executive Vice President of the University and the Vice President for Management and Fiscal Affairs and Treasurer of the University, acting alone, and each other officer of the University, acting alone, is hereby authorized to do such other things and to take such other actions as the officer so acting shall, as conclusively evidenced by such officer's doing any of the things or taking any of the actions hereby authorized, deem necessary or desirable to be done or taken to carry into effect any of the authorizations granted to such officer by the foregoing paragraphs hereof.

That in addition to the authorizations granted by this resolution to the Chair of the Trustees, the Vice Chair of the Trustees, the President of the University, the Executive Vice President of the University, the Vice President for Management and Fiscal Affairs and Treasurer of the University and each other officer of the University, and without limiting any such authorizations, the Trustees, pursuant to Chapter 75, Section 3A of the Massachusetts General Laws and every other authority thereunto the Trustees enabling, hereby delegate to the President of the University, the Executive Vice President of the University and the Vice President for Management and Fiscal Affairs and Treasurer of the University, each acting alone, and each other officer of the University, acting alone, power to do all acts and things and exercise all powers each officer of the University is authorized by this resolution to do or exercise, such delegation being intended to be commensurate with the authorizations granted to each such officer by this resolution, and such delegation being in the judgement of the Trustees necessary or desirable. (Doc. T03-020)

Chair Fey then announced that the Board would enter into **Executive Session** to discuss **Appointments with Tenure, UMASS Worcester, Awards of Tenure, UMASS Amherst, UMASS Worcester** and **Honorary Degrees, UMASS Worcester**. She indicated that the Board would not reconvene in open session.

It was moved, seconded and

VOTED: To enter **Executive Session** to consider **Appointments with Tenure, UMASS Worcester**, **Awards of Tenure, UMASS Amherst, UMASS Worcester** and **Honorary Degrees, UMASS Worcester**.

Chair Fey voted for the motion as did Trustees Babineau, Boyle, DeFaria, Karam, Kennedy, James Mahoney, Moes, Powers, Sheridan, White and Zane.

The time was 12:10 p.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE SPECIAL MEETING OF THE BOARD OF TRUSTEES

Wednesday, March 12, 2003; 8:00 a.m.
Board Room
One Beacon Street - 26th Floor
University of Massachusetts
Boston, Massachusetts

Trustees Present: Chair Fey; Trustees Austin, Boyle, Briggs, Dawood, DeFaria, Dubilo, Giblin, Karam, James Mahoney, Robert Mahoney, Moes, Powers, Rainey, Sheridan, White and Zane

Trustees Absent: Trustees Agganis, Babineau, Kennedy, Lankowski and McCarthy

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Julian; Botman, Chmura, Gray, Lenhardt and Wilson; Chancellors Lombardi, Gora, MacCormack and Lazare; Provost Wagner; Vice Chancellors Zekan, Goodwin; Associate Vice President Connolly; Mr. Brady, Special Counsel; Mr. O'Riordan, Budget Director

Faculty Representatives: Professors May and O'Connor; UMASS Amherst; Professors Disch and Schwartz, UMASS Boston; Professor Langley, UMASS Dartmouth, Professor Carter, UMASS Lowell

Chair Fey convened the meeting at 8:00 a.m. and asked for a motion to go into **Executive Session** to consider issues related to **Collective Bargaining** and **Litigation**.

She indicated that the Board would resume deliberations in open session when the discussion was completed.

It was moved, seconded and

VOTED: To enter into **Executive Session** to consider issues related to **Collective Bargaining** and **Litigation**.

Chair Fey voted for the motion as did Trustees Austin, Boyle, DeFaria, Dubilo, Giblin, Karam, James Mahoney, Robert Mahoney, Moes, Powers, Rainey, Sheridan, White and Zane.

The time was 8:10 a.m.

At 9:07 a.m. the Board reconvened in open session and took a short break.

Under the **Chair's Report,** Chair Fey reported that today's meeting has been called so that Trustees may consider an increase in tuition and the mandatory fee rates for Fall 2003. Chair Fey also commented on the Governor's proposal to reorganize the public higher education system.

Chair Fey first thanked the President for his leadership during these times of uncertainty. Currently, the University is working on collaborative business relationships; the five campuses are working together to share services and developing patents and research opportunities. This Board takes the commitment to higher education very seriously. The University of Massachusetts and all of public higher education are central to economic growth and to help get the state's fiscal house back in order. She then asked President Bulger to review the Governor's proposal for higher education.

President Bulger explained some of the key points of the Governor's Reorganization Plan including the elimination of the current Board of Trustees replaced by separate Boards, creating a secretary of education and giving additional power to the Board of Higher Education. There is also a plan to privatize the Amherst and Worcester campuses. The plan would also downgrade the research mission of the Boston, Dartmouth and Lowell campuses.

The FY2004 Budget Plan would include a lump sum appropriation for all public campuses, reduce state support for the University by $65 million, tuition retention, increase the state scholarship line item while eliminating the earmarks for public higher education students and eliminate the special appropriations for the Commonwealth College and the Endowment Match.

This past Monday, President Bulger appeared before the House and Senate Ways and Means Committee to speak about the plan and if public higher education should continue to exist in the Commonwealth.

President Bulger then reported that the President's Office has been reported as operating with a $14 million budget; the actual cost is $5.6 Million and the University generates some of its own revenue. The University is also operating with 500 fewer people than last year.

President Bulger announced some of the University's own proposals: increase efficiency through administrative reductions, service institutions through Information Technology Services, expand the services for UMassOnline, increase shared services and strengthen regional collaborations among public and private campuses.

President Bulger also reported that he is talking with the Legislature to support the University in as generous manner as possible despite the severe economic difficulties; he will meet individually with as many legislators as possible as well as meeting with members of the business community.

The current five campus University system is a critical base with which to move forward in the 21st century as stated by the leaders of the UMASS Alumni.

President Bulger went on to discuss today's action for a per semester fee increase of $500. This amount will raise approximately $40 million for the campuses and must be set at this time to meet financial aid and student decision deadline dates.

Vice President Lenhardt reported that from 1993 to 2003 the average annual increase was 3.1% and from 1996 to 2002 the annual increase has been 2.1% and that this is a reasonable amount to charge. We are also requesting a $1000 increase in out-of state-fees.

It was moved, seconded, and

VOTED: WHEREAS the University of Massachusetts, the state's only public research university, is committed to maintaining high standards of academic excellence and the pursuit of distinction in its research and scholarship activities, and is committed to bringing new knowledge and innovation to every region of the state; and

WHEREAS the University strives to eliminate financial, geographic, and time barriers to university level educational opportunities for Massachusetts residents; and

WHEREAS the University is committed to meeting the workforce development needs of the Commonwealth's knowledge-based economy; and

WHEREAS the University is dedicated to the constant modernization of its academic programs and facilities to keep pace with the education and research challenges of the 21st Century; and

WHEREAS despite the significant limitations on state support for the University in the current economic crisis, the University of Massachusetts remains committed to managing, developing and improving its human, capital and financial resources to meet its strategic priorities;

BE IT THEREFORE RESOLVED THAT the Board takes the following actions:

1. In accordance with Section 1A of Chapter 75 of the General Laws, to establish and approve tuition at the following maximum semester rates for the Amherst, Boston, Dartmouth and Lowell campuses for academic year 2003-2004:

Tuition	Amherst	Boston	Dartmouth	Lowell
Undergraduate (resident)	$857	$857	$709	$727
Undergraduate (non-resident)	$4,969	$4,879	$4,050	$4,284
Graduate (resident)	$1,320	$1,295	$1,036	$1,092
Graduate (non-resident)	$4,969	$4,879	$4,050	$4,284

2. And further, in accordance with Section 1A of Chapter 75 of the General Laws, to establish and approve the following maximum semester mandatory fee rates for the Amherst, Boston, Dartmouth, and Lowell campuses for academic year 2003-2004:

Total Mandatory Fees	Amherst	Boston	Dartmouth	Lowell
Undergraduate (resident)	$2,884	$2,254	$2,356	$2,380
Undergraduate (non-resident)	$3,699	$3,562	$3,765	$4,042
Graduate (resident)	$2,557	$2,260	$2,598	$2,075 *
Graduate (non-resident)	$3,509	$3,568	$3,765	$3,284 *

**Per 9 credit load*

3. And further, in accordance with Policy T92-031, Appendix E, to authorize the President to approve, no later than April 4, 2003, the individual rates for mandatory charges, providing that total semester mandatory student charges shall not exceed the total rates as outlined below for the Amherst, Boston, Dartmouth, and Lowell campuses for academic year 2003-2004:

Total Mandatory Student Charges	Amherst	Boston	Dartmouth	Lowell
Undergraduate (resident)	$3,741	$3,111	$3,065	$3,107
Undergraduate (non-resident)	$8,668	$8,441	$7,815	$8,326
Graduate (resident)	$3,877	$3,555	$3,633	$3,167
Graduate (non-resident)	$8,478	$8,447	$7,815	$7,568

4. And further, in accordance with Section 1A of Chapter 75 of the General Laws, to establish and approve the following semester tuition and maximum mandatory fee rates for the Worcester campus for academic year 2003-2004:

Tuition & Mandatory Fees Worcester Medical School	Tuition	Mandatory Fees	Total Student Charges
Medical School (resident only)	$4,176	$2,500	$6,676
Graduate Sch.of Nursing (resident)	$1,320	$2,500	$3,820
Graduate Sch.of Nursing (non-resident)	$4,928	$2,500	$7,428
Graduate Sch.Biomedical Science (resident)	$1,320	$1,668	$2,988
Graduate Sch.Biomedical Science (non-resident)	$4,928	$1,668	$6,596

5. And further, to authorize the President to approve, no later than April 4, 2003, individual fee rates for other student fees and student fee/revenue based operations charges not already approved by the Board for academic year 2003-2004. (Doc. T03-021)

Trustee Powers stated that this fee increase is a lot of money for some students and requested that Trustees in the future continue to try to keep the cost of attending the University down.

Trustee Powers votes against the motion.

The meeting adjourned at 9:32 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Wednesday, May 7, 2003; 9:15 a.m.
Conference Dining Room
University of Massachusetts
285 Old Westport Road
North Dartmouth, Massachusetts

Trustees Present: Chair Fey; Trustees Austin, Babineau, Boyle, Briggs, Dawood, DeFaria, Dubilo, Karam, Lankowski, James Mahoney, Robert Mahoney, Moes, Powers, Rainey, Sheridan, White and Zane

Trustees Absent: Trustees Agganis, Giblin, Kennedy and McCarthy

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Chmura, Gray, Julian and Lenhardt; Mr. Wilson, CEO, UMassOnline; Chancellors Lombardi, Gora, MacCormack, Hogan and Lazare

Faculty Representatives: Professors May and O'Connor, UMASS Amherst; Professor Schwartz, UMASS Boston; Professor Langley, UMASS Dartmouth, Professor Carter, UMASS Lowell, Dr. Cooke, UMASS Worcester

Speakers: Professor Daniel Georgianna, UMASS Dartmouth; Yolanda Baird, Vice President, AFSCME, Local 507, UMASS Dartmouth

Chair Fey convened the meeting at 9:30 a.m. The first item on the agenda for action was **Minutes of the Previous Meetings of the Board**.

It was moved, seconded and

VOTED: To approve the minutes of the February 12, 2003 and the March 12, 2003 meetings of the Board.

Under the **Chair's Report,** Chair Fey thanked Chancellor MacCormack and her staff for their hospitality. She indicated that while the final meeting of the academic year is always bittersweet, this year has been challenging due to the fiscal crisis. She then highlighted some of the recent events taking place at the University.

The highlights included:

- The Inauguration of Chancellor Lombardi at UMASS Amherst;
- The rising of the Campus Center at UMASS Boston;
- The opening of the Recreation Center at UMASS Lowell;
- The groundbreaking of the Medical School's Biologics Laboratory in Boston;
- The opening of two new Residents Halls at UMASS Dartmouth; and
- The commencement ceremonies taking place in a couple of weeks.

Chair Fey announced that this is the last meeting for Trustees Briggs, Dawood, DeFaria and Powers. Trustee Lankowski, from UMASS Lowell has been re-elected. On behalf of the Board of Trustees, Chair Fey thanked the students for their time, efforts, perspectives, and dedication to the University.

Chair Fey introduced Trustee DeFaria to speak on behalf of the student trustees. Trustee DeFaria thanked the Board for allowing students the opportunity to serve on the Board of Trustees. The University of Massachusetts prides itself in sincere dedication and fundamentals…meaning teaching and learning. "The learning experience is one we truly wish more students had and we hope this Board always values the role of the student representatives in learning, in serving, and in leading."

Chair Fey called on Trustee Briggs to give the **Student Trustee Report, UMASS Dartmouth**. Trustee Briggs reported that the students are concerned about academic excellence, affordability, and accountability. Students want access to high-quality teaching, involvement in cutting-edge research and the extra value associated with a degree from the University.

Trustee Briggs reported on the perspectives she has developed about the University while being an academic student, athlete, student leader, and trustee. She reported that the Dartmouth campus continues to grow and share ideas with its internal and external community. Intercampus activities have expanded the availability of degree programs to students, and allow the University to play a role in the regional economic development engine.

Trustee Briggs expressed her support for the continued growth of the Dartmouth campus, and commended Chancellor MacCormack and the administrators for working with the students.

Chair Fey thanked President Bulger and his staff, the Chancellors and their faculties and staffs, for their efforts during this difficult period.

Chair Fey then called on Professor Georgianna, from the Dartmouth campus. Professor Georgianna expressed his support and admiration to the Board of Trustees and President Bulger for their response to Governor Romney's reorganization plan. He indicated that the positive

message in support for the University has resonated with key legislators, the public, and newspaper editorial boards. He urged the Board and President Bulger to apply the same vigor and intelligence to fund employee contracts.

Professor Georgianna introduced Ms. Baird, Vice President, AFSCME, Local 507, from UMASS Dartmouth. Ms. Baird reported on the personal and professional impacts of the impending layoffs due to the current budget crisis.

In response to Professor Georgianna, President Bulger indicated that the contract funding could not be dealt with at this time. Given the circumstances, "We are fighting for the continued life of the institution for which we are responsible."

Trustee Karam indicated that the Trustees are lobbying very effectively to advocate for the position of the University.

The next item was the **President's Report**. President Bulger thanked the student trustees for their service to the University. He has been especially impressed by their personal ways of demonstrating tremendous leadership.

President Bulger thanked Chancellor MacCormack and her staff for their hospitality. He indicated that the Dartmouth campus is also the home of Brad Harris, the marine science student who is among the group of impressive students featured in the University's new television ad.

President Bulger reported that the Massachusetts House of Representatives is debating a state budget that will present a number of serious challenges for the University. The House recommends a $79 million cut to the University...an 18% reduction from the current state support, which comes after $462 million in reductions over the past two years. As the debate about the financial course of the Commonwealth and public higher education takes place, the University will continue to make its case to the Governor, the members of the House and the Senate over the next several weeks. "We will do our best to demonstrate that continued access to excellent public higher education is part of the core promise of opportunity that the Commonwealth has made to its citizens, especially those students graduating from Massachusetts high schools this spring. They have worked hard and deserve a first-rate higher education opportunity in the fall. We will make the case that an investment in public higher education is also a sound investment in our economy."

President Bulger reported that Speaker Finneran's emerging technology fund initiative is a positive outcome of the House budget process. The $100 million initiative could generate an additional $400 million of research and science activity at universities and companies in the Commonwealth. UMASS will be a competitive player in that initiative.

President Bulger announced that updates about the budget process will be posted on the University's website: http://www.massachusetts.edu, under the heading Team UMASS. He urged everyone who wants to keep the "public" and the "higher" in public higher education to visit the website.

President Bulger welcomed the governor's support and advocacy efforts to secure a major National Science Foundation (NSF) grant for the Amherst campus. Robert Pozen, the governor's top economic adviser, has been supportive of the initiative. Their support is very much appreciated. The University also continues to work closely with Doug Foy, the state's environmental policy leader, to match its research expertise with his agencies' public policy needs.

President Bulger reported that over the last 18 months, the University accelerated and expanded efforts to partner up with private higher education institutions and the major employers of Massachusetts. He indicated that such public-private partnerships are the cornerstones of an emerging science and technology initiative being driven by Mass Insight and the Massachusetts High Tech Council.

President Bulger reported that despite the poor economy, the University should have another successful year in fundraising.

President Bulger reported that four new endowed chairs have been created. They include the Robert M. and Shirley Siff Chair in Family Health Research at the Medical School; the Earl W. Stafford Professorship in Entrepreneurial Studies at the Amherst campus; the Terrence Murray Commonwealth College Honors Professorship; and the Chair in Peace Psychology on the Amherst campus. He reported that the number of endowed chairs has grown from 4 to over 40. President Bulger is grateful that the House of Representatives has chosen to fund another $2 million endowed chair initiative for the coming fiscal year.

President Bulger reported that despite all of the good advocacy work, cuts in real services are inevitable if the proposed budget reductions go into effect. The President's Office, Chancellors, and central administration are modeling various levels of budget cuts and will be prepared to respond once the budget process is completed. Suggesting specific program or service cuts without knowing the final budget may needlessly damage those programs and the people depending on them. He indicated that Board members would be informed of any progress.

President Bulger thanked the Trustees, Chancellors, faculty, staff, senior management, alumni, and the students who have stayed the course during these difficult times.

Chair Fey introduced the **Consent Agenda**. It was moved, seconded and

VOTED: To accept the following Audit Reports on the Board Consent Agenda:

- **Audits**
  1. Audit Charter (Doc. T03-030)
  2. University Auditing Activity (Doc. T03-027)

The next item on the agenda was the **Report of the Committee on Academic and Student Affairs**. Trustee White reported that the Committee met on April 22nd. Vice President Botman and Associate Vice President Layton collaborated with the discussion on the academic experience at UMASS. The discussion focused on the levels of academic assessments used by the campuses.

The next item was the **Alcohol and Drug Policy, UMASS Dartmouth**. The changes include the addition of parental notification for drug policy violation for students, and increased enforcement for resident areas in the presence of alcohol.

It was moved, seconded, and

VOTED: To approve the revisions to the Dartmouth Alcohol and Drug Policy, Doc. T93-116, as amended.

The next item was **Appointment to Named Professorship, UMASS Amherst**. Dr. Clydesdale is a member of the Department of Food Science. His research concerns the study and regulation of physiochemical changes in food acceptability, overall health and quality of life. He is the author of 360 scientific articles, 20 books which he has authored or co-authored, and an expert in food policy. Dr. Clydesdale is also a dedicated teacher.

It was moved, seconded, and

VOTED: To concur with the President in the appointment of Fergus M. Clydesdale as a Distinguished Professor at the University of Massachusetts Amherst. (Doc. T03-023)

Trustee White reported that the remaining action items will be addressed in Executive Session.

The next item on the agenda was the report of the **Committee on Administration, Finance and Audit**. Trustee Dubilo reported that the Committee met on April 24th. The meeting focused on the financial and capital condition of the University. The meeting was held one day after the House Ways and Means Committee announced its recommended budget for FY04 with an 18% cut to the University. Trustee Dubilo echoed President Bulger's remarks...such a cut is not sustainable without having a major impact on the programs that the University conducts.

Trustee Dubilo reported that the Committee reviewed the five key Financial Indicators. The capital program continues at planned levels but as revenues decrease and building needs increase it will be difficult to keep up with capital needs. The Chancellors spoke about their revenues and cost cutting plans for next year. The Committee also reviewed the Federal Sarbannes-Oxley requirements for publicly traded companies and the Audit Charter.

The first item for action was **Establishment of the Robert M. and Shirley S. Siff Chair in Family Health Research, UMASS Worcester**.

It was moved, seconded and

VOTED: In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws, to establish an endowed professorship in family health research at the University of Massachusetts Worcester to be known as the Robert M. and Shirley S. Siff Chair in Family Health Research. (Doc. T03-031)

The next item was **Approval of Parking Services Regulations, UMASS Amherst**.

It was moved, seconded, and

VOTED: To amend the Parking Regulations for the Amherst campus, as contained in Doc. T98-085A by adopting the changes thereto signified in Doc. T98-085A, as amended effective July, 2003.

The next item was the report of the **Committee on Athletics**. Trustee Moes began by thanking Trustee Briggs for her student report. It set the tone for why athletics on the campuses is important.

Trustee Moes reported that student athletes across the campuses had significant improvements in academic achievements. At UMASS Amherst, the published graduation rate for the athletes is 71%, which is 58% above the national average, and the highest among the campus average.

Trustee Moes reported that UMASS Boston is ranked number one in the country by the National Consortium on Academics and Sports for their efforts in community affairs. She also reported that Athletic Director Charles Titus has completed negotiations with the Celtics and the NBA to host the Summer Pro-League this summer.

Trustee Moes noted that the campuses are struggling with how to implement budget cuts and preserve the integrity of their athletics programs.

The next item was the report of the **Development Committee**. Trustee Mahoney thanked the Trustees for 100% participation with the President's Annual Fund. He announced that $55,000 was raised.

Trustee Mahoney reported that the role of the Development Committee is to assure accountability for the goal set for each academic year, attempt to foster collaboration among the development officers, and to utilize the President in fundraising activities throughout the campuses.

Trustee Mahoney reported that the fundraising goal for FY03 is $85.5 million. At present, the total is slightly over $90 million. There is a level of professionalism among the development team, and the campuses are working hard to meet their goals. He also reported on the new software program known as PIN.

Under **Other Business**, the first item was the **Governance Committee Membership**. Chair Fey reported that the Committee meets to review the leadership of the Board and how it functions. She announced the appointments to the Governance Committee: Trustee Moes will serve as Chair; Trustees Giblin, Rainey and White will serve as members. The Committee will present its report to the Board at its annual meeting in August.

Chair Fey then announced that the Board would enter into **Executive Session** to discuss **Transfer of Tenure, UMASS Worcester, Appointment with Tenure, UMASS Amherst, Awards of Tenure, UMASS Amherst, Boston, Worcester, Appointment with Tenure, UMASS Boston, Honorary Degree, UMASS Worcester and Litigation**. She indicated that the Board would reconvene in open session.

Chancellor MacCormack announced that Provost Thomas Curry will become the Director of the Advanced Technology and Manufacturing Center (ATMC) after commencement, and thanked him for his work as Provost.

It was moved, seconded and

VOTED: To enter into **Executive Session** to discuss **Transfer of Tenure, UMASS Worcester, Appointment with Tenure, UMASS Amherst, Awards of Tenure, UMASS Amherst, Boston, Worcester, Appointment with Tenure, UMASS Boston, Honorary Degree, UMASS Worcester and Litigation**.

Chair Fey voted for the motion as did Trustees Austin, Babineau, Boyle, DeFaria, Dubilo, Karam, Kennedy, James Mahoney, Robert Mahoney, Moes, Powers, Rainey, Sheridan, White and Zane.

The time was 10:25 a.m.

At 11:45 a.m. the Board reconvened in open session.

The next item was **Resolution of the Board of Trustees of the University of Massachusetts Authorizing Requests for Initiation of Projects by University of Massachusetts Building Authority**.

It was moved, seconded, and

VOTED: WHEREAS, the University of Massachusetts Building Authority (the "Building Authority") was created by Chapter 773 of the Acts of 1960 of The Commonwealth of Massachusetts (the "Commonwealth") (said Chapter 773 as amended, being hereinafter called the "Enabling Act") as a body politic and corporate and a public instrumentality of the Commonwealth;

WHEREAS, the Building Authority was created by the Enabling Act for the general purposes of aiding and contributing to the performance of the education and other purposes of the University of Massachusetts (the "University") by providing dormitories, dining commons and other buildings and structures for the use of the University, its students, staff and their dependents and for lease to or use by an organization or association, in any form, of students or others the activities of which are a part of the activities at the University and subject to regulation by the Board of Trustees of the University (the "Trustees"), a research, foundation or other research organization the operation of which in conjunction with the University is approved by the Trustees or any other entity the activities of which are approved by the Trustees as furthering the purposes of the University;

WHEREAS, in the judgment of the Trustees it is in the best interests of the University, its students, staff and their dependents and said organizations that the Building Authority initiate the projects described below;

NOW THEREFORE,

1. Each of the President and Executive Vice President of the University, acting alone, be and each, acting alone, hereby is authorized in the name and on behalf of the Trustees to make a written request of the Building Authority that the Building Authority initiate;

(a) Any or all of the projects listed on Exhibit A attached hereto as long as the estimated total cost of all such projects does not exceed the Estimated Total Project Cost listed on such Exhibit A by more than 20%; and

(b) Any other renovation, repair, remodeling or other work in or upon or respecting any building or structure owned or used by the University or the Building Authority, or the provision, installation, renovation, repair or remodeling of or other work upon or respecting any furnishings, furniture, machinery, equipment or facilities with respect to any such building or structure, all as may be requested of the Building Authority in writing from time to time by the President or Executive Vice President of the University, the making of any such request being hereby authorized.

1. The projects to be initiated by the Building Authority in accordance with the request authorized to be made in Section 1 of this resolution may in the discretion of the Building Authority be undertaken separately or together for financing purposes.

2. The President of the University, the Executive Vice President of the University, and all other officers of the University, each of the foregoing acting alone, be and each, acting alone, is hereby authorized to request the Commissioner of Administration to approve in writing the undertaking by the Building Authority of the projects a request for which is hereby authorized and to do such other things and to take such other action as to the officer or officers so acting shall, as conclusively evidenced by their taking the action hereby authorized, deem necessary or desirable to be done or taken to carry into effect the matters hereby authorized.

3. This vote is intended as the expression of the University's "official intent" under Section 1.150-2(d)(1) and (e) of the regulation promulgated by the United States Treasury Department under the Internal Revenue Code of 1986, as amended, toward the issuance of revenue bonds under the Enabling Act or other applicable legislation for financing and refinancing the cost of any or all of the projects described in paragraph 1(a) or paragraph 1(b) above. (Doc. T03-036)

Board of Trustees
May 7, 2003

The meeting adjourned at 11:47 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE SPECIAL MEETING OF THE BOARD OF TRUSTEES

Thursday, June 26, 2003; 9:00 a.m.
Chancellor's Conference Room
Quinn Administration Building
University of Massachusetts
100 Morrissey Boulevard
Boston, Massachusetts

Trustees Present: Chair Fey; Vice Chair Giblin; Trustees Austin, Babineau, (via conference call), Boyle, Dubilo, Karam, Kennedy, James Mahoney, Robert Mahoney, McCarthy, Moes, Sheridan, White and Zane

Trustees Absent: Trustees Agganis, Lankowski and Rainey

Guest: Michael Keating, Esq.

Chair Fey convened the meeting at 9:05 a.m. and asked for a motion to enter **Executive Session** to discuss certain matters concerning the President under Section 11A1/2 Subsection 1 of Chapter 30A. The Board will not reconvene in open session. The Secretary will call the Role. The Trustees are requested to respond yes or no.

It was moved, seconded and

VOTED: To enter into **Executive Session** to discuss certain matters concerning the President under Section 11A1/2 Subsection 1 of Chapter 30A.

Chair Fey voted for the motion as did Vice Chair Giblin, Trustees Austin, Boyle, Dubilo, Karam, Kennedy, James Mahoney, Robert Mahoney, McCarthy, Moes, Sheridan, White and Zane.

The time was 9:06 a.m.

Barbara F. DeVico
Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Wednesday, August 6, 2003; 11:00 a.m.
Board Room
Cumnock Hall
University of Massachusetts
Lowell, Massachusetts

Trustees Present: Chair Fey; Vice Chair Giblin; Trustees Austin, Babineau, Boyle, Bukhari, Dubilo, Fatemi, Karam, Kennedy, Lankowski, James Mahoney, Robert Mahoney, McCarthy, Moes, Rainey, Sheridan and White

Trustees Absent: Trustees Agganis, Marcalo, Reed and Zane

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Chmura, Gray and Julian; Mr. Wilson, CEO, UMassOnline; Chancellors Lombardi, Gora, MacCormack, Hogan and Lazare

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

Chair Fey convened the meeting at 11:10 a.m. and introduced the first item on the agenda for action **Minutes of the Previous Meetings of the Board**.

It was moved, seconded and

VOTED: To approve the minutes of the May 7 and June 26, 2003 meeting of the Board.

The next item on the agenda was the **Chair's Report**. Chair Fey thanked Chancellor Hogan and his staff for the hospitality that has been shown to the Board. She then introduced the new student Trustee members to the Board: Hannah Fatemi from UMASS Amherst and Omar Bukhari from UMASS Boston. Carolina Marcalo from UMASS Dartmouth and Sean Reed from UMASS Worcester could not be with us today but are excited about fulfilling their new responsibilities.

Chair Fey noted that Rosalyn Lankowski from the Lowell campus has been re-elected for another term. She also thanked all of the Board members for their wisdom and energy and their tireless commitment to the University.

Chair Fey also mentioned the difficult decisions that need to be made in regards to the student charges. The University has been faced with a severe cut in state support -- $80 million - following a $60 million cut last year. The Board must continue to balance the University's pursuit of excellence and its mission of access.

The next item was the **President's Report**. President Bulger first welcomed the new student Trustees to the Board. He then reported on the state budget cuts across the five-campus system this year. Recently President Bulger reported, he had met with legislative leaders from across the nation and indicated that Massachusetts is not alone in facing severe economic and financial difficulties.

While the University has sustained deep cuts in its appropriation, the Legislature overrode the Governor's vetoes of the Commonwealth Honors College, the Advanced Technology Manufacturing Center in Fall River and the Toxic Use Research Institute in Lowell.

President Bulger expressed his appreciation to each of the Chancellors and their staff for preserving the core missions of teaching and research and positioning the University for economic recovery. The campuses have enrolled a strong freshmen class for the fall; UMassOnline enrollment has grown to over 11,000; private support has reached $113 million this fiscal year which exceeded last year's mark by $15 million.

The research enterprise has grown to nearly $300 million - the CVIP office has set a new record this year by generating $20 million in revenue from UMASS research; the University's capital plan is moving forward recently completing a bond sale that will finance $133 million in facility improvements.

President Bulger then acknowledged the dedication of the Trustees, their hours of volunteer service and philanthropic support. The Trustees will have to consider the student charge proposal, which entails a $750 increase for the spring semester, which will raise $20 million for system operations. It will make up for 25 percent of the $80 million cut in state support. A share of the increase will also go toward financial aid.

It was noted that state universities across the country are being forced to increase tuition rates. The University of Massachusetts continues to remain a good value even with the proposed increases. The mandatory student costs have increased an average of 5.9 percent annually since 1996 compared to 8.5 percent for public universities across the country. The proposed fee increase will allow the University to maintain its quality and that is our top priority.

Chair Fey then introduced Trustee Lankowski to give the **Student Trustee Report, UMASS Lowell**. Trustee Lankowski first thanked Chancellor Hogan for his years of service

and welcomed Provost Wooding to the Lowell campus. She also reported that despite recent budget cuts there is good news to report: the recreation center has opened, the 1st annual Expectation awards ceremony was held, continued collaboration with the city of Lowell and student government reorganization, etc.

Trustee Lankowski also reported on the many challenges facing students and asked that the Board continue to work on behalf of the students. She also thanked President Bulger for his leadership role.

Chair Fey introduced the **Consent Agenda**. It was moved, seconded and

VOTED: To accept the following Audit Reports on the Board Consent Agenda:

•**Audits**

1. PriceWaterhouseCoopers FY2003 Audit Services Plan (Doc. T03-049)
2. Payroll System Review – Department of Public Safety, UMASS Amherst (Doc. T03-041)
3. University Auditing Activity Report (Doc. T03-042)

The next item on the agenda was the **Report of the Committee on Academic and Student Affairs**. Trustee White reported that the Committee had met on July 22 and heard an in depth discussion on the Role of Arts and Sciences in the Undergraduate Curriculum.

The first item for action was **Revisions to Governance Document of the University of Massachusetts Medical School and Graduate School of Nursing**.

It was moved, seconded, and

VOTED: To approve the Governance Document of the University of Massachusetts Medical School as contained in Doc. T03-035.

And further, To rescind the Governance Document of the University of Massachusetts Medical School as contained in Doc. T79-042B, as amended.

And further, To approve the revisions to the Governance Document of the Graduate School of Nursing, Doc. T91-028, as amended.

The next item was **B.A. in Community Media and Technology, UMASS Boston**.

It was moved, seconded, and

VOTED: To approve the B.A. in Community Media and Technology at the University of Massachusetts Boston as contained in Doc. T03-044.

The next item was **Revisions to Student Senate Constitution, UMASS Dartmouth**.

It was moved, seconded and

VOTED: To approve the revisions to the Student Senate Constitution of the University of Massachusetts Dartmouth as contained in Doc. T95-095, as amended.

Trustee White reported that the remaining action items will be addressed in Executive Session.

The next item on the agenda was the report of the **Committee on Administration, Finance and Audit**. Trustee Dubilo exits the room during this report.

Trustee Karam, Vice Chair of the Committee, reported that the Committee met on July 24, 2003. There had been a discussion on the Preliminary Operating Budget for 2004 and University Budget activities.

Trustee McCarthy noted the ongoing need to fund the contracts negotiated with University employees. He suggested the forming of a Committee to study this issue.

The first item for action was **FY2004-FY2008 University Capital Plan**.

Trustee Boyle inquired about the future headquarters for the President's Office and the possibility of moving into space on the Boston campus. Mr. O'Riordan, University Budget Director, reported that the University is currently looking at all space issues; there is some consolidation going on at facilities at Hadley, Worcester and Westboro.

Mr. O'Riordan pointed out that the lease at One Beacon Street is not up for another 18 months and that UMASS Boston has not yet been considered as a potential set up for the President's Office. Trustee Karam indicated that the Committee would look into this issue.

It was moved, seconded and

VOTED: Pursuant to Trustee policy T93-122, to approve the following new capital projects:

Amherst Project Names	Total Project Cost Estimate
Morrill II, Room 327 Biology Lab	$500,000
Nursing Building - Skinner Renovation	$11,550,000
Mullins Center, Athletic Locker Expansion	$2,000,000
Morrill IV North, 4th Floor Conversion (Lovely lab)	$4,800,000
ISOM, Sports Management Renovations	$1,500,000
Hasbrouck 3 Lab Renovation	$2,600,000
Engineering Research Center Renov. & Equip.	$7,800,000
Lederle GRC Library Renovations	$500,000
Lederle GRC NIH Lab Renovation	$7,523,500
DuBois Library, 2nd Floor Renovations	$550,000
Morrill Science Renovations	$3,600,000
Program Relocations	$1,000,000
HTM Culinary Arts Renovations	$3,400,000
Energy Services Contract (ESCO)	$71,614,500
Parking, Orchard Hill Lot	$534,000
Utilities, ISOM Steam Site Restoration	$2,105,000
Mullins Ice Rink Locker Room Addition	$1,863,000
WFCR Building	$5,500,000
Alumni Center	$6,500,000
Athletics Center	$5,200,000
W.E.B. Du Bois Library Deck Repairs - Ph. 2 (Interior)	$4,400,000
Campus Garage, Phase II Mechanical Repairs	$900,000
Campus Center Repairs	$8,000,000
Goodell Roof	$1,000,000
Bartlett Façade Repairs	$2,000,000
Elevator Repairs	$4,000,000
Southwest Concourse Replacement	$4,000,000
University Drive Improvements	$3,400,000

Boston Campus Project Names	Total Project Cost Estimate Jun-03
Circuit Breakers for all Transformers	$800,000
Chemical Storage Area	$500,000
Replace Lift Stations - Admin. and Science	$500,000
Dredge Cove at Intake Pipe	$3,000,000
Catwalk Repairs	$810,000
Campus Center Furniture and Equipment	$6,000,000
New Marine Operations Vessel	$900,000

Dartmouth Campus Project Names	Total Project Cost Estimate
Renovations to Purchase St Campus	$2,500,000
SMAST New Building	$1,500,000
Purchase St Maintenance Issues	$1,500,000
Emergency Engine Replacement	$1,500,000
SMAST Pier Replacement	$2,000,000

Lowell Campus Project Names	Total Project Cost Estimate
Nano-Manufacturing Lab	$ 1,000,000
Bellegarde Boathouse	$ 1,050,000
North Quad Air Conditioning	$ 4,000,000

and further, to approve the following revised project cost estimates for previously approved capital projects:

Amherst Campus Project Names	Revised Cost Estimate
Housing Repair & Renovation	$34,891,000
Integrated Science Building - Phase 1A	$63,500,000
Art Building	$15,000,000
Turf Research Facility	$1,100,000
UMA Deferred Maint./Modern. Projects - TBD	$54,634,200

Boston Campus Project Names	Revised Cost Estimate
Campus Center Retrofitting	$7,000,000
Replace/Upgrade Athletic Fields	$3,150,000
Sprinklers-Fire Prot. Healey, Science/Wheatley	$15,000,000
ADA, Code and Elevator Replacements Project	$5,500,000
Repair Upper &Lower Level Garages and Plaza	$42,200,000
HVAC Upgrades Campus Wide	$4,850,000
Telecom Update to Fiberoptics	$10,700,000
Replacement Parking 1536 spaces	$39,600,000

Dartmouth Campus Project Names	Revised Cost Estimate
Technology Upgrades	$23,336,795
Athletic Fields and Tennis Courts	$4,750,000

Lowell Campus Project Names	Revised Cost Estimate
Parking Garage - UML East	$9,000,000

Worcester Campus Project Names	Revised Cost Estimate
Animal quarters HVAC Upgrades	$2,700,000
Departmental equipment purchases	$5,550,000
Moveable Equipment - Main Campus	$1,810,000
P.P. Cogeneration Expansion	$11,800,000
School HVAC Upgrades Upgrades/Repairs	$3,000,000
Computer Services Expansion - Jamaica Plain	$5,000,000
Misc Worcester Foundation Renovations	$2,713,000

and further, to approve the FY2004 to FY2008 University Capital Plan as described in Table 1 of Doc. T03-046.

The next item was **Fiscal Year 2004 Allocation of State Funds**.

It was moved, seconded, and

VOTED: To direct the President to develop an allocation plan for the amount appropriated for the University in Line Item 7100-0200 of the state appropriation act for fiscal year 2004, and to notify the Board of Trustees of said plan within 40 days of the passage of said appropriation act, and the House and Senate Committees on Ways and Means within 45 days of the passage of said act. (Doc. T03-047)

The next item was **Spring Semester 2004 Mandatory Fees**. Trustee Boyle indicating that he has a son currently attending the University of Massachusetts at Dartmouth abstained from the vote and excused himself from the meeting.

It was moved, seconded, and

VOTED: In accordance with Section 1A of Chapter 75 of the General Laws, to establish and approve the following semester mandatory fee rates for the Amherst, Boston, Dartmouth and Lowell campuses effective for the spring semester of the academic year 2003-2004:

TOTAL MANDATORY FEES (PER SEMESTER)	Amherst	Boston	Dartmouth	Lowell
Undergraduate (resident)	$3,634	$3,004	$3,105	$3,130
Undergraduate (non-resident)	$3,949	$4,312	$4,515	$4,792
Graduate (resident)	$3,307	$3,010	$3,348	$2,825*
Graduate (non-resident)	$3,759	$4,318	$4,515	$4,034*

**Per 9 credit load*

And further, in accordance with Section 1A of Chapter 75 of the General Laws, to establish and approve the following maximum semester mandatory fee rates for the Worcester campus effective for the spring semester of the academic year 2003-2004:

TOTAL MANDATORY FEES (PER SEMESTER)	
Worcester Medical School Campus	
Medical School (resident only)	$2,750
MD/Ph.D. (non-resident)	$13,232
Graduate Sch.of Nursing (resident)	$2,750
Graduate Sch.of Nursing (non-resident)	$2,750
Graduate Sch.Biomedical Science (resident)	$1,918
Graduate Sch.Biomedical Science (non-resident)	$1,918

And further, in accordance with Policy T92-031, Appendix E, to authorize the President to approve the individual semester rates for mandatory charges, providing that total mandatory fee charges to students shall not exceed the total semester mandatory fee rates as outlined above.

Following the vote on Student Charges, Trustee Boyle returns to the meeting.

The next item was **Amendment to Campus Center Trust Fund, UMASS Boston**.

It was moved, seconded and

VOTED: That the Campus Center Trust Fund at the Boston campus, as adopted by the Trustees in Doc. T96-019 Addendum 2, as amended, on June 5, 1996, be further amended by striking the wording and substituting the following:

To approve the establishment of a Campus Center Trust Fund at the Boston campus, in order to meet the need for revenues to support the debt service, operating costs, and maintenance costs to be incurred in the construction and operation of the Campus Center; further, to authorize the imposition beginning the first semester in which the Campus Center is open of a Campus Center Fee on all students at the Boston campus, not to exceed the rates set forth in Doc. T96-019. All revenues from the Campus Center Fee and all revenues derived from occupancy charges and related fees and charges associated with the Campus Center use shall be deposited in the Campus Center Trust Fund. (Doc. T96-019, as amended)

Following the Report of the Committee on Administration, Finance and Audit, Trustee Dubilo returns to the meeting.

The next item was the report of the **Athletic Committee**. Trustee Bissonnette Moes, Chair of the Athletic Committee reported that a Task Force has been set up to look into the issues of re-alignment in the Division1 Football Conference.

Trustee Karam, Chair of the Athletic Task Force reported that a consulting firm has been hired to study the possible conference realignment. A member of the Task Force, Mr. Martin Jacobson, has generously provided funding for the firm. We are hoping to provide more information in early October. Trustee Karam indicated his excitement with the way the process is proceeding and the outlook for the future.

The next item was the report of the **Development Committee**. Trustee Mahoney reported that the Committee had met on July 22 and discussed 2003 Fundraising Results, 2004 Fundraising Goals and Fundraising Initiatives. Despite the current budget situation the University has done fairly well with fundraising efforts.

Trustee Mahoney thanked the members of the Board for their generous contributions to the President's Fund Drive and expressed his pleasure with the success of the UMASS Night at the Pops.

Under **Other Business**, Chair Fey asked for the **Report of the Governance Committee** and indicated that a change had been made to the roster: Trustee Moes will step down as co-chair of the Restructuring Committee and Trustee Kennedy will assume that position.

Trustee Moes, Chair of the Governance Committee reported that the Committee contacted the members of the Board for their input on Board governance and structure. It was decided that the Committee on Academic and Student Affairs Committee would be facing some tough issues in the coming year and asked that the Committee have two Vice Chairs, Trustees Boyle and Sheridan. The Board enthusiastically endorsed Chair Fey's leadership abilities and requested she continue to serve as Chair of the Board.

It was moved, seconded and

VOTED: To confirm and approve the Officers and Committee Chairs of the Board of Trustees set forth in Doc. T03-051, all to serve until the next annual meeting of the Board.

The next item was the **Department of Defense**. This was a routine item that updates the exclusion list with the new student trustee members.

It was moved, seconded and

VOTED: WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Chairman of the Board, the President, the Secretary, and the designated Facility Security Officer meet the personnel clearance requirements established for a contractor's facility clearance; and

WHEREAS, said Department of Defense Regulations permit the exclusion from the personnel clearance requirements of certain members of the Board of Trustees and other officers, provided that this action is recorded in the minutes.

NOW, THEREFORE, BE IT DECLARED that the Chairman of the Board, the President, the Secretary and the designated Facility Security Officer at the present time do possess, or will be processed for, the required security clearance; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Chairman of the Board, the President, the Secretary or the designated Facility Security Officer, such individual shall immediately make application for the required security clearance; and

BE IT RESOLVED FURTHER that the following members of the Board of Trustees and other officers shall not have, and can be effectively excluded from access to all classified information in the possession of the corporation and do not occupy positions that would enable them to affect adversely policies or practices in the performance of classified contracts for the Department of Defense or the User Agencies of its Industrial Security Program:

NAME	TITLE
Michael J. Agganis	Trustee
Dennis G. Austin	Trustee
Timothy J. Babineau	Trustee
Lawrence F. Boyle	Trustee
Omar S. Bukhari	Trustee
Edward A. Dubilo	Trustee
Hannah S. Fatemi	Trustee
Grace K. Fey	Trustee
William E. Giblin	Trustee
James J. Karam	Trustee
William F. Kennedy	Trustee

Rosalyn M. Lankowski	Trustee
James E. Mahoney	Trustee
Robert M. Mahoney	Trustee
Carolina B. Marcalo	Trustee
Robert B. McCarthy	Trustee
Diane E. Bissonnette Moes	Trustee
Stacey R. Rainey	Trustee
Sean W. Reed	Trustee
Robert K. Sheridan	Trustee
Karl E. White	Trustee
Ellen M. Zane	Trustee

The next item was **John W. McCormack School of Policy Studies, UMASS Boston**. Trustee White as Chair of the Committee on Academic and Student Affairs reported that this item was originally considered at the April 22nd meeting of the Committee. The School will reorganize existing units and programs to support greater intellectual vitality, increased visibility and collaboration in research and graduate education.

It was moved, seconded and

VOTED: To approve the establishment of the John W. McCormack School of Policy Studies at the University of Massachusetts Boston. (Doc. T03-028)

Chair Fey then announced that the Board would enter into **Executive Session** to discuss **Transfer of Tenure, UMASS Lowell, Awards of Tenure, UMASS Amherst, Dartmouth, Lowell and Worcester, Appointments with Tenure, UMASS Boston, Dartmouth, Transfer of Tenure, UMASS Lowell and Potential Litigation**. She indicated that the Board would reconvene in open session.

It was moved, seconded and

VOTED: To enter into **Executive Session** to discuss **Transfer of Tenure, UMASS Lowell, Awards of Tenure, UMASS Amherst, Dartmouth, Lowell and Worcester, Appointments with Tenure, UMASS Boston, Dartmouth, Transfer of Tenure, UMASS Lowell and Potential Litigation.**

Chair Fey voted for the motion as did Vice Chair Giblin, Trustees Austin, Babineau, Boyle, Bukhari, Dubilo, Karam, Kennedy, James Mahoney, Robert Mahoney, McCarthy, Moes, Rainey, Sheridan and White.

The time was 12:07 p.m.

At 3:50 p.m. the Board returned to open session.

The following motion was then moved and seconded. Chair Fey asked if there was any discussion.

> That the Board of Trustees votes to accept, with regret, the resignation of President William M. Bulger effective September 1, 2003.
>
> And to pay President Bulger as severance, the equivalent of two and one third of his salary.
>
> Additionally, President Bulger will receive compensation for an earned six-month sabbatical and accrued benefits.
>
> The Trustees have also authorized special counsel to prepare an appropriate separation agreement reflecting these terms. (Doc. T03-053)

Trustee Boyle indicated that he is not in support of the amount of severance.

Several Trustees including Trustees White, Dubilo, Moes, Sheridan, Mahoney, Karam and Lankowski expressed their gratitude to President Bulger for his commitment to bringing strong leadership to the University. The University is a better place because of President Bulger and he will be missed. Chair Fey expresses her pleasure at having served with President Bulger. The motion is then voted and approved.

Trustee Boyle votes against the motion.

Chair Fey then read a prepared statement.

President Bulger thanked Chair Fey and the members of the Board for their support now and in the past. This has been a time of financial difficulty for the Commonwealth and the University. The Chancellors working with faculty and staff have maintained the academic excellence on all five campuses.

In the last several years the University has raised academic standards and the fundraising efforts, have launched the On Line education program and increased public appreciation for the institution. Enrollment has grown, research funding has increased by more than $100M, annual private support has more than doubled and there has been an increase in endowed chairs. Despite the many challenges, the University will persevere and prosper.

President Bulger voiced his deep appreciation to the Board for their recent vote of confidence and thanked former Chairs of the Board, Daniel Taylor and Robert Karam and offered his admiration for the current Chair, Grace Fey.

There being no further business to come before the Board the meeting adjourned at 4:00 p.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE SPECIAL MEETING OF THE BOARD OF TRUSTEES

Thursday, August 28, 2003; 4:00 p.m.
Board Room
One Beacon Street – 26th Floor
University of Massachusetts
Boston, Massachusetts

Trustees Present: Chair Fey; Vice Chair Giblin; Trustees Babineau, Boyle, Bukhari, Fatemi, Karam, Kennedy, Robert Mahoney, McCarthy, Moes, Rainey, Reed, Sheridan, White and Zane

Trustees Absent: Trustees Agganis, Austin, Dubilo, Lankowski, James Mahoney and Marcalo

University Administration: General Counsel O'Malley; Vice Presidents Lenhardt, Gray and Julian; Dr. Wilson, CEO, UMassOnline; Chancellors Lombardi, Gora, MacCormack, and Lazare

Faculty Representatives: Professor May, UMASS Amherst; Professor O'Connor, UMASS Amherst

Chair Fey convened the meeting at 4:18 p.m.

Under the **Chair's Report,** Chair Fey reported that the Board is about to make an official step that will determine the course of the University for many years to come. While it is a difficult task to replace President Bulger, the interim president will need to maintain administrative stability as we begin the process of selecting a permanent president for the University.

The University is fortunate to have a leadership team comprised of outstanding Chancellors and Vice Presidents and experienced Trustees that will support the interim president.

Chair Fey then thanked the members of the Governance Committee: Diane Bissonnette Moes, William Giblin, Stacey Rainey and Karl White.

Chair Fey also announced that another piece of business to come before today's special meeting is the **Selection of the Presidential Search Committee**. After consulting with many individuals inside and outside the University Chair Fey recommended the following names:

VOTED: Notwithstanding any other policy, procedure or past practice to the contrary,

To ratify the appointment by the Chair of the Board of Trustees of the following members to the President's Search Committee:

Dennis G. Austin, co Chair
Diane Bissonnette Moes, co Chair
Anthony Carruthers
Grace K. Fey
Richard Freeland
Daniel Georgianna
Marian Heard
Eugene Isenberg
Jess Kane
James J. Karam
William F. Kennedy
Winston Langley
Rosalyn Lankowski
Robert M. Mahoney
Cathy Minehan
Brian O'Connor
Robert K. Sheridan
John Smith
Steve Tocco
Robert Wagner
John Welch
Karl E. White

Pursuant to the By-Laws of the Board of Trustees and with a view toward including on such Committee other members of the University community, including faculty and alumni, to ratify the authority of the Chair of the Board of Trustees to appoint such other members as the Chair deems appropriate.

Further, to charge the Search Committee to seek the best qualified candidates for the position of President of the University, to report periodically to the Board of Trustees regarding the Committee's progress and to recommend three candidates to the Board of Trustees. (Doc. T03-057)

Chair Fey noted that this group personifies the University: distinguished alumni, dedicated faculty, service-minded Trustees, engaged students, community-minded business leaders and collaborative education leaders.

The next item was **Resolution of the University of Massachusetts Authorizing and Approving a Memorandum of Understanding Relative to the Leasing of Certain Land on the Boston Campus and Further Action**. Chair Fey reported that the University is currently in discussions with the John F. Kennedy Library about the leasing of property and this vote authorizes those discussions to continue.

It was moved, seconded and

RESOLVED: That the entering into a Memorandum of Understanding between the University of Massachusetts (the "University") and John Fitzgerald Kennedy Library Foundation (the "Foundation"), a Massachusetts charitable corporation organized under and pursuant to Chapter 180 of the General Laws and pertaining to the leasing of certain property on the Boston campus and further action, be and the same hereby is authorized; that the President, Executive Vice President, and the Vice President for Administration and Fiscal Affairs and University Treasurer, each acting alone, be and hereby are authorized, in the name of and on behalf of the University to sign, seal with the seal of the University, acknowledge if deemed advisable and deliver a Final Memorandum of Understanding addressing the items as presented in the form of agreement presented to this meeting, subject to such negotiation as to terms and conditions as may be approved by the signer of such Final Memorandum of Understanding on behalf of the University, that the form of such memorandum of understanding presented to this meeting reflects the pertinent subjects of negotiation and agreement, and that the execution of the Final Memorandum of Understanding on behalf of the University shall be conclusive evidence of the approval by such signer of the terms and conditions negotiated and that the Final Memorandum so executed is hereby authorized and approved. The signer of the Final Memorandum of Understanding shall file a copy of the Final Memorandum of Understanding with the Chair of the Board and the Secretary to the Board. (Doc. T03-058)

Trustee Zane abstains from participating in this matter.

The next item was **Appointment of Interim President**. Chair Fey turned to Trustee Bissonnette Moes for the report of the Governance Committee.

Trustee Bissonnette Moes reported that following President Bulger's decision to resign his position, the Governance Committee had solicited names of candidates from the Trustees to fill the position of Interim President. The members of the Governance Committee suggested that the candidates possess some experience with administering a campus and some knowledge of matters related to an academic mission.

The Governance Committee first met on August 13, reconvened on August 20 and today, August 28. At the first meeting the members discussed potential candidates recommended by the Trustees.

At the reconvened meeting on August 20th the members again discussed candidates and agreed that they would invite all members of the Board to attend today's Governance Committee meeting to continue preliminary discussion of the candidates. Trustee Moes also welcomed Trustees to contact her and ask questions and/or offer input about the search process.

Following today's meeting Trustee Moes reported that the Committee approved the following action:

> The Governance Committee has concluded a process to seek the best qualified candidates which will be forwarded to the Board, and recommends the following two candidates for the Board to consider for the position of Interim President of the University of Massachusetts:
>
> •Jack Wilson
> •Stephen Lenhardt

Trustee Moes reported that Jack Wilson and Stephen Lenhardt are both well known to the Board and the University and we are extremely fortunate to have two individuals that are so highly qualified and willing to fill the interim position.

Mr. Lenhardt has served many years as the Chief Financial Officer for the University and has been a critical factor working through difficulties in the 90's and yet again during these difficult times.

Dr. Wilson came to the University almost two years ago as CEO of UMassOnline and recently accepted the position of acting Vice President of Academic Affairs possessing a long history in academia.

Trustee Moes reiterated how fortunate we are to have two highly qualified individuals willing to serve in this capacity and willing to take on the challenges facing the interim president.

Trustee Boyle commended the Governance Committee for their work soliciting two strong candidates for the position of interim president. He also noted that we have five excellent Chancellors and noted that Chancellors Gora and Lazare live in the Boston area and it would be least disruptive for them to serve as interim president.

Trustee Boyle then asked for the following motion:

To recommend the following two candidates for the Board to consider for the position of Interim President of the University of Massachusetts:

- Jo Ann Gora
- Aaron Lazare

Trustee McCarthy seconds the motion and commended the Governance Committee for the time and commitment that went into this process.

Both Chancellor Gora and Lazare decline the nomination. Trustee Boyle withdraws his motion.

It was moved, seconded and on roll call

VOTED: To appoint Jack Wilson as Interim President of the University of Massachusetts to serve at the pleasure of the Board of Trustees, effective September 2, 2003. Further, to authorize the Chair to establish the salary, ending date and other terms and conditions of employment and to notify the Trustees of said terms and conditions.

There being no further business to come before the Board the meeting adjourns at 4:34 p.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Wednesday, November 5, 2003; 9:15 a.m.
Worcester Room
Hoagland-Pincus Conference Center
222 Maple Avenue
Shrewsbury, Massachusetts

Trustees Present: Vice Chair Giblin; Trustees Austin, Boyle, Dubilo, Fatemi, Karam, Kennedy, Robert Mahoney, Marcalo, Moes, O'Shea, Rainey, Reed, Sheridan and White

Trustees Absent: Chair Fey; Trustees Bukhari, Cassel, DiBiaggio, James Mahoney and McCarthy

University Administration: President Wilson; General Counsel O'Malley; Vice Presidents Julian, Chmura and Lenhardt; Chancellors Lombardi, Gora, MacCormack, Hogan and Lazare

Faculty Representatives: Professor O'Connor, UMASS Amherst; Professor May, UMASS Amherst; Professor Carter, UMASS Lowell, Dr. Cooke, UMASS Worcester

Vice Chair Giblin convened the meeting at 9:15 a.m. and introduced the first item on the agenda for action **Minutes of the Previous Meetings of the Board**.

It was moved, seconded and

VOTED: To approve the minutes of the August 6 and August 28, 2003 meetings of the Board.

Under the **Chair's Report,** Vice Chair Giblin reported that Chair Fey was unable to attend today's meeting. He then introduced Mr. William O'Shea, the newest member of the Board. Mr. O'Shea is the Executive Vice President of Corporate Strategy and Marketing for Lucent Technologies and President of Bell Labs. He earned his bachelor's degree from Lowell Technological Institute now UMASS Lowell.

Vice Chair Giblin also welcomed Dr. Christine Cassel and Dr. John DiBiaggio, newly elected members of the Board who could not join today's meetings due to scheduled prior engagements. Dr. Cassel is an alumna of the UMASS Medical School and has had a distinguished career in medicine. Dr. Cassel is currently President and CEO of the

American Board of Internal Medicine and ABIM Foundation and is a leading expert in geriatric medicine.

Dr. DiBiaggio is the former president of Tufts University. With a lifelong commitment to volunteerism, Dr. DiBiaggio has served on many boards devoted to human potential and currently serves on the Commission on the International Exchange of Scholars and the American Cancer Society Foundation.

Vice Chair Giblin also welcomed Carolina Marcalo, student Trustee from the Dartmouth campus, to her first Board meeting. Vice Chair Giblin thanked Chancellor Lazare and his staff for the hospitality shown to the Board and noted that this is President Wilson's first full Board meeting and offered his gratitude for his efforts to continue the cause of the University.

The next item was the **President's Report**. President Wilson welcomed Trustee O'Shea to the Board and thanked Chancellor Lazare and his staff for their work preparing for this meeting.

President Wilson reported that he recently MC'd at the annual Center for Adoption Research dinner. Under Chancellor Lazare's leadership the Center engages the talents of people across the University system.

President Wilson reported that he has been making the rounds on Beacon Hill and noted that the Legislators recognize the importance of the University to their constituents. The business community has also become an advocate for the University, through research, jobs and through educational programs preparing people for the workforce.

President Wilson reported on other UMASS activities, including working with the Battelle consulting group and MassInsight to develop a technology road map study for Massachusetts and the following:

- Sponsor of the Incubator Conference - November 12: the University will help with the efforts to build an effective incubator network to promote technology development, entrepreneurship and economic development in the Commonwealth;
- Establishment of President's High Tech Advisory Council;
- Create CVIP Development Fund to move technologies closer to commercialization;
- S&T new Initiatives Fund to strengthen system-wide collaboration and strategic alliances.

President Wilson reported on his meetings with the Faculty Senate at Amherst and with union officials; he noted that the University continues to move forward despite financial difficulties – some examples offered:

• The Donahue Institute recently received an $11 million federal grant to improve Head Start programs across New England; the Amherst campus has been awarded a $17 million NSF grant for an engineering research center that will revolutionize weather forecasting; UMASS Boston recently received an $850,000 award from the Agency for Healthcare Research Quality to study home health care nursing issues; the Dartmouth campus with Tufts University, was awarded $8 million by the NIH to create a new center of botulism research; the Medical School has won a $16 million NIH grant to fight infectious disease related to bio-terror.

As part of the restructuring effort, President Wilson also announced that the University continues to work on office space consolidation, energy purchasing, information technology and data collection consolidation, procurement and admissions applications. He thanked Trustees Mahoney, Dubilo, Karam and Kennedy for their work as a group looking into these issues.

President Wilson concluded his report by thanking Chancellors MacCormack and Hogan and Vice Presidents Lenhardt and Gray for their work on the special management committee that has helped develop ideas that have been put into action and those to be advanced.

Vice Chair Giblin introduced the **Consent Agenda**. It was moved, seconded and

VOTED: To accept the following Audit Reports on the Board Consent Agenda:

•**Audits**

1. Purchase Card Program Review, UMASS Amherst, UMASS Worcester, President's Office (Doc. T03-068)
2. University Audit Activity Report (Doc. T03-067)

The next item on the agenda was the **Report of the Committee on Academic and Student Affairs**. Trustee White reported that the Committee met on October 21 and discussed the Impact of Academic Programs on Regional Economic and Social Development.

There was also a presentation of the President's Public Service Awards. The Awardees included: Carol Bova, Assistant Professor of Medicine, Graduate School of Nursing, Worcester; Joyce Taylor-Gibson, Associate Professor of Education, and Co-Director of the Center for Family, Work and Community, Lowell; William Israel, Professor of Journalism, Amherst; Susan Opotow, Professor of Dispute Resolution, Boston; Thomas Puryear, Professor of Art History, Dartmouth; Alan Clayton-Matthews,

Assistant Professor of Public Policy, Boston; and Robert Nakosteen, Professor of Finance and Operations Management, Amherst.

Trustee White reported that President Wilson had led faculty members from a small sample of health-related programs across the campuses in a discussion of the ways in which their various initiatives in teaching and outreach have had an impact on the economic, workforce and social development of the Commonwealth.

The first action item considered by the Committee was the **Appointment of Craig C. Mello to the Blais University Chair in Molecular Medicine, UMASS Worcester**. The University in recognition of his contributions to the field of science and the co-discovery of RNAi had invested Dr. Mello as a Distinguished Professor.

It was moved, seconded, and

VOTED: To concur with the President in the appointment of Craig C. Mello to the Blais University Chair in Molecular Medicine at the University of Massachusetts Worcester. (Doc. T03-066)

Trustee White reported that the remaining action items will be addressed in Executive Session.

The next item on the agenda was the report of the **Committee on Administration, Finance and Audit**. Trustee Dubilo reported that the Committee met on October 23, 2003 and had engaged in a discussion on the FY2003 Financial Report, which reflected an accurate picture of the results of the operational activities from last year. The report although favorable provided some early warning signs of fiscal inequity of the University.

Mr. Dubilo noted that the Investment Sub Committee would be meeting soon to review the overall investment process. The general operation portion of the FY2004 Operating Budget is under stress but some cost cutting, certain fee increases and the state's early retirement program will help to balance the budget. The Committee will review the Worcester campus as it continues to utilize reserves to meet its campus business plan.

The campuses continue to make difficult choices while maintaining the fiscal integrity of the University. The first item for action was **FY2003 Treasurer's Investment Report**.

It was moved, seconded and

VOTED: To approve the FY 2003 Treasurer's Investment Report, as contained in Doc. T03-069.

The next item was **FY 2004 University Operating Budget**.

It was moved, seconded, and

VOTED: To approve the FY 2004 University Operating Budget, as contained in Doc. T03-071.

The next item was **Establishment of the Blais University Chair in Molecular Medicine, UMASS Worcester**.

It was moved, seconded, and

VOTED: In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws, to establish an endowed professorship in molecular medicine at the University of Massachusetts Worcester to be known as the Blais University Chair in Molecular Medicine. (Doc. T03-066)

The next item was **Declaration of Official Intent Relative to the Financing of a Vessel, UMASS Boston.**

It was moved, seconded and

VOTED: That the University reasonably expects to incur debt to reimburse expenditures, including expenditures made within the last 60 days, temporarily advanced from internal funds or internal loans for the design, construction and acquisition of a vessel at the Boston campus, the maximum principal amount of debt expected to be issued for such project, including for reimbursement purposes, being $900,000. (Doc. T03-072)

The next item was **Student Housing Project, UMASS Dartmouth**. There was a request from Trustee Karam that the campus look into hiring special counsel that specializes in real estate development to represent them with this issue. Chancellor MacCormack concurred.

It was moved, seconded and

VOTED: That the Board of Trustees authorizes the Dartmouth Campus to enter a ground lease with the University of Massachusetts Foundation or other appropriate 501(c)(3) organization for the purpose of engaging a private firm to design, finance, build and manage a student housing project. The project schedule may include a multi-year phased construction schedule. (Doc. T03-073)

Trustee James Karam then gave an update of the **Task Force on Athletics**. The Task Force continues to explore the subject of conference affiliation and the possibility of joining Division 1A Football. There are two studies underway studying the different issues involved and should be completed in the near future.

The next item was the report of the **Development Committee**. Trustee Mahoney provided an update on restructuring issues and the ways the University could save money by consolidating services. Some of those services include electricity efficiency charges, information technology, office supplies and application processing. There may be a need to hire outside consultants to evaluate these options.

Trustee Mahoney expressed a positive outlook for the upcoming year as fundraising goals were concerned with a focus on major gifts. He noted President Wilson's positive efforts in this area.

The next item was a report of the **Governance Committee**. Trustee Moes, Chair of the Committee thanked members of the Committee on Administration and Finance for bringing to her attention the need to adopt Board policies meant to improve the leadership of the Board. She then called on Trustee Rainey, Vice Chair of the Governance Committee for the report.

Trustee Rainey reported that the Committee had met on November 4 following discussion concerning the need to adopt two Policies: Conflict of Interest Disclosure Policy for Trustees and the Trustee Code of Conduct. The Conflict Policy will enable the Trustee members to become more familiar with disclosure requirements.

Trustee Mahoney reported that the Sarbanes/Oxley Act was a result of corporate scandals around issues of accounting and governance. While the University is a public entity, many of the new practices are being applied to organizations like us. The Conflict of Interest Disclosure Policy will serve as an annual reminder to Trustees of any potential conflicts of interest and serves as a good housekeeping practice.

It was moved, seconded and

VOTED: To approve the Conflict of Interest Disclosure Policy as contained in Doc. T03-076.

And further,

VOTED: To approve the Trustee Code of Conduct as contained in Doc. T03-075.

Under **Other Business**, Vice Chair Giblin reported that the **Department of Defense Exclusion List** includes the names of the new Trustees.

It was moved, seconded and

VOTED: WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Chairman of the Board, the President, the Secretary, and the designated Facility Security Officer meet the personnel clearance requirements established for a contractor's facility clearance; and

WHEREAS, said Department of Defense Regulations permit the exclusion from the personnel clearance requirements of certain members of the Board of Trustees and other officers, provided that this action is recorded in the minutes.

NOW, THEREFORE, BE IT DECLARED that the Chairman of the Board, the President, the Secretary and the designated Facility Security Officer at the present time do possess, or will be processed for, the required security clearance; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Chairman of the Board, the President, the Secretary or the designated Facility Security Officer, such individual shall immediately make application for the required security clearance; and

BE IT RESOLVED FURTHER that the following members of the Board of Trustees and other officers shall not have, and can be effectively excluded from access to all classified information in the possession of the corporation and do not occupy positions that would enable them to affect adversely policies or practices in the performance of classified contracts for the Department of Defense or the User Agencies of its Industrial Security Program:

NAME	TITLE
Dennis G. Austin	Trustee
John A. DiBiaggio	Trustee
Lawrence F. Boyle	Trustee
Omar S. Bukhari	Trustee
Christine K. Cassel	Trustee
Edward A. Dubilo	Trustee
Hannah S. Fatemi	Trustee
Grace K. Fey	Trustee
William E. Giblin	Trustee
James J. Karam	Trustee
William F. Kennedy	Trustee
James E. Mahoney	Trustee
Robert M. Mahoney	Trustee
Carolina B. Marcalo	Trustee
Robert McCarthy	Trustee
Diane Bissonnette Moes	Trustee
William T. O'Shea	Trustee
Stacey Rainey	Trustee
Sean W. Reed	Trustee
Robert K. Sheridan	Trustee
Karl E. White	Trustee

Vice Chair Giblin introduced Trustee Reed to give the **Student Trustee Report, UMASS Worcester**. Trustee Reed reported on his experience at the Medical School including the support from the faculty, Dr. John Cooke in particular, and the emphasis on compassion.

Trustee Reed had constructed a video highlighting the experiences of students from the Medical School; due to technical difficulties he was not able to show the video; Vice Chair Giblin assured Trustee Reed and the Trustees that there would be an appropriate time for this presentation to be made. President Wilson indicated that copies would be made and distributed.

Vice Chair Giblin then announced that the Board would enter into **Executive Session** to discuss **Appointments with Tenure, UMASS Boston, UMASS Worcester, Awards of Tenure, UMASS Amherst, UMASS Dartmouth and UMASS Worcester, Transfer of Tenure, UMASS Amherst** and **Honorary Degrees, UMASS Amherst, UMASS Boston, UMASS Dartmouth and UMASS Lowell**. He indicated that the Board would not reconvene in open session.

It was moved, seconded and

VOTED: To enter into Executive Session to discuss Appointments with Tenure, UMASS Boston, UMASS Worcester, Awards of Tenure, UMASS Amherst, UMASS Dartmouth and UMASS Worcester, Transfer of Tenure, UMASS Amherst and Honorary Degrees, UMASS Amherst, UMASS Boston, UMASS Dartmouth and UMASS Lowell

Vice Chair Giblin voted for the motion as did Trustees Austin, Boyle, Dubilo, Karam, Kennedy, Robert Mahoney, Marcalo, Moes, O'Shea, Sheridan and White.

The time was 10:14 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Tuesday, January 21, 2003; 8:00 a.m.
Board Room
One Beacon Street - 26th Floor
University of Massachusetts
Boston, Massachusetts

Committee Members Present: Chair White; Trustees Austin, Briggs, Dawood, Kennedy, Powers and Sheridan

Committee Members Absent: Trustees Boyle, Giblin, Lankowski and Mahoney

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Chmura, Gray, Julian and Lenhardt; Ms. Layton, Associate Vice President; Ms. Macaulay, UMassOnline; Chancellors Lombardi, Gora, MacCormack and Lazare; Provosts Seymour, Fonteyn, Curry and Wagner; Vice Chancellor Scheid, UMASS Worcester; Vice Chancellor Marshall, Enrollment Management, UMASS Amherst; Associate Vice Chancellor Teehan, Enrollment Services and University Communications, UMASS Boston; Mr. Burke, Special Assistant to the Provost, UMASS Dartmouth; Ms. Johnson, Assistant Vice Chancellor for Academic Affairs and Enrollment Management, UMASS Lowell (arrived late)

Faculty Representatives: Professors May and O'Connor, UMASS Amherst; Professor Disch, UMASS Boston; Professor Langley, UMASS Dartmouth

Chair White convened the meeting at 8:04 a.m. and introduced the first item on the agenda **Consideration of Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the October 22, 2002 meeting of the Committee.

The next item was the **President's Report**. President Bulger began by reporting that the University has, again, been recognized for the excellence of its faculty. According to the December, 2002 issue of *Science Magazine*, Professor Craig Mello's research has been identified as the "breakthrough of the year." Dr. Mello is an Associate Professor of Molecular Medicine at the Medical School. His research on the so-called small RNAi has the potential to offer important insights into human genetics. Dr. Mello's work is prompting biologists to overhaul their vision of the cell and its evolution. *Science Magazine* is a premier journal offering the scientific community a forum for the presentation and discussion of important issues related to

the advancement of science. President Bulger congratulated Dr. Mello on his discovery and looks forward to future reports of his work. Chancellor Lazare indicated that Dr. Mello became a Howard Hughes Scholar six years ago. His discovery was made in 1999 and has opened up a whole new field of science.

President Bulger announced that on March 26th the University will be hosting the fourth annual Access to Excellence Conference. Two hundred guidance counselors will attend the conference. David Driscoll, Commissioner of Education, will speak about critical education issues facing high school seniors as they consider higher education options.

Presdent Bulger reported that all five of the campuses have beaten the January 31st deadline to implement the new INS regulations and programs designed to ensure that all of the University's international students are properly enrolled. He thanked the Chancellors for their leadership on the issue, and extended his gratitude to the international program directors for their management of this complicated task.

President Bulger reported that the Committee will hear a discussion on Enrollment Management. He noted that colleges and universities across the country are facing many challenges as they seek to meet strategic enrollment objectives. It is only through the outstanding work of enrollment managers, admissions directors, faculty and staff that the University is able to recruit a strong student body.

The next item was the **Vice President's Report**. Vice President Botman reported that at a number of recent meetings, deans and staff have expressed an interest in talking to Trustees about the system-wide work they conduct in research, outreach, and teaching. Vice President Botman will invite them to future meetings to talk about their work. It is important to point out the advantages of system-wide collaboration: the campuses can collaborate on key research, improve the delivery of education by tapping into the resources across the campuses, and continue their research skills and expertise to provide services to the Commonwealth.

Chair White introduced the discussion item, **Enrollment Management**. Vice President Botman introduced Lisa Johnson, UMASS Lowell; Richard Burke, UMASS Dartmouth; Joseph Marshall, UMASS Amherst; and Kathleen Teehan, UMASS Boston. The Enrollment Managers led the Committee in a discussion on enrollment goals, and strategies set to achieve the goals.

The discussion focused on the following issues:

- how do the campuses set enrollment goals?
- how does the University market itself to students?
- what strategies exist for yielding accepted students?
- what are the challenges of recruiting and retaining students?
- what are some factors that can cause a shift in enrollment?
- how does the University accept how it is doing in enrollment management?

- how might the Trustees help in the enrollment management process?

Chair White asked Vice President Botman to report back to the Committee with specific suggestions of activities the Trustees can become involved with to help in the enrollment management process.

Vice President Botman and Chair White thanked the Enrollment Managers, Admissions Directors, and their staff for the work they do.

The first item for action was **College of Liberal Arts and College of Science and Mathematics, UMASS Boston**. Chancellor Gora reported that the existing College of Arts and Sciences operates as two colleges, each with its own dean. The action will serve to formalize the College of Arts and Sciences into two separate colleges.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To approve the division of the College of Arts and Sciences into a College of Liberal Arts and a College of Science and Mathematics at the University of Massachusetts Boston. (Doc. T03-006)

The next item for action was **Appointments to Named Professorships, UMASS Amherst**. Provost Seymour reported that Dr. Michael Malone is a Chemical Engineer at the Amherst campus. The purpose of the professorship is to enhance teaching and research between the fields of engineering and business. A number of letters were received from Carnegie Mellon University, the University of California at Santa Barbara, the University of Pennsylvania, Eastman Chemical Institute, and the National Academy of Engineering in support of his nomination. The letters speak eloquently about Dr. Malone's distinction as an engineering scientist and leader in the chemical engineering profession. The most important statement in terms of providing the award says "Mike is committed to finding and developing new ways to make university courses relevant to students, so that they may be best prepared to enter the workplace with both a sound technical background and an understanding of technology application and business."

Provost Seymour also briefed the Committee on the different criteria for Dr. Goldstein's nomination. She reported that letters from very prestigious institutions such as Harvard and Yale have been received to support his nomination. Dr. Goldstein is the Dean of the School of Engineering at the Amherst campus, and is a recipient of the President's Public Service Award. Dr. Goldstein was one of a core group of scientists involved in the analysis and interpretation of samples returned by the Apollo mission since Apollo 11. He has published over 200 peer review articles and prestigious journals including Nature and Materials and Metallurgical Transactions, and is the author and editor of ten books; the most recent published this year. There are two

people in the world who are the experts on the metallurgy of iron meteorites...Dr. Goldstein is one of the two. In 2000, Dr. Goldstein had an asteroid named after him [Joegoldstein]. Recently, he gathered researchers and scientists from across the United States to pool their resources to submit a proposal to the National Science Foundation to establish a weather center.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To concur with the President in the appointment of Michael Malone as the Ronnie and Eugene Isenberg Distinguished Professor in Engineering at the University of Massachusetts Amherst.

And further,

To concur with the President in the appointment of Joseph I. Goldstein as a Distinguished Professor at the University of Massachusetts Amherst. (Doc. T03-007)

Chair White then announced that the remaining agenda items, **Appointments with Tenure, UMASS Worcester** and **Awards of Tenure, UMASS Amherst, UMASS Worcester** would be discussed in **Executive Session**. He indicated that the Committee would not reconvene in open session.

It was moved, seconded and

VOTED: To enter into **Executive Session** for the purpose of considering **Executive Session** to consider **Appointments with Tenure, UMASS Worcester** and **Awards of Tenure, UMASS Amherst, UMASS Worcester**.

Chair White voted for the motion as did Trustees Austin, Kennedy, Powers and Sheridan. The time was 9:30 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Tuesday, April 22, 2003; 8:00 a.m.
Board Room
One Beacon Street - 26th Floor
University of Massachusetts
Boston, Massachusetts

Committee Members Present: Chair White; Trustees Austin, Boyle, Briggs, Dawood, Kennedy, Powers and Sheridan

Committee Members Absent: Trustee Giblin, Lankowski and Mahoney

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Chmura, Gray and Julian; Ms. Layton, Associate Vice President; Chancellors Lombardi, Gora, MacCormack and Lazare; Provosts Seymour, Fonteyn, Curry and Wagner; Ms. Evaneski, UMASS Dartmouth

Faculty Representatives: Professor Disch, UMASS Boston; Professor Carter, UMASS Lowell

Chair White convened the meeting at 8:07 a.m. and introduced the first item on the agenda for action **Consideration of Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the January 21, 2003 meeting of the Committee.

The next item was the **President's Report**. President Bulger indicated that today's meeting would focus on the assessment methods used to improve the academic quality on the campuses.

President Bulger reported on the academic quality at the University. Professor Jim Kurose, from the department of computer science at the Amherst campus, received the highly prestigious Taylor L. Booth Education Award from the Institute of Electrical Electronics Engineers Computer Society. The award is the highest education honor given by the society. Professor Jim Kurose was also a recipient of the President's Public Service Award last year.

Lynn Margulis, Distinguished University Professor from the department of geosciences at the Amherst campus, has been named among the "Fearless Fifty: America's Fifty Rated Innovators Over The Age of 50." She was chosen by AARP (the American Association of Retired People).

The School of Education at UMASS Lowell won a three-year $1 million grant from the United States Department of Education for helping teachers in the Merrimack Valley integrate technology into their classrooms. President Bulger appreciates UMASS Lowell's commitment to the K-12 system and communities surrounding the campus.

The University of Massachusetts Medical School has again been ranked in the top 10% of the nation's 125 medical schools by *Weekly News Magazine* and *U.S. News World Report*, and was listed as America's best graduate school. The Medical School is ranked 12th in the increasing competitive primary care school category. For the fifth straight year, the Medical School has earned the 'Top 50 Ranking' on the overall list of research schools, and continues to become one of the fastest growing research schools in the United States.

Faculty from the University's five campuses generated over $290 million in sponsored research in 2002 compared to $140 million a decade ago. President Bulger thanked the faculty for their important contributions to the Commonwealth.

UMASS Dartmouth underwent a focused evaluation visit from the New England Association of Schools and Colleges to review the campus' financial condition, look at campus assessment, planning strategies, appraise the facilities, planning operations, and evaluate its graduate program. The campus had a very positive visit.

President Bulger reported that the first-time freshmen six-year graduation rate at UMASS Boston is 35% and not 28% as previously reported by the media. The campus continues to have a very strong graduation rate for its transfer students to comprise the majority of the undergraduates on the campus. President Bulger congratulated Chancellor Gora, faculty and students.

The next item was the **Vice President's Report**. Vice President Botman echoed President Bulger's remarks that the campuses recognized the need to address the fiscal realities. Chancellors, provosts, and student affairs personnel are conducting thorough mid-year evaluations with the intention to preserve academic excellence while maximizing resources available.

Vice President Botman updated the Committee on activities taking place within the department of Academic Affairs.

The department of Academic Affairs along with the Deans of Education from the campuses worked on a system-wide symposium that took place last Friday. The forum was entitled Mathematics and Science Education, and provided the University and K-12 faculty an opportunity to discuss with community leaders the current need in math and science education across the state.

Committee on Academic and Student Affairs
April 22, 2003

On June 3rd the University will hold its Third Annual Five-Campus Neuroscience Symposium entitled Neurotransplantation: The Genetics of Language Disorders and Alzheimer's Disease.

The President's Annual University Scholars Reception will be held on May 29th at the State House. High school headmasters nominated 375 students, and over 270 scholarships were offered.

Vice Presidents Botman and Chmura, and Lynn Griesemer, Executive Director of the Donahue Institute, met with Doug Foy, the state's environmental policy leader, to discuss expanding the current partnership the University has with the Executive Office of Environmental Affairs.

Vice President Botman then announced that Provost Curry is stepping down at the end of the academic year to become the Director of the Advanced Technology and Manufacturing Center (ATMC) in Fall River. She thanked him for his contributions and dedication to the University.

Chair White encouraged the Trustees to attend the University Scholars Reception and thanked Provost Curry for his contributions.

Vice President Botman introduced the discussion item **Evaluating the Academic Experience**. She announced that the 2003 Report on Annual Indicators will be mailed to the Trustees, and would be discussed at the May 6th Committee of the Whole meeting. Today's presentation will preview the performance indicators that relate to the academic experience.

Vice President Botman reported that the four primary levels of assessment and quality improvement at the University are: individual courses, individual faculty, programs and departments, and the campus as a whole.

- The assessment processes by which faculty are reviewed include: the annual performance review, tenure reviews, post-tenure review or periodic multi-year review (PMYR) and review by one's peers for research and publication purposes;
- The assessment processes at the program level include: the Academic Quality Assessment and Development review (AQAD), accreditation, and benchmarking; Under Chancellor Lombardi's leadership, the Amherst campus has shifted to a new assessment driven resource allocation model for academic departments designed to emphasize the core mission of research and teaching.

Vice President Botman reported that the processes that take place on the campuses constitute the core work of quality assessment and improvement in the academic area. Other kinds of accountability measures at the University include accreditation by the New England Association of Schools and Colleges (NEASC), The National Survey of Student Engagement (NSSE),

Alumni Surveys, and the Annual Indicators of the Performance Measurement System.

Ms. Layton then provided highlights from the Performance Measurement System and the 2002 Alumni Survey.

Highlights from the academic quality and student success indicator included:

- High school GPA and SAT scores of entering freshmen continue to rise;
- UMASS campuses have high pass rates on licensure and certification exams;
- Research and Development funding in science and engineering continue to increase;
- The 2002 National Survey of Student Engagement questioned seniors as to how they would evaluate their entire educational experience at an institution;
- Freshmen retention rates have been stable over the past five years on the campuses;
- Graduation rates range from 35% at the Boston campus to 61% at the Amherst campus.

Highlights from the 2002 Alumni Survey included:

- Most of the recent UMASS graduates are currently in the workforce;
- Three-quarters of alumni work in Massachusetts;
- 38% of graduates had completed or were enrolled in a degree program; and 35% are pursuing non-degree education;
- Alumni report high levels of satisfaction with how UMASS prepared them for further education and employment;
- UMASS had a major or moderate impact on student skills and abilities;
- 96% of recent alumni are "satisfied" or "very satisfied" with the quality of their education;
- 91% of alumni would choose to attend UMASS again; 94% would recommend UMASS to a friend or family member.

There was then a question and answer session.

Provost Seymour reported that for the first time, she would be presenting top students on campus with the 'Leaders of the 21st Century Award' during commencement ceremony at the Amherst campus. The award is to honor the students' experiences and contributions made while attending UMASS Amherst. Trustee Powers is among the recipients.

Trustee Dawood then acknowledged Trustee Briggs for addressing Peter Nessen at the Student Leadership Conference in response to the Governor's reorganization plan.

The next item on the agenda for action was **John W. McCormack School of Policy Studies, UMASS Boston**. Chancellor Gora reported that this request represents a reorganization on the campus pooling together valuable resources from a range of degree programs that focus on policy studies, and will generate a $6 million endowment and three endowed chairs.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To approve the establishment of the John W. McCormack School of Policy Studies at the University of Massachusetts Boston. (Doc. T03-028)

The next item was the **Alcohol and Drug Policy, UMASS Dartmouth**.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To approve the revisions to the Dartmouth Alcohol and Drug Policy, Doc. T93-116, as amended.

The next item was **Appointment to Named Professorship, UMASS Amherst**. Provost Seymour reported that Dr. Clydesdale is an expert in the area of physical and chemical properties of food. Dr. Clydesdale has an extraordinary level of productivity and impact in his field of study that goes beyond the high level of expectation. He is the author and co-author of over 360 scientific articles and 20 books, and is recognized as a worldwide authority in the area of food science.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To concur with the President in the appointment of Fergus M. Clydesdale as a Distinguished Professor at the University of Massachusetts Amherst. (Doc. T03-025)

Chair White then announced that the Committee would enter into **Executive Session** to consider **Transfer of Tenure, UMASS Worcester** and **Appointment with Tenure, UMASS Amherst** and **Awards of Tenure, UMASS Amherst, UMASS Boston, UMASS Worcester** and **Appointment with Tenure, UMASS Boston**. He indicated that the Committee would not reconvene in open session.

It was moved, seconded and

Committee on Academic and Student Affairs
April 22, 2003

VOTED: To enter into **Executive Session** for the purpose of considering **Transfer of Tenure, UMASS Worcester** and **Appointment with Tenure, UMASS Amherst** and **Awards of Tenure, UMASS Amherst, UMASS Boston, UMASS Worcester** and **Appointment with Tenure, UMASS Boston**.

Chair White voted for the motion as did Trustees Austin, Boyle, Kennedy, Powers and Sheridan.

The time was 9:40 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Tuesday, July 22, 2003; 8:00 a.m.
Board Room
One Beacon Street - 26th Floor
University of Massachusetts
Boston, Massachusetts

Committee Members Present: Chair White; Vice Chair Boyle; Trustees Austin, Bukhari, Fatemi, Mahoney, Reed and Sheridan

Committee Members Absent: Trustees Giblin, Kennedy, Lankowski and Marcalo

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Chmura, Gray, Julian and Lenhardt; Mr. Wilson, CEO, UMassOnline; Ms. Layton, Associate Vice President; Chancellors Lombardi, Gora, MacCormack and Lazare; Provosts Fonteyn, Esposito and Wooding; Vice Chancellor Scheid, UMASS Worcester

Faculty Representatives: Professors May and O'Connor, UMASS Amherst; Professor Schwartz, UMASS Boston; Professor Carter, UMASS Lowell

Guests: Dean Lee Edwards, UMASS Amherst; Dean Louise Smith, UMASS Boston; Dean Michael Steinman, UMASS Dartmouth; Professor Jonathan Liebowitz, UMASS Lowell; Professor Reebee Garofalo; UMASS Boston; Jacquelyn Briggs, UMASS Dartmouth

Chair White convened the meeting at 8:02 a.m. and introduced the student Trustees to the Committee, Hannah Fatemi, UMASS Amherst; Omar Bukhari, UMASS Boston and Sean Reed, UMASS Worcester. Trustee Carolina Marcalo from UMASS Dartmouth was not able to attend the meeting. Trustee Rosalyn Lankowski from UMASS Lowell was out of the country.

The first item on the agenda was **Consideration of the Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the April 22, 2003 meeting of the Committee.

The next item was the **President's Report**. President Bulger expressed his gratitude to the Chancellors and their administrative teams for their work in addressing the budget cuts. Each of them has skillfully and creatively protected the academic core of their campuses through targeted cost reductions.

The Chancellor's proposals to adjust student fees, along with cost reduction plans, will be discussed further at the meeting of the Committee on Administration, Finance and Audit on July 24.

President Bulger reported on the following activities and faculty accomplishments:

- The President's Office annually awards faculty instructional technology grants to advance the University's goal of delivering excellent academic instruction without regard to geography;
- We encourage faculty to integrate technology into the curriculum in an effort to inspire the students living on or near the University campuses and those who live far away;
- Technology-assisted instruction enriches the academic experience for students and often leads to improved student achievement and higher retention rates;
- Ten technology grant awards will be used during the 2003-2004 academic year. Some of the courses funded include:
    - An online course for science and engineering majors at UMASS Dartmouth;
    - A web-enhanced poetry course at UMASS Lowell;
    - A joint chemistry preparatory course at UMASS Amherst and Boston;
    - A team-taught geriatrics course in caring for the elderly at UMASS Dartmouth and Worcester;
    - A teacher preparation course at UMASS Boston.
- The School of Marine Sciences and Technology at UMASS Dartmouth is conducting the largest sea scallop field survey ever undertaken in the north and mid-Atlantic. Dr. Kevin Stokesbury is the principal researcher on the project;
- UMASS Lowell has been named as one of nine schools taking extraordinary approaches to outreach and community partnership by the U.S. Department of Housing and Urban Development;
- The Annual University Scholars Reception was held on May 29 at the State House. The reception recognized the achievements of 94 incoming UMASS students who finished number one or two in their high school graduating classes.

President Bulger announced that Selma Botman, Vice President for Academic Affairs will be leaving the Office of the President. She will be joining the faculty at UMASS Lowell's Department of Political Science, and will serve as Special Assistant to the Chancellor for Regional, Social, and Economic Development.

Vice President Botman's impact on the University over the last six years has been tangible and important. Under her skilled guidance, the University has:

- Established the University Scholars program;
- Created the statewide model for campus performance measurement;
- Designed a meaningful post-tenure review process;

- Created UMassOnline;
- Developed the Inter-Campus School of Marine Sciences;
- Built inter-campus bio-technology teaching and research collaborations; and
- Implemented a model of collaboration among campus enrollment officers.

Vice President Botman accompanied President Bulger on over 60 high school visits to promote the importance of higher education and the value of the University. She also pursued her love of teaching on the Boston campus.

President Bulger thanked Vice President Botman for her service to the University system and wished her the best of luck in her new endeavor.

Jack Wilson, CEO for UMassOnline has been appointed as the new Vice President for Academic Affairs. Dr. Wilson will continue to lead the highly successful UMassOnline initiative.

The next item was the **Vice President's Report**. Vice President Botman looks forward, with great enthusiasm, to working on the Lowell campus as full professor with tenure and as Special Assistant to the Chancellor for Regional, Social, and Economic Development. She then thanked the staff in the Academic Affairs department, and looks forward to continually working with the Trustees, President, Vice Presidents, Provosts, faculty and staff on the campuses.

Vice President Botman indicated that General Counsel O'Malley will brief the Committee on the University of Michigan's Supreme Court case on affirmative action.

Vice President Botman reported that the University sponsored its Third Annual Five-Campus Neuroscience Symposium in June. The symposium was held at the Worcester campus.

Vice President Botman then reported that there is a shortage of qualified math and science middle and preschool teachers nationally. The Academic Affairs department and the deans for education have committed themselves to thinking about increasing the supply for the demand of math and science teachers. Kate Harrington in Academic Affairs will lead the project. Vice President Botman also reported that a plan has been developed to conduct initial research on improving and evaluating the development of math and science teachers at the University. The project will be carried-out by Andy Churchill from the Center for Education and Policy at UMASS Amherst who will be assisted by Heather Holsey and Professor Gary Stoner.

General Counsel O'Malley then briefed the Committee on the University of Michigan Supreme Court cases on affirmative action. He indicated that the University is working to comply with the Supreme Court's ruling that a compelling interest in the use of race in admissions be justified, and that every applicant applying for admissions be treated the same. He also reported that a conference call took place last week between Vice President Botman and her

staff, and the admissions officers on the campuses to discuss some of the legal principles surrounding affirmative action and concerns with the procedures, etc.

General Counsel O'Malley indicated that the use of race in the University's admissions procedure was going to be challenging and that specialized programs may have to be re-designed to promote diversity targeted towards various groups, providing some kind of protective services, opportunities, etc.

The next item for discussion was **The Role of Arts and Sciences in the Undergraduate Curriculum.** Vice President Botman introduced Dean Lee Edwards, UMASS Amherst; Dean Louise Smith, UMASS Boston; Dean Michael Steinman, UMASS Dartmouth; and Professor Jonathan Liebowitz, UMASS Lowell to discuss liberal arts and sciences and their importance in the undergraduate curriculum.

The Deans then led the Committee in a discussion about the importance of a liberal arts and sciences education. The discussion focused on the following areas:

- Why is liberal arts and science the foundation for student curriculum?
- What are the goals of a liberal arts and science education?
- How does faculty engage students in the humanities and fine arts?

Highlights included:

- There is a link between the arts and sciences...The liberal arts and science education provides the experience of continuity of data, observations, values, and story construction;
- It prepares students with the core basic set of skills in order to continue on in the workforce;
- Students are trained in critical thinking and problem solving skills;
- Critical thinking should be the central element of all courses;
- Liberal arts majors are provided with many links to practical jobs;
- Undergraduate students are engaged through continued interactions with alumni by way of discussing the current curriculum, setting up internships directly connected to opportunities in the workforce, etc.;
- Students are engaged by the hiring of younger faculty who use all kinds of new teaching techniques, including student presentations in the classes;
- Engaging students today is challenging because of the different pressures they are faced with;
- Instructors teach in a way to develop potential commonalities that link incoming first-year students with similar major interests.

Vice Chair Boyle expressed his concern about students' inability to write clearly, and asked what can be done to get back to the basic core discipline of writing?

Professor Liebowitz reported that on the Lowell campus writing is incorporated more and more into the core curriculum to help concentrate on communications skills, which includes various forms of writing. He indicated that there should be continued emphasis on writing. Faculty workshops have also been developed to encourage faculty on how to incorporate writing into their courses.

Chancellor Gora reported that a writing proficiency exam is administered to students on the Boston campus and that students cannot graduate unless they pass that exam.

Trustee Austin indicated that the University has an obligation to graduate more math and science graduates for the educational need of teachers in those areas.

Chair White thanked everyone for their participation.

The first item for action was **Revisions to Governance Document of the University of Massachusetts Medical School and Graduate School of Nursing**. Vice Chancellor Scheid reported that the policies relate to the Graduate School of Nursing and the Worcester campus as a whole. The revision of the campus governance document has not been revised since 1985 and the changes must be in place before the accreditation review in March 2004.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To approve the Governance Document of the University of Massachusetts Medical School as contained in Doc. T03-035.
>
> And further,
>
> To rescind the Governance Document of the University of Massachusetts Medical School as contained in Doc. T79-042B, as amended.
>
> And further,
>
> To approve the revisions to the Governance Document of the Graduate School of Nursing, Doc. T91-028, as amended.

The next item for action was **Appointment to Named Professorship, UMASS Amherst**. Vice President Botman reported that the Amherst campus seeks the appointment of Dr. Soura Dasgupta to the Dev V. Gupta Professorship in Electrical and Computer Engineering. Dr. Dasgupta is a highly prolific scholar who has published over 60 journal articles. His research totaling $1.7 million in funding has been supported by the National Science Foundation, Rockwell International, the Army Research Office and the Advanced Research Project Agency.

Dr. Dasgupta comes from the University of Iowa.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To concur with the President in the appointment of Soura Dasgupta to the Dev V. Gupta Professorship in Electrical and Computer Engineering at the University of Massachusetts Amherst. (Doc. T03-037)

The next item for action was **B.A. in Community Media and Technology, UMASS Boston**. Vice President Botman reported that the Community Media and Technology degree was one of several degrees that will be coming before the Committee over the next several months. She then thanked Associate Vice President Layton for her work on the degree and introduced Professor Reebee Garofalo of the College of Public and Community Service (CPCS) on the Boston campus to report on the degree.

Professor Garofalo briefed the Committee on Speaker Finneran's proposal to spend $110 million on emerging technology, including information technology, which highlights the importance of the telecommunications sector for the future health of the Massachusetts economy. He reported that the purpose for the degree program in Community Media and Technology is to develop a culmination of media analysis, technical proficiency, social vision, a commitment to service learning, and to promote professional development within the context of liberal arts education.

Professor Garofalo reported on four key areas of the program that are consistent with campus priorities and the CPCS mission.

1. CPCS Mission – The program is consistent with the CPCS mission in terms of a community focus for the degree;
2. Employment Opportunities – there is a need to fill funded positions that have remained unfilled due to the lack of unqualified applicants;
3. Establishment of National Standards – the media and community technology network are thinking about developing national standards. CPCS is developing its curriculum in collaboration with its community media and technology partners;
4. Development of Distance Education – CPCS is working closely with the Division of Corporate Continuing and Distance Education to develop ways to deliver the degree online as well as in the classroom.

Professor Garofalo reported on a number of additional complementary resources that are considered value-added for the basic core faculty. They included:

- A $1 million VISTA grant has been received to place 80 AmeriCorps*VISTA workers in community technology centers across the country. The grant was renewed in August for a fourth year;
- As part of the VISTA grant, CPCS publishes the *Community Technology Review*, the national publication for the community technological movement;
- The Boston-area partners for the grant have developed a regional broadband collaborative called the Commonwealth Broadband Collaborative;
- These collaborations provide wonderful internships opportunities for the students;
- Last year the college received a $150,000 grant from Monster.com to build an information technology center. The center has been built and provides a primary training facility for the majors in the program.

Vice Chair Boyle indicated that the degree in Community Media and Technology is a terrific program and congratulated the campus on a great job.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To approve the B.A. in Community Media and Technology at the University of Massachusetts Boston as contained in Doc. T03-044.

The next item for action was **Revisions to Student Senate Constitution, UMASS Dartmouth**. Ms. Briggs, a student and former Trustee from the Dartmouth campus, briefed the Committee on the changes/revision process and indicated that the Student Senate is seeking approval to the revisions of the Student Senate Constitution for the Dartmouth campus.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To approve the revisions to the Student Senate Constitution of the University of Massachusetts Dartmouth as contained in Doc. T95-095, as amended.

Chair White then announced that the Committee would enter into **Executive Session** to consider **Transfer of Tenure, UMASS Lowell** and **Awards of Tenure, UMASS Amherst, Dartmouth, Lowell, Worcester** and **Appointments with Tenure, UMASS Amherst, Boston, Dartmouth** and **Transfer of Tenure, UMASS Lowell**. He indicated that the Committee would not reconvene in open session.

It was moved, seconded and

Committee on Academic and Student Affairs
July 22, 2003

VOTED: To enter into **Executive Session** for the purpose of considering **Transfer of Tenure, UMASS Lowell** and **Awards of Tenure, UMASS Amherst, Dartmouth, Lowell, Worcester** and **Appointments with Tenure, UMASS Amherst, Boston, Dartmouth** and **Transfer of Tenure, UMASS Lowell**.

Chair White and Vice Chair Boyle voted for the motion as did Trustees Austin, Bukhari, Mahoney, and Sheridan. The time was 10:00 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Tuesday, October 21, 2003; 8:00 a.m.
Board Room
One Beacon Street - 26th Floor
University of Massachusetts
Boston, Massachusetts

Committee Members Present: Chair White; Vice Chairs Boyle and Sheridan; Trustees Austin, Bukhari, Fatemi, Giblin, Kennedy, Marcalo and Reed

Committee Members Absent: Trustee Mahoney

University Administration: President Wilson; General Counsel O'Malley; Vice Presidents Chmura, Gray, Julian and Lenhardt; Ms. Layton, former Associate Vice President; Ms. Harrington, Associate Vice President; Chancellors Lombardi, Gora and MacCormack; Provosts Seymour, Fonteyn, Esposito and Wooding; Vice Chancellor Scheid, UMASS Worcester

Faculty Representatives: Professor Desu, UMASS Amherst

Guests:
UMASS Amherst: William Israel, Professor of Journalism; Robert Nakosteen, Professor of Finance and Operations Management; Eileen Breslin, Dean, School of Nursing and School of Public Health and Health Sciences

UMASS Boston: Alan Clayton-Matthews, Professor of Public Policy; Susan Opotow, Professor of Dispute Resolution; Kristine Alster, Interim Dean, College of Nursing and Health Sciences; Professor James Green, College of Public and Community Service

UMASS Dartmouth: Thomas Puryear, Professor of Art History; Nancy Dluhy, Adult and Child Nursing

UMASS Lowell: Joyce Taylor-Gibson, Associate Professor of Education, and Co-Director of the Center for Family, Work and Community; Stephen McCarthy, Co-Director and Professor, Institute for Plastics Innovations

UMASS Worcester: Carol Bova, Assistant Professor of Medicine, Graduate School of Nursing; Doreen Harper, Dean, School of Nursing

Chair White convened the meeting at 8:08 a.m. and introduced the first item on the agenda **Consideration of Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the July 22, 2003 meeting of the Committee.

The next item was the **President's Report**. President Wilson reported on recent University achievements. Highlights included:

- UMASS Amherst is the recipient of a $40 million grant for the Engineering Research Center;

- UMASS Worcester entered into a major licensing agreement for its RNAi technology, which will enhance the campus' role as a leader in the RNAi field and generate millions in revenue;

- UMASS Worcester received a $17 million grant from the National Institute of Health for a Center for Translation Research on Immunology and Biodefense;

- UMASS Dartmouth will receive a $7 million grant for the establishment of a center to study the botulism toxin. Dr. Bal Ram Singh, Professor of Chemistry and Biochemistry will lead the efforts;

- The cranberry research by Catherine Neto, Assistant Professor of Chemistry and Biochemistry at UMASS Dartmouth has been accepted for publication and presentation by the American Chemical Society;

- The National Endowment for the Humanities recently awarded a $102,654 grant to Dr. Gerard Koot, Chair and Professor of the History Department at UMASS Dartmouth to offer a seminar in England on the Historical Interpretation to the Industrial Revolution;

- The National Endowment for the Humanities recently awarded a $72,000 grant to Dr. Lew Kamm, Professor of Foreign Languages and Associate Dean of the College of Arts and Sciences at UMASS Dartmouth.

President Wilson then announced that the Lowell campus is hosting a conference on Education for Sustainable Development on October 23rd and 24th. The role played by universities in educating students about issues on sustainability will be featured as well as the role played by utilizing expertise to address the issues of community and regional development.

President Wilson then briefed the Committee on the preliminary enrollment data for fall 2003: the University enrolled 9% more first-year students in 2002 and 2003; the Amherst campus saw a significant decrease in applications because of the change in the admissions process; SAT scores increased significantly for the Amherst, Dartmouth, and Lowell campuses;

out-of-state enrollments increased by 9% at Amherst over the last year, while the other campuses experienced a decline. President Wilson commended the admissions staff of the campuses for a job well done.

President Wilson announced that this is the last committee meeting for Daphne Layton, Associate Vice President for Academic Affairs. She is leaving the University to take on a position as Associate Dean at the Harvard Graduate School of Education. Kate Harrington has been named Associate Vice President for Academic Affairs.

President Wilson also announced that David Gray has been appointed Acting CEO of UMassOnline.

The next item was the **Vice President's Report**. Ms. Harrington reported on admissions procedures for the campuses. In light of the Supreme Court's decision on the Michigan case, several discussions have taken place with the Admissions Directors on the campuses. Admissions procedures for the Boston, Dartmouth, and Lowell campuses have been reviewed extensively and are in compliance. Procedures for the Amherst campus are under review. The General Counsel's office will review the procedures to ensure that it is in compliance with the recent Supreme Court decision.

Ms. Layton indicated that it has been a tremendous privilege and honor working for the University. She then reported that each year in October a report is brought before the Committee on Academic Quality and Development Review (AQAD) and Periodic Multi Year Review (PMYR). The reviews entail self-studies by departmental units followed by an external review, leading to recommendations and action plans endorsed by the deans and the provost. AQAD focuses on five criteria: programs, goals, objectives, link to campus mission, and strategic priorities. PMYR was initiated at the Amherst, Boston, Dartmouth and Lowell campuses in fall of 1999. The reviews contain suggestions for immediate improvements in teaching, research, and outreach. Further information on AQAD and PMYR can be obtained from Kate Harrington.

Ms. Layton then noted that the University must keep a close focus on the decline in the number of tenured faculty. As of December 2003, the University will be down 14-15% of its faculty, which is about 300 people. This includes recent and past retirements.

Chair White thanked Daphne Layton for her service to the University, and welcomed Carolina Marcalo, student Trustee from UMASS Dartmouth, to the Committee.

The next item on the agenda was the presentation of the **Public Service Awards**. President Wilson indicated that Public Service Awards are being presented to recognize faculty members who have dedicated their lives to teaching, discovery and service to society. Each of the honorees is truly representative of the powerful impact the University has on the economic and social landscape of the state.

Chair White indicated that the Public Service Awards is important because it shows off what the University is and should be about – service to the Commonwealth of Massachusetts. He noted that the work of the honorees enhances their teaching, enlivening the educational experience of the students, making learning more meaningful and inspired. What distinguishes the University's faculty is that they put their ideas to work in the community, for the good of the community and the people who live there.

President Wilson and Chair White then presented the Public Service Awards to the following award winners:

Carol Bova, Assistant Professor of Medicine, Graduate School of Nursing, UMASS Worcester. Dr. Bova Directs the Positive Life Skills Program for HIV-infected women in Central Massachusetts. She has focused her public service on improving community-based clinical care for HIV and HCV-infected persons and their families, particularly those with the co-morbid conditions of depression and substance abuse.

Joyce-Taylor Gibson, Associate Professor of Education and Co-Director of the Center for Family, Work and Community, UMASS Lowell. Professor Taylor-Gibson has provided leadership for a variety of UMASS Lowell's outreach efforts, including: the Family School Partnership Project, the CIRCLE program (leadership development for new immigrants), and GEAR-UP (a program to promote college attendance of inner city, poor and minority children).

William Israel, Professor of Journalism, UMASS Amherst. Professor Israel led the Amherst campus' effort to develop an information technology (IT) minor for non-technical students across the campus as part of the Commonwealth Information Technology Initiative (CITI), and provided a model curriculum for adoption by other UMASS, state and community college campuses.

Susan Opotow, Professor of Dispute Resolution, UMASS Boston. Professor Opotow has led a collaborative "action research" project with Boston City schools to develop effective interventions to deal with the problem of class-cutting, and conducted research on negotiating environmental conflicts in collaboration with the Massachusetts Department of Environmental Protection (DEP).

Thomas Puryear, Professor of Art History, UMASS Dartmouth. Professor Puryear has promoted the understanding of the cultural history of New Bedford and the South Coast of Massachusetts. He has produced materials on architectural preservation, developed walking tours of New Bedford, supported the establishment of the NB Museum, and promoted the understanding of local history and a sense of place in New Bedford.

Alan Clayton-Matthews, Assistant Professor of Public Policy, UMASS Boston and Robert Nakosteen, Professor of Finance and Operations Management, UMASS Amherst. Professor's Clayton-Matthews and Nakosteen have provided leadership in the development of Massachusetts Benchmarks, the University's quarterly economic journal produced in collaboration with the Federal Reserve Bank of Boston. Dr. Clayton Matthews serves as co-editor, while Dr. Nakosteen serves as Executive Editor. Both have played a critical role in the development of the journal's stature and influence and in positioning UMASS as the state's leading academic source of high quality economic information and analysis.

President Wilson thanked the honorees for their outstanding commitment to the University and the Commonwealth.

President Wilson announced that the Committee would break for ten minutes. The time was 8:56 a.m.

The Committee reconvened at 9:13 a.m.

Chair White introduced the discussion item, **Impact of Academic Programs on Regional Economic and Social Development**. President Wilson reported that today's discussion will focus on the health sciences and its impact on the economic and social development of the Commonwealth. He noted that the impact of research on the Commonwealth would be discussed at the Committee of the Whole meeting on November 4.

President Wilson introduced Eileen Breslin, Dean, School of Nursing and School of Public Health and Health Sciences, UMASS Amherst; Kristine Alster, Interim Dean, College of Nursing and Health Sciences, UMASS Boston; Nancy Dluhy, Adult and Child Nursing, UMASS Dartmouth; Stephen McCarthy, Co-Director and Professor, Institute for Plastics Innovations, UMASS Lowell; and Doreen Harper, Dean, School of Nursing, UMASS Worcester.

Dean Harper briefed the Committee on the Graduate School of Nursing program and its impact on the nursing shortage.

Dean Alster briefed the Committee on the nursing program and its link to workforce development.

Ms. Dluhy briefed the Committee on the nursing program and its link to workforce development.

Dean Breslin briefed the Committee on the nursing program and its collaborative partnerships to address workforce development.

Professor McCarthy briefed the Committee on the links between plastics engineering and health sciences.

Chair White and President Wilson thanked the participants.

There was then a brief discussion on the University's response to the recent Red Sox celebrations…"riots" on the Amherst and Dartmouth campuses. President Wilson indicated that he was pleased by the active efforts by the Chancellors to manage the situation.

Trustee Boyle expressed his concern over the continued rioting on the Amherst campus and the need to expel the students involved in such acts from the University.

Chancellor MacCormack and Provost Seymour indicated that a number of students have been through the campus' judiciary process. Provost Seymour thanked the campuses for their support and indicated that the Amherst campus has adapted a "zero tolerance" theme in response to the rioting situation.

Trustee Fatemi suggested that the University educate incoming students on the consequences for rioting and damaging University property.

Chair White thanked everyone for participating in the discussion. Chair White encourages the Chancellors' efforts to resolve this issue.

Chair White then introduced the first item for action **B.A. in Community Studies, UMASS Boston**. Chancellor Gora reported that the B.A. in Community Studies is a multi-disciplinary, experiential learning-based program with an applied learning approach to the study of human communities. This is the second program of its kind in the country.

Professor Green reported that this is a new initiative for faculty on the Boston campus. The program brings academic expertise to a community setting, and trains students for the workforce. He indicated that the program would enhance UMASS Boston's reputation and further its urban mission. Professor Green thanked Chancellor Gora and Provost Fonteyn for their support of the program.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To approve the B.A. in Community Studies at the University of Massachusetts Boston as contained in Doc. T03-060.

The next item for action was **Appointment to Named Professorship, UMASS Worcester**. Vice Chancellor Scheid reported that Dr. Mello was awarded tenure earlier this year in recognition of his contributions to the field of science and the co-discovery of RNAi.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To concur with the President in the appointment of Craig C. Mello to the Blais University Chair in Molecular Medicine at the University of Massachusetts Worcester. (Doc. T03-066)

Chair White then announced that the Committee would enter into **Executive Session** to consider **Appointments with Tenure, UMASS Boston, Worcester** and **Awards of Tenure, UMASS Amherst, Dartmouth, Worcester** and **Transfer of Tenure, UMASS Amherst**. He indicated that the Committee would not reconvene in open session.

It was moved, seconded and

VOTED: To enter into **Executive Session** for the purpose of considering **Appointments with Tenure, UMASS Boston, Worcester** and **Awards of Tenure, UMASS Amherst, Dartmouth, Worcester** and **Transfer of Tenure, UMASS Amherst**.

Chair White voted for the motion as did Vice Chairs Boyle and Sheridan; Trustees Austin, Bukhari, Giblin, Kennedy and Marcalo. The time was 10:25 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE ON ADMINSTRATION, FINANCE AND AUDIT

Thursday, January 23, 2003; 8:00 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Dubilo; Vice Chair Karam; Trustees Babineau, Briggs, Dawood, DeFaria, Fey, Mahoney, Powers, Rainey and Zane

Committee Members Absent: Trustees Agganis, Giblin, McCarthy and Moes

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Gray, Julian and Lenhardt; Chancellors Lombardi, Gora, MacCormack and Hogan; Ms. Wilda, University Controller; Mr. O'Riordan, Budget Director; Vice Chancellors for Administration and Finance Hatch, MacKenzie, Zekan and Goodwin; Deputy Chancellor Stanton; Mr. Harrison, Director of Auditing

Faculty Representatives: Professor May, UMASS Amherst; Professor Schwartz, UMASS Boston; Professor Carter, UMASS Lowell

Guests: Mr. Hanley, Mr. Gabranski and Ms. Gregory, PricewaterhouseCoopers

Chair Dubilo convened the meeting at 8:09 a.m. The first item on the agenda was **Consideration of Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the October 24, 2002 meeting of the Committee.

Under the **Chair's Report**, Chair Dubilo reported that the Committee will consider several audits today. Of special interest is the Federal Funds Audit A-133; this audit reflects marked improvement from 40 citations in 2000 to 16 in 2001 to four in 2002. The staff takes their responsibilities with the audit process seriously and he thanks them for their efforts.

The next item was the **Vice President's Report**. Vice President Lenhardt reiterated the improvements made to the A-133 Audit and reported on the Performance Measurement System. What are we doing about the capital infrastructure system, which will be discussed today, and what are we trying to accomplish?

Vice President Lenhardt also mentioned the progress of the Management Council (Chancellors and Vice Presidents) formed as a result of last year's retreat. The Council meets regularly and has been discussing procurement. Changes have been made to benefits for new employees, less vacation, sick and personal days and has had a positive impact on accrued liabilities.

Chair Dubilo then welcomed Trustee Ellen Zane as the newest member of this Committee.

The next item was the **President's Report**. President Bulger spoke of the fiscal and economic difficulties facing the Commonwealth but stressed the University's intentions to meet the teaching and research goals of the Commonwealth and its citizens.

President Bulger reported that Mr. Dennis Jones, a national expert on higher education, programming and finance will speak at the meeting of the Committee of the Whole on February 12th. Mr. Jones will outline the national picture for higher education and how others are coping with difficult fiscal decisions.

President Bulger also reported that Konarka Technologies started in 2000 is based on the work of the late UMASS Lowell professor, Sukant Tripathy. His dream was to bring electric light to the rural areas of India.

President Bulger reported that last week he had met with the University-wide Union leadership and noted that it was a very good beginning and his plan is to continue the dialogue.

As a final note, President Bulger also thanked those employees that work to meet the University's audit obligations.

Vice President Lenhardt then introduced the discussion item, **Capital Repair and Improvement Performance Indicators**. The repair and upkeep of the University's buildings is one of our top priorities. Indicators for these priorities have been developed and will be incorporated into the annual Performance Measurement System. The first measure we are proposing to put forward is age of facility ratio. He then acknowledged the work of Vice Chancellor Zekan from the Dartmouth campus for his help with this project. The goal would be to monitor whether or not we are making improvements to the ratio.

Vice President Lenhardt also reported on three additional ratios:

- The Maintenance Ratio (the level of routine plant maintenance spending relative to available revenues; derived from annual financial statement data and could provide for peer analysis);
- The Annual Renewal Effort Ratio (indicates the amount of unrestricted revenues invested in the plant annually);
- Deferred Maintenance Ratio (sets a baseline value of deferred maintenance costs and track capital spending aimed at reducing those costs against the overall investment in plant; we would want to reduce the ratio through direct investments in deferred maintenance projects).

It is expected that the age of facility ratio will be brought before the Board for approval in the March/April cycle of the Performance Measurement System.

Mr. Harrison, Director of Auditing introduced the next three items: **PricewaterhouseCoopers Audit Reports**:

- University Management Letter, FY2002 Financial Report
- Report on Massachusetts Student Financial Assistance Programs in Accordance with Mass Office of Student Financial Assistance Attestation Guide
- Report on Federal Financial Assistance Programs in Accordance with OMB Circular A-133.

Mr. Harrison then provided an update on an issue raised at the last Committee meeting regarding the Sarbanes-Oxley Act of 2002. This Act is for publicly traded companies in order to increase public confidence with financial markets by strengthening corporate responsibility. While the University is not legally required to comply with sections of this Act, the Act is being met with great interest; to adopt appropriate practices that are consistent with the Act especially in measuring the effectiveness of the system of internal control.

Mr. Hanley began by reporting on significant accounting policies and practices. In FY2002, the University adopted GASB (Government Accounting Standards Board Statement) No. 34, adopted an amendment to GASB Statement No. 34 and GASB Statement No. 37. The adoption of these statements resulted in a restatement of the beginning net assets as of July 1, 2001.

Ms. Gregory then described the Report on Federal Financial Assistance Programs in Accordance with OMB Circular A-133. The purpose of this audit is to review the University's compliance with requirements in administrating federal programs. The

University has three major programs that were considered: Research and Development, Student Financial Aid and the Cooperative Extension on the Amherst campus Program.

Ms. Gregory then identified small instances of noncompliance.

Ms. Gregory introduced the next Audit Report: Report on Massachusetts Student Financial Assistance Programs in Accordance with Mass Office of Student Financial Assistance Attestation Guide. She reported that there were no items of non-compliance.

Mr. Hanley then discussed a report distributed to the Committee outlining required Communications which included the Auditor's Responsibility Under Generally Accepted Auditing Standards, the Significance of Accounting Policies, Management Judgments and Accounting Estimates and Significant Audit Adjustments.

Mr. Gabranski reported on future reporting standards being raised and answered a question from President Bulger about PricewaterhouseCoopers being independent of the University.

Mr. Hanley and Mr. Gabranski briefly described the Comments and Recommendations regarding the University Management Letter, FY2002 Financial Report. Vice President Lenhardt reported the need to review the contract for PricewaterhouseCoopers, which is scheduled to expire in a year's time. This would be a good time to establish a fresh view of the audit review process.

Some of the Auditor's recommendations included the University looking at the way it closes it books which consists of reporting consolidated financial information on a periodic basis. It was also recommended that the University close the books more than once a year.

Additional recommendations included tracking fixed assets, which would include a complete physical inventory of the University's fixed assets and retention of legacy data, which would include the development and archiving strategies for the mainframe applications.

There was a question about a "hot site" or a disaster recovery plan for University data. Vice President Gray responded that the Management Council is considering a total University Data Center which would include disaster recovery.

It was moved, seconded and

VOTED: To recommend that the Board accept the following Audit Reports:

1. University Management Letter, FY2002 Financial Report **(Doc. T03-015)**
2. Report on Massachusetts Student Financial Assistance Programs in Accordance with Mass Office of Student Financial Assistance Attestation Guide **(Doc. T03-011)**
3. Report on Federal Financial Assistance Programs in Accordance with OMB Circular A-133 **(Doc. T03-012)**

The next item for action was **Audit Reports**. Mr. Harrison briefly reported on each Audit and noted some of the Audit recommendations. He also provided a status report of current audits, state audit reviews and federal reviews. Of particular note was that the State Audit Office will be reviewing the Amherst campus with a preliminary survey of all campus activities.

It was moved, seconded and

VOTED: To recommend that the Board accept the following Audit Reports:

1. International Programs Office Audit Report, UMASS Amherst **(Doc. T03-001)**
2. WFCR-FM and Friends of WFCR, Inc. Combined Financial Statements and Auditors Report; WFCR-FM Management Letter; Communication Letter to the Board of Trustees for WFCR-FM and the Friends of WFCR, Inc. **(Doc. T03-004)**
3. WUMB-FM Radio Financial Statements and Supplementary Information; WUMB-FM Management Letter; Communication Letter to the Board of Trustees for WUMB-FM **(Doc. T03-003)**
4. Student Activities Trust Fund, UMASS Amherst, Campus Activities Office Operations **(Doc. T03-002)**
5. Statement of Revenues and Expenditures of the Intercollegiate Athletic Department, UMASS Amherst **(Doc. T03-013)**
6. Report on the Minuteman Court Club and the UMASS Athletic Fund **(Doc. T03-014)**
7. Audit Activity Report **(Doc. T03-010)**

There being no further business to come before the Committee, the meeting was adjourned at 9:50 a.m.

Committee on Administration, Finance and Audit
January 23, 2003

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE ON ADMINSTRATION, FINANCE AND AUDIT

Thursday, April 24, 2003; 8:00 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Dubilo; Vice Chair Karam; Chair Fey; Trustees Babineau, Briggs, Dawood, DeFaria, Mahoney and Zane

Committee Members Absent: Trustees Agganis, Giblin, McCarthy, Moes, Powers and Rainey

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Gray, Julian and Lenhardt; Chancellors Lombardi, Gora, MacCormack and Hogan; Mr. O'Riordan, Budget Director; Vice Chancellors for Administration and Finance Hatch, MacKenzie, Zekan and Goodwin; Deputy Chancellor Stanton; Mr. Harrison, Director of Auditing

Faculty Representatives: Professor May, UMASS Amherst; Professor Disch, UMASS Boston; Professor Carter, UMASS Lowell; Dr. Cooke, UMASS Worcester

PricewaterhouseCoopers: Mr. Hanley

Chair Dubilo convened the meeting at 8:07 a.m. The first item on the agenda was **Consideration of Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the January 23, 2003 meeting of the Committee.

Under the **Chair's Report**, Chair Dubilo noted the concern about the University's budget and how we must continue to make plans that maintain the institution in as good a shape as possible.

Chair Dubilo continued by reporting that five financial indicators will be discussed today and the Chancellors have been asked to answer the following questions:

- Is your business plan sufficiently well thought out that you will achieve equal or better performance than that which is identified here?

- Will you be able to maintain the physical plant of your campus in adequate condition to be competitive?
- In light of the latest news on state support what general actions are you taking to cut expenses and/or raise revenue to meet the challenge of the next fiscal year?
- What level of cash reserve utilization do you plan for next year and the year after?
- What actions do you want the Trustees to take to assist you in your efforts?

The next item was the **President's Report**. President Bulger reported that the House Ways and Means Committee budget recommends an 18% cut to the University. This begins the first day of the debate about the financial course of the Commonwealth and public higher education.

President Bulger continued his report by stating the University would make the case that an investment in public higher education is a sound investment for the economy and good business. Stable public support is necessary if the University is to be successful in attracting non-state revenue through competitive federal grant processes and from private philanthropists.

President Bulger also mentioned that the University would keep its friends informed about the budget process by posting regular updates on the UMASS web site under the heading of Team UMASS. The House budget recognizes that the Governor's reorganization proposal is wrong for our students. He noted the fact that some ideas in the Governor's proposal should be investigated and there is agreement between the University's goals and those of the Governor.

There will be increased collaboration between community, state and university campuses and welcome support from the executive branch and the legislature as we move forward on these initiatives. We are currently in discussions with the legislature regarding several measures that will help the University become more efficient: relief from construction regulations that drive up our capital costs by 25 percent, relief from restrictions on the sale and leasing of University-owned property, relief from regulations that prevent the timely sale of bonds to finance University projects in cases where no state dollars or guarantees are involved.

There are several campus projects such as research facilities to fire alarm systems that are critical for the long-term benefit of the University. Over the last five years $600 million has been spent on construction and maintenance of facilities to enhance teaching. We need to spend another $600 to $700 million over the next five years to remain competitive, attract quality students from out of state and build research centers that will help strengthen the economy.

We plan to work closely with the Governor and the Executive Office to pursue every strategy to save money and raise additional non-state revenue. The Chancellors will model various levels of budget cuts on the campuses doing the same across the central administration and in the President's Office while keeping the focus on high-quality teaching and research.

President Bulger concluded his report by thanking the Trustees, faculty, staff, senior management, alumni and students who have stayed the course during these difficult times.

The next item was the **Vice President's Report**. Vice President Lenhardt first reported that the PeopleSoft system is functioning very well; there have been many collaborative efforts between our business, payroll and accounting people. The next key issue will be how well it functions with the FY03 June 30 financials.

We have received $23 million in state capital support for some maintenance projects and some new construction activity. Vice President Gray and campus IT directors are continuing to sponsor the computer bid buy program where they re-negotiate prices for computers and laptops saving $450,000 since last spring.

Regarding the bond issue, we will continue to meet with the Secretary of Administration and Finance to discuss these issues and expect a final decision in the near future.

The first item for action was **Establishment of the Robert M. and Shirley S. Siff Chair in Family Health Research, UMASS Worcester**. Chancellor Lazare reported that the Siffs are longtime friends and major supporters of the University and founding members of the advisory committee of the UMASS Center for Adoption. The Siffs have a strong interest in adoption because Mr. Siff was adopted at a young age. This endowed chair will be used to conduct research in neurological and developmental disorders such as autism.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws, to establish an endowed professorship in family health research at the University of Massachusetts Worcester to be known as the **Robert M. and Shirley S. Siff Chair in Family Health Research**. (Doc. T03-031)

The next item for action was **Approval of Parking Services Regulations, UMASS Amherst**. Chancellor Lombardi reported that the amendments to the Parking Regulations reflect changes to the parking policy process.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To amend the Parking Regulations for the Amherst campus, as contained in Doc. T98-085A by adopting the changes thereto signified in Doc. T98-085A, as amended effective July, 2003. (Doc. T98-085A, as amended)

The next item was for discussion: **FY2002 Financial Ratios Peer Systems Analysis and FY2003 to FY2008 Financial Indicator Projections**. Vice President Lenhardt introduced this item by reporting that there are five ratios that are used to assess the University's financial condition on an annual basis. The five financial indicators are: Operating Margin, Financial Cushion, Debt Service to Operations, Endowment per Student and Age of Facilities.

Mr. O'Riordan then gave a presentation, which included the issues, challenges and opportunities facing the University. He also listed the reasons financial indicators are useful:

- encourage the setting of financial targets to manage against for success;
- identify performance against peers for benchmarking;
- provide an objective position of financial condition;
- measure short and long-term financial health;
- combine historic experience and projections for the future;
- reflect campus expectations and priorities including stated goals and strategies of campus financial planning;
- show impact of key revenue and expenditure items: state appropriation, student fees and enrollments, inflation, wages, capital plan.

Mr. O'Riordan continued his report by reviewing the anticipated and projected figures for each indicator.

Some of the highlights included:

- in FY2002 the University's operating margin was comparable to many of the peer systems. Campuses are projecting deficits for the near terms, through FY2005 and they are aiming for positive operating margins;
- in FY2002 the University as a whole had a financial cushion of 14.7% which was within the range for the peer systems. Each of the campuses continues to have financial cushions that are lower than the average for their peers;
- debt service to operations ratio is projected to increase over the next several years;
- all campuses are projecting increases in their endowment per student in the next five years;
- all campuses are projecting modest increases in annual private fundraising;

•continuous investments in plant including building renovations, infrastructure improvements, new construction and equipment upgrades all add to and improve the capital assets of the University and can reduce the average age of facilities ratio.

Trustee Mahoney then requested additional information about the level of investment in capital improvements at the University; Mr. O'Riordan indicated this data would be provided at the next meeting in the Capital Plan update.

The Chancellors then responded to the questions reported by the Chair in his report.

In conclusion, Chancellor Lombardi responded to a question about the need to bring in consultants to study some of these issues. Chancellor Lombardi did not believe consultants would provide any information that was not already known.

The next item for action was **Approval of the Audit Charter**. Mr. Harrison provided some background information on this subject. The recently passed federal Sarbanes-Oxley Act of 2002 was designed to properly review audit and ethical activity within financial institutions. While the Act does not currently apply to the University or non-public companies, the Audit Charter presented today would enhance the Board's ability to meet financial oversight responsibilities with financial statements and systems of internal control.

Mr. Hanley from PricewaterhouseCoopers who helped prepare the Audit Charter joined the discussion and reiterated the need to set the tone for quality financial reporting and ethical behavior. The Committee Chair, the General Counsel and the Vice President for Management had also discussed the new Charter in detail.

Specifically, the Charter defines the purpose of the Committee's functions on audit matters, explaining the duties and responsibilities and the auditor's communications to the Board.

There was then a discussion about the lack of a particular certification by senior management. It was determined that General Counsel O'Malley would look into the issue and if so advised, the Committee could amend the Charter at a later date.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> To accept the administrative supplement to the Board of Trustees' By-Laws, Doc. T91-100, Article III, Section 5c, Committee on Administration, Finance and Audit of the University of Massachusetts as outlined in Doc. T03-030.

Committee on Administration, Finance and Audit
April 24, 2003

The next item was the **Audit Activity Report**. There being no questions about the Report, it was moved, seconded and

VOTED: To recommend that the Board accept the following Audit Report:

Audit Activity Report (Doc. T03-027)

The meeting was adjourned at 10: 45 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE ON ADMINSTRATION, FINANCE AND AUDIT

Thursday, July 24, 2003; 8:00 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Vice Chair Karam; Trustees Babineau, Giblin, Mahoney (via conference call), McCarthy, Rainey and Zane

Committee Members Absent: Chair Dubilo; Trustees Agganis, Marcalo and Moes

University Administration: General Counsel O'Malley; Vice Presidents Lenhardt, Chmura, Gray, Julian and Wilson; Chancellors Lombardi, Gora, MacCormack, Hogan and Lazare; Ms. Wilda, University Controller; Mr. O'Riordan, Budget Director; Vice Chancellors for Administration and Finance Hatch, MacKenzie, Zekan and Goodwin; Deputy Chancellor Stanton; Mr. Harrison, Director of Auditing

Faculty Representatives: Professor O'Connor, Professor May, UMASS Amherst; Professor Schwartz, UMASS Boston; Professor Carter, UMASS Lowell

PriceWaterhouseCoopers: Mr. Gabranski and Mr. Hanley

Acting as Chair of the Committee in the absence of Trustee Dubilo, Vice Chair Karam convened the meeting at 8:00 a.m. The first item on the agenda was **Consideration of Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the April 24, 2003 meeting of the Committee.

Under the **Chair's Report**, Vice Chair Karam reviewed today's agenda items and invited Committee members to ask questions about some of the vital matters facing this Committee.

The next item was the **President's Report**. President Bulger was unable to attend the meeting; a brief statement from the President was distributed to the members of the Committee. Some of the highlights included: the recent state budget reflects the difficult economic challenges facing Massachusetts; while the University sustained cuts to its base

appropriation, the Legislature restored funding for the Commonwealth Honors College and the Advanced Technology Manufacturing Center in Fall River.

The President's report also expressed appreciation to the Chancellors, campus teams, the President's Office staff, the faculty and the members of the Board.

The next item was the **Vice President's Report**. Vice President Lenhardt reported that the Internal Revenue Service had made an extensive effort to review the status of our non-resident students - our payroll people are aggressively working on this issue. The UMASS Building Authority bonds will be sold next week; the state auditors are spending time reviewing materials with Robert Harrison, and looking into investment strategy, tax representation, etc. They are most concerned with the University following proper procedure. Recently, members of the Administration met with Trustee White about the University's investments.

The first item was the discussion of the **FY2004 Budget Update: Preliminary Operating Budget Summary and University Budget Activities**. Vice President Lenhardt reported that the final Operating Budget would be brought to the Committee for review and approval at the October/November meeting cycle. Focus on the University's strategy for budget cross cutting plans will be a topic of discussion at the August meeting of the Committee of the Whole.

Some of the highlights included:

- the University budget is expected to show expenditures and transfers in excess of revenues by $78.3 million. This budgeted deficit represents 4.9% of total University spending.
- total FY2004 revenues are estimated at $1.53 billion, an increase of $80.2 million compared to revenues budgeted for FY2003.
- total University spending is currently budgeted at $1.60 billion, an increase of 8.0% over the FY2003 budgeted amount.

Following a brief discussion about the complexity of revenue and expenditures on the Worcester campus, it was suggested that the Committee be provided with a review of the Worcester business plan at a future meeting.

Vice President Lenhardt also noted that while we expect to break even this fiscal year, 2005 might be a problem.

Currently there have been 150 layoffs and 175 positions have not been filled. There is a delay in some of the PeopleSoft upgrades. Trustee Giblin stated that the

administration has done a great job with the situation and that we need to publicize the sacrifices that have been made and the damage that has been done.

Professor Schwartz, Faculty Representative from the Boston campus pointed out that faculty members are leaving and will continue to leave and that something must be done about employees going without pay raises for three years now.

The next item was **FY2004 Capital Plan Update**. Mr. O'Riordan reported that the University must rely on a combination of revenue sources to fund its investment in capital improvements: state general obligation bond funds, the Building Authority, HEFA financing and funding from private giving. Over the next five years, the University will invest a large amount of its own operating funds in capital projects.

The University has put the funding of the five-year capital plan as one of its highest priorities. There has been progress but there is still much to be done to maintain, repair and upgrade the buildings and grounds.

Today the Trustees are being asked to approve the estimated capital funding needs for FY2004-FY2008, which is projected to be $1.108 billion. This amount represents a 7.3% decrease from last year's five year plan which is attributed to a reduced level of borrowing projected over the coming years and a reduction in anticipated state support for the University's capital plan.

Each campus has provided a summary of its capital plan reflecting its priorities. Mr. O'Riordan outlined past spending activities and changes from last years programs.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

Pursuant to Trustee policy T93-122, to approve the following new capital projects:

Amherst Project Names	**Total Project Cost Estimate**
Morrill II, Room 327 Biology Lab	$500,000
Nursing Building - Skinner Renovation	$11,550,000
Mullins Center, Athletic Locker Expansion	$2,000,000
Morrill IV North, 4th Floor Conversion (Lovely lab)	$4,800,000
ISOM, Sports Management Renovations	$1,500,000

Hasbrouck 3 Lab Renovation	$2,600,000
Engineering Research Center Renov. & Equip.	$7,800,000
Lederle GRC Library Renovations	$500,000
Lederle GRC NIH Lab Renovation	$7,523,500
DuBois Library, 2nd Floor Renovations	$550,000
Morrill Science Renovations	$3,600,000
Program Relocations	$1,000,000
HTM Culinary Arts Renovations	$3,400,000
Energy Services Contract (ESCO)	$71,614,500
Parking, Orchard Hill Lot	$534,000
Utilities, ISOM Steam Site Restoration	$2,105,000
Mullins Ice Rink Locker Room Addition	$1,863,000
WFCR Building	$5,500,000
Alumni Center	$6,500,000
Athletics Center	$5,200,000
W.E.B. Du Bois Library Deck Repairs - Ph. 2 (Interior)	$4,400,000
Campus Garage, Phase II Mechanical Repairs	$900,000
Campus Center Repairs	$8,000,000
Goodell Roof	$1,000,000
Bartlett Façade Repairs	$2,000,000
Elevator Repairs	$4,000,000
Southwest Concourse Replacement	$4,000,000
University Drive Improvements	$3,400,000

Boston Campus Project Names	Total Project Cost Estimate Jun-03
Circuit Breakers for all Transformers	$800,000
Chemical Storage Area	$500,000
Replace Lift Stations - Admin. and Science	$500,000
Dredge Cove at Intake Pipe	$3,000,000
Catwalk Repairs	$810,000
Campus Center Furniture and Equipment	$6,000,000
New Marine Operations Vessel	$900,000

Dartmouth Campus Project Names	**Total Project Cost Estimate**
Renovations to Purchase St Campus	$2,500,000
SMAST New Building	$1,500,000
Purchase St Maintenance Issues	$1,500,000
Emergency Engine Replacement	$1,500,000
SMAST Pier Replacement	$2,000,000

Lowell Campus Project Names	**Total Project Cost Estimate**
Nano-Manufacturing Lab	$ 1,000,000
Bellegarde Boathouse	$ 1,050,000
North Quad Air Conditioning	$ 4,000,000

and further, to approve the following revised project cost estimates for previously approved capital projects:

Amherst Campus Project Names	**Revised Cost Estimate**
Housing Repair & Renovation	$34,891,000
Goessmann Interim Renovations	$1,514,000
Integrated Science Building - Phase 1A	$63,500,000
Art Building	$15,000,000
Turf Research Facility	$1,100,000
UMA Deferred Maint./Modern. Projects - TBD	$54,634,200
W.E.B. Du Bois Library Deck Replacement	$4,700,000

Boston Campus Project Names	**Revised Cost Estimate**
Campus Center Retrofitting	$7,000,000
Replace/Upgrade Athletic Fields	$3,150,000
Sprinklers-Fire Prot. Healey, Science/Wheatley	$15,000,000
ADA, Code and Elevator Replacements Project	$5,500,000
Repair Upper &Lower Level Garages and Plaza	$42,200,000
HVAC Upgrades Campus Wide	$4,850,000
Telecom Update to Fiberoptics	$10,700,000
Replacement Parking 1536 spaces	$39,600,000

Dartmouth Campus Project Names	**Revised Cost Estimate**
Technology Upgrades	$23,336,795
Athletic Fields and Tennis Courts	$4,750,000

Lowell Campus Project Names	**Revised Cost Estimate**
Parking Garage - UML East	$9,000,000

Worcester Campus Project Names	Revised Cost Estimate
New Research Building - Additional Fit-out	$24,000,000
School Fire Alarm/Detection	$1,500,000
Animal quarters HVAC Upgrades	$2,700,000
Replace Core Business Systems (PeopleSoft)	$12,600,000
Departmental equipment purchases	$5,550,000
Moveable Equipment - Main Campus	$1,810,000
P.P. Cogeneration Expansion	$11,800,000
School HVAC Upgrades Upgrades/Repairs	$3,000,000
Computer Services Expansion - Jamaica Plain	$5,000,000
Misc Worcester Foundation Renovations	$2,713,000

and further, to approve the FY2004 to FY2008 University Capital Plan as described in Table 1 of Doc. T03-046.

The next item was **FY2004 Allocation of State Funds**. Vice President Lenhardt reported that the state budget is still in the process of being debated; this is a routine item delegating allocation authority to the President to develop a plan for the allocation of the amount appropriated for the University.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

To direct the President to develop an allocation plan for the amount appropriated for the University in Line Item 7100-0200 of the state appropriation act for fiscal year 2004, and to notify the Board of Trustees of said plan within 40 days of the passage of said appropriation act, and the House and Senate Committees on Ways and Means within 45 days of the passage of said act. (Doc. T03-047)

Committee on Administration, Finance and Audit
July 24, 2003

The next item was **Spring 2004 Student Charges**. Vice President Lenhardt reported that we are proposing a $750 increase for all students, undergraduate, graduate, resident and non-resident for the spring semester of 2004. The total 2003 to 2004 increase in tuition and fees will be $1,750 or 30%. The total cost including room and Board will now be $13,980 for residents and $23,660 for non-resident.

It was noted that all private universities and most private colleges in Massachusetts cost more than double the cost at the University of Massachusetts.

Trustee McCarthy stressed the need to address the fact that employees have signed contracts that have not been funded and the Board must address this issue. It was also noted that the University is aware that the increases are a hardship for many.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

In accordance with Section 1A of Chapter 75 of the General Laws, to establish and approve the following semester mandatory fee rates for the Amherst, Boston, Dartmouth and Lowell campuses effective for the spring semester of the academic year 2003-2004:

TOTAL MANDATORY FEES (PER SEMESTER)	Amherst	Boston	Dartmouth	Lowell
Undergraduate (resident)	$3,634	$3,004	$3,105	$3,130
Undergraduate (non-resident)	$3,949	$4,312	$4,515	$4,792
Graduate (resident)	$3,307	$3,010	$3,348	$2,825*
Graduate (non-resident)	$3,759	$4,318	$4,515	$4,034*

**Per 9 credit load*

And further, in accordance with Section 1A of Chapter 75 of the General Laws, to establish and approve the following maximum semester mandatory fee rates for the Worcester campus effective for the spring semester of the academic year 2003-2004:

TOTAL MANDATORY FEES (PER SEMESTER)	
Worcester Medical School Campus	
Medical School (resident only)	$2,750
MD/Ph.D. (non-resident)	$13,232
Graduate Sch.of Nursing (resident)	$2,750
Graduate Sch.of Nursing (non-resident)	$2,750
Graduate Sch.Biomedical Science (resident)	$1,918
Graduate Sch.Biomedical Science (non-resident)	$1,918

And further, in accordance with Policy T92-031, Appendix E, to authorize the President to approve the individual semester rates for mandatory charges, providing that total mandatory fee charges to students shall not exceed the total semester mandatory fee rates as outlined above. (Doc. T03-048)

The next item was **Amendment to Campus Center Trust Fund, UMASS Boston**. Vice Chancellor MacKenzie reported that this amendment would allow the Trust Fund to be used to pay for operating and maintenance costs in addition to debt service. The additional funds are defined as revenues derived from occupancy charges and related fees and charges associated with the Campus Center.

The Boston campus will use the Campus Center to raise money from outside sources to subsidize the cost of running it and has hired an experienced administrator to meet the revenue goals in the budget and to design a strategy to improve the deficit situation.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

That the Campus Center Trust Fund at the Boston campus, as adopted by the Trustees in Doc. T96-019 Addendum 2, as amended, on June 5, 1996, be further amended by striking the wording and substituting the following:

To approve the establishment of a Campus Center Trust Fund at the Boston campus, in order to meet the need for revenues to support the debt service, operating costs, and maintenance costs to be incurred in the construction and operation of the Campus Center; further, to authorize the imposition beginning the first semester in which the Campus Center is open of a Campus Center Fee on all students at the Boston campus, not to

exceed the rates set forth in Doc. T96-019. All revenues from the Campus Center Fee and all revenues derived from occupancy charges and related fees and charges associated with the Campus Center use shall be deposited in the Campus Center Trust Fund. (Doc. T96-019, as amended)

The next item was **Audit Reports**. The first Report was the **PriceWaterhouseCoopers FY2003 Audit Services Plan**. Mr. Gabranski and Mr. Hanley summarized the audit plan for the University. There were meetings with members of the President's Office, the Controller's Office, and Internal Audit Department. The audit plan included reviewing the prior year's audit results, evaluating the impact of new accounting regulatory standards, conduct audit risk assessment, review detailed financial statements, etc.

Today the Auditors are seeking approval from the Trustees about the audit approach, which is the most important step in reviewing the University's accounting systems and controls. The review will include areas in the PeopleSoft finance module and the effect it has had on the control environment within the accounting and finance areas of the University. There will be reviews in the areas of payroll, fixed assets, gifts and pledges, cash receipts and particular focus on programs in place identifying risks of material misstatement due to fraud.

There was a brief discussion about the need to go into executive session to discuss some of these issues. General Counsel O'Malley stated that there has to be a specific clause under the statute to permit that action to occur and presently that clause does not exist.

There was also a discussion about hiring audit firms; this task is performed by this Committee and needs to be discussed in open session. There was discussion about a separate Audit Committee; this had occurred in the past and it was decided an audit item was best served by being part of this Committee. Trustee McCarthy suggested that we take another look at separating the Committees as issues have changed in the area of audits and audit responsibilities.

There was also a brief discussion about the financial situation surrounding the break between the Medical School and the hospital, which is now UMASS Memorial. This situation is still being monitored.

It is expected that the audit report will be issued to the Committee at the October meeting.

It was moved, seconded and

VOTED: To recommend that the Board accept the following Audit Report:

PriceWaterhouseCoopers FY2003 Audit Services Plan (Doc. T03-049)

The next two **Audit Reports: Payroll System Review – Department of Public Safety, UMASS Amherst** and **University Auditing Activity Report** were presented by Mr. Harrison, Director of Auditing.

There was a review of certain business processes within the UMASS Amherst Department of Public Safety administrative offices particularly with the payroll functions. Several recommendations were proposed that are included in the report and changes are already in progress.

As part of the Audit Report, Mr. Harrison reported that a request for bids has just been completed for an annual review of the NCAA programs at the Amherst campus. There will be a long-term contract with an independent audit firm.

Some of the upcoming external reviews include the radio stations at Amherst and Boston, the Intercollegiate Athletic Programs and Booster organizations at Amherst, the General Purpose Financial Statement, A-133 and Massachusetts Student Financial Assistance Programs.

Mr. Harrison also discussed the State Audit report. It is expected we will have the report for the next meeting, which will be made available for members of the Committee. He noted that the activity and effort of the UMASS employees is strong throughout the year.

It was moved, seconded and

VOTED: To recommend that the Board accept the following Audit Reports:

Payroll System Review – Department of Public Safety, UMASS Amherst (Doc. T03-041)

University Auditing Activity Report (Doc. T03-042)

Committee on Administration, Finance and Audit
July 24, 2003

The meeting was adjourned at 10:23 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE ON ADMINSTRATION, FINANCE AND AUDIT

Thursday, October 23, 2003; 8:00 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Dubilo; Vice Chair Karam (via conference call); Trustees Giblin, McCarthy, Mahoney, Marcalo and Rainey

Committee Members Absent: Trustee Moes

University Administration: President Wilson; General Counsel O'Malley; Vice Presidents Julian, Lenhardt, Chmura and Gray; Chancellors Lombardi, Gora and MacCormack; Mr. Marquis, Associate Treasurer; Ms. Wilda, University Controller; Mr. O'Riordan, Budget Director; Vice Chancellors for Administration and Finance Hatch, MacKenzie, Zekan and Goodwin; Deputy Chancellor Stanton; Mr. Harrison, Director of Auditing

Faculty Representatives: Professor O'Connor, Professor May, UMASS Amherst; Professor Schwartz, UMASS Boston; Professor Carter, UMASS Lowell

Chair Dubilo convened the meeting at 8:04 a.m. and welcomed Trustee Carolina Marcalo to her first meeting of the Committee. The first item on the agenda was **Consideration of Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the July 24, 2003 meeting of the Committee.

Under the **Chair's Report**, Chair Dubilo reviewed the agenda items and reported that the University's finances continue to be monitored during this difficult time. The University has lost nearly $150 million in state dollars or 30% and more than 8% of total University revenues.

Quality remains high and enrollments remain steady. We have another endowed chair being considered bringing the number to 45, up from 4 in 1995. Our donors continue to show great confidence with the University.

Committee on Administration, Finance and Audit
October 23, 2003

The next item was the **President's Report**. President Wilson reported that despite our financial situation, the University continues to achieve its core mission of excellence in teaching and research due to the creative and bold leadership on our campuses including Chancellors and faculty, Board members, central office and staff members. We will continue to work with the Governor's office and the Legislature towards a resolution of the contract situation.

President Wilson reported that he has heard from the Legislature, business leaders, parents, students, and faculty and there is strong support for the University. He thanks Vice President Lenhardt and his staff for their work on the additional funds to the Capital Plan. The Governor, the Senate and the House are working on economic development plans designed to promote innovative technology strategies in every region in the state; an investment in UMASS research is a prerequisite for any regional strategy.

President Wilson also reported that the University has received over $45 million in recent federal grants. There was $11 million awarded to the Donahue Institute to deliver technical assistance to the Head Start agencies in New England. UMASS Online has generated over $10 million in revenue and 12,000 enrolled in the program.

The challenges ahead include $80 million in budget cuts; $140 million over the last two years. We are losing employees and faculty members due to budget cuts and the recent early retirement package. The Commonwealth faces a $1.9 billion deficit for the next fiscal year.

The next item was the **Vice President's Report**. Vice President Lenhardt reported that the University has entered into a contract with a single office supply vendor – WB Mason - this will offer a large amount of savings. We have also had an offer from a procurement supply vendor to review all our procurement activities and offer a cost sharing proposal. DCAM is currently working with the University in the area of energy conservation projects at Lowell and Amherst and master planning activities are going on at Dartmouth and Worcester for a variety of other issues.

Mr. O'Riordan is helping to staff the Board of Higher Education Task Force on Tuition, Fees and Financial Aid. Chair Fey has appointed Vice President Lenhardt as the University's official representative on that Task Force.

Vice President Lenhardt also reinforced President Wilson's remarks; the operating budget and financial report will reflect the difficult efforts on the campuses to stabilize their cash and equity while continuing the capital investment program.

Vice President Lenhardt finished his report by noting the turn around on the Dartmouth campus-operating budget. The Worcester campus' successful revenue

enterprises have brought up the University as a whole. The University's debt situation continues to be very favorable and we have the capacity to move on.

Trustee McCarthy had a question about the single vendor for University supplies and if that had gone out to bid. Vice President Lenhardt responded that there had been a very elaborate bid process spanning 3-4 months including interviews with different vendors.

The next item for discussion was the **FY2003 Financial Report**. Ms. Wilda provided the following information:

- In FY2002 the operating margin was 2.0%; for FY2003, 1.2%; FY2003 had projected a decrease of –2.6% - but aggressive cost cutting played a role in the positive indicator;
- The University's financial cushion was 14.7% in FY2002 and 17.1% in FY2003;
- Debt Service to Operations: 3.6% in FY2002 and 4.5% in FY2003;
- Endowment per Student: FY2002 $2,876; FY2003, $3,050; there are currently aggressive fund raising activities on each campus;
- Current ratio; FY2002 1.2, in FY2003, 1.1; the University is able to meet current debt and meet its obligations when due.

Ms. Wilda concluded her report by reporting the financial condition of the University is stable and that this was the first audit conducted by the People Soft system.

Vice President Lenhardt informed the Committee that the Financial Report would come back to the Committee with the Auditors and the Management Letter for action.

The next item for action was **FY2004 University Operating Budget**. Mr. O'Riordan reported the following:

- Since FY2001 $128 million or over 26% have reduced the state appropriation for general operations to the University;
- There has been a significant impact on the University due to the early retirement programs; in December of 2001 the program led to a total of 940 employees leaving the system; the FY2004 state budget included a second early retirement incentive, the impact not expected to be clear until January of 2004.
- The University settled contracts with its major units prior to FY2002, to date the supplemental funding has not been funded; the budgets does not include revenues or spending associated with these wage increases.
- The University's capital plan is estimated at over $1 billion; in FY2004, mandatory transfers for debt service are projected at $60 million; The majority of funds goes towards instruction, research, public service and libraries.

Looking ahead, Mr. O'Riordan reported that the projected FY2005 state budget deficit will be between $1.5 and 2.0 billion. The University must continue to seek revenues from non-state sources and continue to reduce and reallocate spending to further the teaching, research and public service mission.

There was a question about using the grant and research money for operating budget expenses. It was reported that people generally do not give money for those reasons.

It was moved, seconded and

VOTED: To recommend that the Board accept the following report:

The FY2004 University Operating Budget, as contained in Doc. T03-071.

The first item for action was **FY2003 Treasurer's Investment Report**. Vice President Lenhardt reported that the Investment Sub Committee would be meeting in the near future to review the performance results of the University's investment strategy.

Associate Treasurer Marquis began the report by commenting on the investment objectives that include:

•Preservation of capital – an operating cash portfolio returning dollar for dollar;
•Adequate portfolio liquidity – the ability to meet the cash flow needs of the campuses;
•Market level yield – seeking out the highest levels of yield while managing principal preservation;
•Manage risk – managing interest rate and reinvestment risk;
•Marketability of securities – purchase securities that are marketable and easily traded in the market.

Some of the highlights from Mr. Marquis' report included:

•Institutional Money Market funds have held their value while corporate bonds and agency paper lagged as yields fell quickly lower;
•The June 30 overnight funds were paying about 1.25% while the two year Treasury stood at 1.30%;
•Because of the continued slide in rates the University has maintained a short portfolio that does not risk principal erosion when rates start to increase;
•FY2003 – the fixed income portfolio returned 2.7%. This return compared favorably to the Commonfund Short Term Fund return of 1.64%;
•Trust Fund Interest is the net earnings resulting from the investments in the portfolio; earnings from the portfolio over the past two years have decreased while

funds under management have increased; it is expected that Trust Fund Interest will again decrease next year to a level below $10,000,000;
•Equities comprise 15% of the total equity portfolio as of June 30, down from 19.1% from last year; the return on the equity component the operating cash strategy was slightly positive for the year ended 6/30/2003. The one year return was a positive .4%. As of 9/30/03 the equity funds have returned a positive 16.8%, since the beginning, the equity strategy has returned 5.60% of an annualized basis as of 9/30/03.

Trustee Mahoney commented on the need for the equity component to the portfolio. There is a highly qualified Investment Committee within the Foundation taking equity risks and that this should be a fixed income portfolio only. Vice President Lenhardt responded that the Investment Sub Committee will review this issue.

It was moved, seconded and

VOTED: To recommend that the Board accept the following report:

The FY2003 Treasurer's Investment Report, as contained in Doc. T03-069.

The next item for action was **Establishment of Named Professorship, UMASS Worcester**. Deputy Chancellor Stanton reported that Jack and Shelley Blais have agreed to fund the Blais University Chair in Molecular Medicine with a pledge of $2.5 million to be paid in 2008. Before the redeemed pledge can generate endowment income, Mr. and Mrs. Blais will provide $100,000 per year in cash gifts to meet the purposes of the endowment.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

In accordance with sections 1A(e) and 11 of Chapter 75 of the General Laws, to establish an endowed professorship in molecular medicine at the University of Massachusetts Worcester to be known as the Blais University Chair in Molecular Medicine. (Doc. T03-066)

The next item was the **Declaration of Official Intent Relative to the Financing of a Vessel, UMASS Boston**. Vice Chancellor MacKenzie reported that the Boston campus is requesting to make expenditures on the construction and acquisition of a vessel that will provide a larger, more modern and better equipped boat which will provide better services including trips around the island and providing opportunities in connection with the new campus center.

There was discussion about the Boston campus cutting its ties with a private sector operator due to their limited business plan. The Boston campus intends to run more trips for a longer period during the day. The new plan includes a business plan that will support the strategic and financial goals of the campus.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> That the University reasonably expects to incur debt to reimburse expenditures, including expenditures made within the last 60 days, temporarily advanced from internal funds or internal loans for the design, construction and acquisition of a vessel at the Boston campus, the maximum principal amount of debt expected to be issued for such project, including for reimbursement purposes, being $900,000. (Doc. T03-072)

The next item was **Student Housing Lease Program, UMASS Dartmouth**. Chancellor MacCormack reported that enrollment on the Dartmouth campus is outpacing the availability of student housing. The current dormitory facilities are in need of renovations and the Dartmouth campus is requesting approval to enter a ground lease with the UMASS Foundation or another appropriate company for the purpose of entering into an agreement with a private housing development company to design, finance and build a student housing project.

There was a discussion concerning leasing the dormitories and paying the rental costs through student housing fees. Financially it will avoid costly borrowing on the part of the campus and will keep student housing fees stable.

It was moved, seconded and

VOTED: To recommend that the Board take the following action:

> That the Board of Trustees authorizes the Dartmouth Campus to enter a ground lease with the University of Massachusetts Foundation or other appropriate 501(c)(3) organization for the purpose of engaging a private firm to design, finance, build and manage a student housing project. The project schedule may include a multi-year phased construction schedule. (Doc. T03-073)

Trustee Karam then signs off from the meeting.

The next item was **Audit Reports**. Mr. Harrison reported on the **Purchase Card Program Review, UMASS Amherst, UMASS Worcester and President's Office** and **University Audit Activity Report**.

The review of the **Purchase Card Program** was planned and funded directly by the Audit department. The review was limited to the agreed upon procedures contracted with the external audit firm and was not intended to be an audit of every aspect of the purchase card program. The Boston, Dartmouth and Lowell campuses are under a similar review and will be reported on at the next meeting.

It was noted that this program is very well monitored and well run by each pro card administrator. It was also pointed out that Worcester has an aggressive use of this program.

Mr. Harrison briefly discussed the **Audit Activity Report**. The State Audit Office published the results of the Parking Garage and Transportation Trust Funds Report, UMASS Boston: their recommendations related to improving control over allocated funds that support the garage and parking; the review did find adequate control over revenues.

The State Audit Office also published their report of the UMASS Lowell financial operations review. There was one recommendation in regard to Chapter 647 reporting that requires immediate reporting of all unaccounted shortages and thefts.

Mr. Harrison then listed some of the audit reports expected in January of 2004.

It was moved, seconded and

VOTED: To recommend that the Board accept the following Audit Reports:

1. Purchase Card Program Review, UMASS Amherst, UMASS Worcester, President's Office (Doc. T03-068)

2. University Audit Activity Report (Doc. T03-067)

Chair Dubilo thanked the staff from the President's Office and the financial staff members from the campuses for their efforts during these difficult times and states his belief that we are up to the challenges that lie ahead.

Chair Dubilo also thanked Vice Chancellors David MacKenzie and Susan Goodwin as this is their last Committee meeting.

The meeting was adjourned at 10:05 a.m.

Committee on Administration, Finance and Audit
October 23, 2003

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE ATHLETIC COMMITTEE

Thursday, April 24, 2003; 10:00 a.m.
Knapp Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Moes; Vice Chair Mahoney; Trustees Boyle, Briggs, Dawood, Karam and Kennedy

Committee Members Absent: Trustees Rainey and Sheridan

University Administration: Chancellors Lombardi, Gora, and Hogan; Executive Vice President Julian; Mr. Goodhue, Alumni Affairs

Faculty Representatives: Professor May, UMASS Amherst

Athletic Directors: Mr. McCaw, UMASS Amherst; Mr. Titus, UMASS Boston; Mr. Mullen, UMASS Dartmouth; Mr. Skinner, UMASS Lowell

Chair Moes convened the meeting at 10:14 a.m. and welcomed everyone to the meeting.

Chair Moes reported that today's meeting would focus primarily on the status of the campus athletic programs including highlights and concerns given the current budget situation.

Athletic Director Dana Skinner briefed the Committee on the status of athletics for the Lowell campus. Highlights included:

- UMASS Lowell's program is up to the highest level for the Director's Cup. The program ranks 15th in the country out of 180 schools…the 12th highest rank ever, and is the only Division II team in the northeast region that is in the top 40;
- The program has six teams: volleyball, men's cross country, women's basketball, men's basketball, women's cross country and two track programs. Six teams have qualified for NCAA championships;
- The men's cross country team finished 6th in the nation;
- The men's basketball team made it to the elite 8, winning the northeast regional;
- The 1988 men's national championship team was inducted into the 1st New England Basketball Hall of Fame;
- Two of the volleyball players (the only two goalies in the conference) received Academic All-American status;

- Two of the men's basketball players achieved First Team Academic All-American status;
- A total of 27 athletes have achieved Academic All-American status this year;
- The Football team has been discontinued;
- Administrative costs had to be cut significantly;
- The Campus Center is averaging over 1,000 users per day;
- The Merrimack Valley Economic Council Breakfast took place at the campus center; and
- A community health fair and a number of other citywide functions are scheduled to take place in the campus center.

Athletic Director Ian McCaw briefed the Committee on the status of athletics for the Amherst campus. Highlights included:

- The published graduation rate for the student athletes stands at 71%, and ranks favorably among the national average of student athletes across the country which is about 58%;
- The football team finished 8-4 and are ranked 20th in IAA;
- Two of the student athletes, Doug White and Neil Brown, were yield to the IAA Academic All-American Team;
- The men's soccer team won the Atlantic 10 regular season championship and head coach, Sam Koch, was named Coach of the Year;
- The men's swimming team won the Atlantic 10 championship for the 3rd straight year;
- The women's skiing team won the United States Collegiate Skiing Association Championship for the first time;
- The men's ice hockey team advanced to the hockey semifinals for the first time, and was nationally ranked for the first time; head coach, Don Cahoon has done an outstanding job with the program. He was named Hockey East Coach of the Year this year;
- The spring sports are all in place: men's lacrosse, softball, and baseball are all in 1st place in their respective leagues;
- Men's lacrosse is 11-1 and is ranked 4th in the country;
- The softball program is in and out of the top 25 nationally. Their record stands at 26-12;
- The baseball team is in 1st place in the Atlantic 10;
- The men's basketball team had a disappointing season, finishing below 500. Coach Steve Lappas is in his 2nd year, and recruiting has gone very well;
- A half a million-dollar contribution from Andrew and Jeannie Rudd was received to renovate and develop a new soccer facility. The project was completed in the fall;
- A new varsity weight room for student athletes is in the process of being developed;
- A student fitness center is also in the process of being developed;
- Renovations to the hockey and basketball locker rooms will take place this summer;
- The athletics program is going through the NCAA certification process. The certification process evaluates the Athletic Department's performance, compliance, fiscal responsibility, and governance;
- A compliance review has been performed by the Atlantic 10 Conference;

- The Athletic Department is currently in the process of looking at new logos and identifiers.

The Committee then had a discussion on the impact that the current budget situation will have on the growth of intercollegiate athletics.

Trustee Karam departs the meeting at 10:43 a.m.

Athletic Director Robert Mullen briefed the Committee on the status of athletics for the Dartmouth campus. Highlights included:

- The academic progress of student athletes shows another rise in numbers. The Dean's list and Chancellor's list of students rose again for the 4th year in a row, from 90 to almost 150;
- The football team went undefeated 11-0 during the regular season, and received an award for leading the National Division III institutions in take aways. The cheerleaders recently finished 3rd nationally in competition;
- Most of the challenges presented in the October report by Chancellor MacCormack remain;
- The all weather turf field is behind schedule and may be completed by July 1st;
- The budget issue has called for the tentative elimination of 3 programs: men's golf, men's swimming, and water polo. The eliminations have not been formally announced on campus;
- The Athletic Department has put the Division II Status Report on hold;
- Currently there have been no reductions in staff, but have been unable to fill the Women's Basketball Coach and the Associate Athletic Director positions; and
- The Fitness Center is almost averaging over 1,000 users per day. The heavy use of the center has started to take a toll on the equipment. Funding to replace the equipment will come from student fees.

Athletic Director Charles Titus briefed the Committee on the status of athletics for the Boston campus. Highlights included:

- The UMASS Boston program suffered its worst year competitively;
- The strategic plan focuses on retention; the program is retaining athlete students at a rate of 82%;
- 10 out of 14 sports have full-time coaches;
- Residence Halls are a critical need on campus;
- On April 11, 58 out of 120 student athletes were celebrated as the brightest group of students averaging GPAs of 3.0 or better;
- Infrastructure developments are being worked on;
- The Athletics Department is working with the Institutional Research Department to develop a new program for tracking student athletes in terms of graduation rates;
- The induction ceremony for the Inaugural Hall of Fame will take place in the fall, the campus is working on the nominations for the Inaugural Hall of Fame;

- The Annual Golf Classic event is taking place on June 17th;
- The Beacon Club is now in its 2nd year of operation;
- A date has been set for the Summer Pro-League – negotiations between the Celtics and the NBA have been completed;
- Two celebrity basketball games were recently hosted…proceeds totaled $10,000;
- A marketing plan for athletics is being developed;
- The National Consortium on Academics and Sports has recognized UMASS Boston as the number one University in the country for their efforts in community service for the 3rd year. An award from the Division of Athletics Administrators for Community Service was also received;
- The Beacon Leadership Group is sponsoring a Boston Public Schools Sports Day event; and
- A committee on strategic visions has been established to look at the goals and accomplishments of the program.

Trustee Dawood commended the Beacon Leadership Group for their community service efforts and indicated that the general student population is reaching out to the communities as well.

Chair Moes noted that the UMASS Boston Community Service Program is the hallmark of its athletics program.

Trustee Briggs asked Athletic Director Mullen for an update on the status of the softball team. He indicated that the team is sitting out the last 12 games of the season, and that an investigation of the matter is pending. Chair Moes indicated that further discussion may lead to Collective Bargaining issues that could not be discussed at this meeting.

Chair Moes indicated that she would ask Executive Vice President Julian to keep the Committee informed of any critical issues that arise. The Trustees need to understand why fundamental decisions are made and why particular programs are cut.

Chair Moes then informed the Committee that this was Trustee Briggs and Trustee Dawood's last meeting and thanked them for serving on the Committee.

The meeting adjourned at 11:34 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE ATHLETIC COMMITTEE

Monday, May 19, 2003; 8:00 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Bissonnette Moes; Vice Chair Mahoney; Trustees Karam, Rainey and Sheridan (via conference call)

Committee Members Absent: Trustees Boyle, Briggs, Dawood and Kennedy

University Administration: Chancellors Lombardi (via conference call); Executive Vice President Julian; Mr. Goodhue, Alumni Affairs

Athletic Directors: Mr. McCaw, UMASS Amherst (via conference call)

Chair Bissonnette Moes convened the meeting at 8:10 a.m. and welcomed everyone to the meeting. Today's topic would center on the issue of changes to the Conferences in the Big East. Presently this would not affect the Amherst campus but is a subject the University should be ready to consider.

Currently, Miami, Syracuse and Boston College are considering the move to the Atlantic Coast Conference. Mr. McCaw, Athletic Director from the Amherst campus offered his take on the situation from Ponte Vedra Beach, Florida, the location of the discussions between the athletic directors from the 14 Big East schools.

Part of the discussion is about the breakoff of the eight 1-A football schools from its non 1-A members, and an eventual expansion of Big East football from eight to nine. The Big East basketball league will also be considered.

The Committee members considered what it would mean for the Amherst athletic program should these changes take effect. Should UMASS Amherst consider joining the Big East Conference if the situation presents itself? There would be increased revenue from television exposure and alumni would become more actively involved.

Chancellor Lombardi stressed the importance of the current budget situation. If the budget continues to deteriorate an improved athletic standing would not matter.

There was also talk about hiring a consultant to study the direction the Amherst campus should consider and the need to position ourselves for different scenarios. Any kind of change would require time and financial backing.

It was then decided that Mr. McCaw would continue to keep the Committee members informed about any new developments; email addresses would be provided. Chair Bissonnette Moes will appoint a sub-committee of the Athletic Committee to explore all possibilities and asked that any one wishing to join contact Executive Vice President Julian or herself. The sub committee would also consider the need to hire a consultant. Mr. Robert Meers would also be asked to be a member of the sub committee.

Wrapping up the discussion, it was pointed out again the excitement this would cause among the alumni. There was also talk about using Gillette Stadium instead of trying to build a new stadium on the Amherst campus. Corporate sponsorship would also be important. It was suggested that the sub-committee invite Mr. Dave Gavitt, founder of the Big East to the first meeting.

The meeting adjourned at 9:06 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE ATHLETIC COMMITTEE

Tuesday, September 30, 2003; 7:30 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Vice Chair Mahoney; Trustee Karam

Committee Members Absent: Chair Bissonnette Moes; Trustees Boyle, Kennedy, Rainey and Sheridan

University Administration: Chancellors Lombardi and Gora; Executive Vice President Julian; Mr. Goodhue, Alumni Affairs

Athletic Directors: Mr. Bjorn, UMASS Amherst; Mr. Titus, UMASS Boston; Mr. Mullen, UMASS Dartmouth; Mr. Skinner, UMASS Lowell; Mr. Baptiste

Vice Chair Mahoney convened the meeting at 7:40 a.m. and welcomed everyone to the meeting. He then called on Trustee Karam to provide an update on the status of the Ad Hoc Task Force on Athletics formed to study Conference Realignment and opportunities possibly available to the University.

Trustee Karam reported that the Hill Holiday and Grezenbach Glier and Associates studies are currently in progress. The majority of the Grezenbach Glier study is being funded by a generous donation from Task Force member, Martin Jacobson. The Hill Holiday Report was substantially funded from the President's Fund at the Foundation; the balance will be sought from donations from the Alumni Friends of Football and through personal contacts.

Depending on what happens with the Big East Conference will determine the future of the Division I football initiative at UMASS.

Mr. Skinner from the Lowell campus gave the following report:

•In response to severe and continued budget cuts, increases in tuition and fees and staff reductions, the campus has been forced to discontinue football as a varsity sport. This has reduced the Northeast 10 sport sponsorship total to 14, one shy of conference minimum; must add one new conference spot no later than September, 2004.

•The operating budget was reduced 7%; we have eliminated athletic training coverage for Tier II teams when traveling; reduced scholarship budgets for designated teams;

•There has been a reduction of full-time staff resulting in fewer staff members assuming greater workload, services are still operating in an efficient manner;

•The implementation of an aggressive rental plan and new strategies to generate increased external funding;

•Staff outings including barbecue and Spinners baseball games to keep up morale has proven to be very successful.

Potential future challenges include additional budget cuts, increase in tuition and fees (impacts cost of scholarships), possible elimination of tuition waiver program, maintenance of athletic and recreation facilities.

Responding to a question about this year's hockey team, Mr. Skinner indicated that this year's team is very young but with great potential.

The next report was from the Dartmouth campus. Mr. Mullen reported

•The new field turf surface and new track will both be finished soon;

•This year $25,000 will be reduced from the general operating budget. Golf and Men's swimming will be eliminated this semester;

•The number of early retirements has left the Athletic Department most affected with the loss of the Associate or Assistant Athletic Directors and the loss of key administrative support personnel also poses staffing challenges;

•The constant use of the Fitness Center has started to take its toll; funding for the replacement of this expensive equipment will have to be taken from student fees;

•The current financial situation has put Division II on hold temporarily.

There was a question about the possibility of saving the golf program; Mr. Mullen stated that the Dartmouth campus has a year to come up with some alternatives, possibly some fundraising efforts.

President Wilson stressed the need to explore more aggressive fundraising efforts; the University is expecting another budget cut in the spring.

Athletic Committee
September 30, 2003

Mr. Titus reported for the Boston campus:

•The reduction in state funds has forced a loss of state support for two Athletic department positions; The Athletic Trust fund now carries 100% of all Athletic Department salaries;

•The Department has recently undergone reorganization and there is a recommendation for the elimination of 4 staff positions;

•The Department continues to do well with its fundraising activities including a Hall of Fame ceremony in October;

•The roof in the hockey arena has been repaired; it is expected that the women's ice hockey team will do well this year.

Mr. Titus concluded his report by stating that he would like to increase the salaries for the coaches.

Mr. Bjorn reported for the Amherst campus:

•Season tickets for hockey sales are up and basketball sales are down. The Athletic Department is currently working on creative ways to sell tickets this year.

It was suggested that the Chancellors share ideas. President Wilson agreed to make this an agenda item for an upcoming Chancellor's meeting. It was also suggested that Athletic Directors make an effort to get on the agenda for future Foundation meetings to discuss fundraising efforts.

The meeting adjourned at 8:45 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE OF THE WHOLE

Tuesday, May 6, 2003; 4:00 p.m.
Advanced Technology and Manufacturing Center
151 Martine Street
Fall River, Massachusetts

Trustees Present: Chair Fey; Trustees Austin, Babineau, Briggs, Dawood, DeFaria, Dubilo, Giblin, Karam, Lankowski, Robert Mahoney, Moes, Rainey and White

Trustees Absent: Trustees Agganis, Boyle, Kennedy, McCarthy, James Mahoney, Powers, Sheridan and Zane

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Botman, Chmura, Gray, Julian and Lenhardt; Mr. Wilson, CEO, UMassOnline; Chancellors Lombardi, Gora, MacCormack, Hogan and Lazare

Faculty Representatives: Professors May and O'Connor, UMASS Amherst; Professor Langley, UMASS Dartmouth; Professor Carter, UMASS Lowell

Chair Fey convened the meeting at 4:20 p.m. and welcomed everyone to the Advanced Technology and Manufacturing Center (ATMC). The ATMC symbolizes, in many ways, the success of the University over the last several years and it is a tangible reminder of the powerful economic impact the Dartmouth campus has on the region.

Chair Fey reported that today's discussion will focus on the Performance Measurement System for the University. The University was the first public higher education institution in Massachusetts to implement the system mandated by the Legislature in 1996.

Under the **President's Report**, President Bulger provided the Committee with an update of the state budget process. The House of Representatives continues debating its budget proposal. The House budget proposes a $79 million cut to the University...this is an 18% reduction from current state support. The Chancellors and Vice Presidents have been asked to model a 15% cut in their budgets. He indicated that any cuts in programs and services will only be finalized once the final state appropriation is known.

President Bulger reported on positive news contained in the budget proposal. The House of Representatives will match the endowed chair initiative by $2 million. The emerging technology fund initiative is also a positive outcome of the House budget process. The $100 million initiative could generate an additional $500 million in state, federal, and private funding of research in fields that are critical to the economy.

President Bulger reported that two key University-related budget amendments have been offered. First, a republican leadership amendment that would eliminate the central administration of the University and all of the consolidated functions that are provided by a system. Second, a bipartisan amendment to restore $30 million to public higher education campuses by eliminating a new fund created for the Board of Higher of Education.

President Bulger welcomed the Governor's support and advocacy efforts to secure a major National Science Foundation grant for the Amherst campus. Robert Pozen, the Governor's top economic adviser, has been supportive of the initiative. Their support is very much appreciated.

President Bulger noted that today's discussion on the Performance Measurement System highlights one of the central tasks of the Board of Trustees – oversight. It is through this system that the Board of Trustees, the Office of the President, Chancellors, the Legislature, the Executive Branch, and our benefactors engage the University's progress. President Bulger thanked Associate Vice President Daphne Layton and everyone across the University system for their help with the process.

Vice President Botman then introduced the discussion item, **Accountability: Performance Measurement and Economic Development and Outreach**. Vice Presidents Botman and Lenhardt will discuss the mechanisms through which faculty and administrators in the University engage in assessment, evaluation, accountability, and quality improvement. Vice President Chmura will provide the Committee with an update on economic development activity.

Vice President Botman noted that the mission of the University is to provide an affordable education of high quality, and to conduct programs in research and public service that advance our knowledge and improve the lives of the people of the Commonwealth.

Vice President Botman reported that many different kinds of evaluations are conducted at the various levels of academic assessment and accountability.

- At the faculty level – annual reviews, tenure reviews, post-tenure reviews and very stringent review by one's peers for research and publication purposes are conducted.
- At the course level – there is course-based assessment, and student evaluations of faculty work are conducted.
- At the program level – there is the Academic Quality Assessment and Development policy (AQAD), program accreditation and benchmarking.
- At the campus level – there is campus accreditation. The campuses participate in national surveys such as the National Survey of Student Engagement, and Alumni Surveys are also conducted.

Committee of the Whole
May 6, 2003

Vice President Botman thanked the Institutional Research Officers across the University, the Budget Directors on each campus, the Vice Chancellors for Academic Affairs, and Administration and Finance, Barbara Velardi, Steve O'Riordan, and Daphne Layton in the President's Office for working on the Report on Annual Indicators. The annual indicators are organized around five broad themes: academic quality, student success and satisfaction, access and affordability, service to the Commonwealth, and financial health. The indicators reflect the campuses different missions and student characteristics.

Vice President Botman reported on the Academic Quality, Student Success and Satisfaction indicators.

- High school GPA and SAT scores of entering freshmen continue to rise;
- UMASS students continue to outperform state and national pass rates on licensure and certification exams;
- Research and Development funding continues to rise;
- According to the National Survey of Student Engagement, 83% of seniors rate UMASS education as "good" or "excellent" placing the University and campuses above peers;
- According to a recent alumni survey, 96% of recent UMASS alumni are "satisfied" or "very satisfied" with the quality of their education;
- Retention rates and graduation rates are comparable to peer institutions; graduation rates are up from prior years.

Vice President Botman reported that freshmen graduation rates have become increasingly complicated to interpret and use because of the large number of students who transfer in and out of institutions, and the large differences in student population that exist among institutions. Graduation rates among the UMASS campuses vary because they reflect the characteristics of the enrolled students at each campus.

Vice President Lenhardt reported on access and affordability. He indicated that over the years the University has spent a lot of time trying to assure that it continues operating in a way in which the University is affordable.

Vice President Lenhardt then reported on the Service to the Commonwealth and Financial Health of the University indicators.

- 57% of Massachusetts' residents who are enrolled in a university attend UMASS;
- UMASS awards 15% of all 4+ year degrees conferred in the Commonwealth;
- UMASS infuses the state with a lot of people who make particularly important contributions in computer and information sciences, education, health sciences and professions;

- Two-thirds of UMASS graduates live and work in the Commonwealth. A recent alumni survey showed that more than 75% of recent UMASS graduates live and work in the state of Massachusetts;
- UMassOnline posted more than 9,000 course enrollments in academic year 2001-2002...an increase of over 42% in enrollment for the prior year. Projections for the current year show a continued increase;
- Currently, UMassOnline offers more than 30 degree and certificate programs.

The financial cushion, which is the reserves available to the University is at about 14.7%. This is of concern because it is projected that over the next five years, the percentage will go down to the 12-13% range. The age of facilities ratio, which calculates the average age of plant as measured in years is at 12.2. Because of the future fiscal concerns there is a concern that the age of facilities ratio may increase to as much as 15% or 16% over the next five years. He indicated that the future as reflected in all of the indicators, is challenging and could certainly affect many of the performance indicators. The University will continue to focus on its core mission, which is educating students and supporting research.

Vice President Chmura reported on Economic Development and Outreach. He indicated that the research mission of the University is what distinguishes it from the other public, state, and community colleges, and the success in research enables the University to make more service contributions to the Commonwealth.

Economic Development and Outreach highlights included:

- The University has gone from $140 million to almost $300 million in research over the past 10 years of the existence of the system;
- UMASS Worcester now does as much research on one campus as the entire UMASS system did when it was founded;
- UMASS Dartmouth has gone from $1 million to $15 million in research;
- The University system is the 3rd largest research institution across Massachusetts, and the 4th largest in New England;
- Last year, *Science Magazine* identified Dr. Craig Mello's research on RNA interference as the number one scientific "breakthrough of the year";
- UMASS Amherst is one of 7 finalists for a National Science Foundation grant;
- UMASS Lowell is a partner with Northeastern University for a nanotechnology center, which focuses on nanotech manufacturing;
- The University is receiving support from the industrial community in Massachusetts and around the country. Leading groups like the Mass High Tech Council and Mass Insight have written to the Governor encouraging the development of UMASS as the "leading-edge technological university";

- A number of industry groups are organizing to develop recommendations for the state on the capital investment strategy focused on the University.

Vice President Chmura then provided an update on Commercial Ventures and Intellectual Property (CVIP).

- Licensing income grew from $100,000 to almost $15 million;
- Licensing income through the 3rd quarter of FY03 is up to $18.3 million;
- UMASS ranks in the top 25 universities in the U.S.;
- Dr. Mello's research on RNAi was licensed to a California biotech company;
- The organization of CVIP has changed. William Rosenberg in the President's Office is managing the restructure;
- It is expected that the liscensing income at the Amherst and Lowell campuses will double this year. The campuses will have their highest earning rate ever;
- At UMASS Boston, Professor John Warner's technology is under review by two Fortune 500 companies, Dupont and General Electric;
- At UMASS Dartmouth, Alex Fowler's technology on cryogenics is under review with a Rhode Island biotechnology company.

Vice President Chmura also reported that the University is becoming a research and technology "powerhouse."

- There is a new relationship between UMASS Amherst and BayState Medical Center in Springfield;
- The UMASS system has a small partnership with the Executive Office of Environmental Affairs, and looks forward to expanding43 that partnership with all of the state agencies; William Brah of the Boston campus will lead that effort;
- President Bulger signed a partnership with Natick labs;
- UMASS Amherst sponsored an event last week in a new center that's trying to position the Univrsity in the area of homeland security and all the research and technology issues there;
- Our very first incubator goes under the name of Commercial Development Center at UMASS Lowell;
- There is a relationship between UMASS Dartmouth and the ATMC in Fall River.

Vice President Chmura indicated that the University is a very large research institute that is being recognized more and more, particularly in the business and high tech community.

There was then a question and answer session.

Trustee White congratulated everyone on the progress of CVIP.

Vice Chancellor MacCormack indicated that the construction of the ATMC building offers new hope to the region and provides a learning opportunity for the students in the technology and manufacturing field. She also reported on the Professional Development Center in Fall River.

Chair Fey departs the meeting at 5:20 p.m.

The Chancellors then answered Trustee Babineau's question about what Trustees need to know concerning the University's inability to make capital improvements; are there safety concerns on the campuses? Vice Chair Giblin indicated that this issue was critically important.

Vice Chair Giblin announced that the meeting was adjourned. Vice Chancellor MacCormack announced that Michael Sullivan and Paul Vigeant would escort the Trustees on a tour of the ATMC.

The time was 5:30 p.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE OF THE WHOLE

Wednesday, August 6, 2003; 9:15 a.m.
Board Room
Cumnock Hall
University of Massachusetts
Lowell, Massachusetts

Trustees Present: Chair Fey; Vice Chair Giblin; Trustees Austin, Babineau, Boyle, Bukhari, Dubilo, Fatemi, Karam, Kennedy, Lankowski, James Mahoney, Robert Mahoney, McCarthy, Moes, Rainey, Sheridan and White

Trustees Absent: Trustees Agganis, Marcalo, Reed and Zane

University Administration: President Bulger; General Counsel O'Malley; Vice Presidents Chmura, Gray, Julian, Lenhardt and Wilson; Chancellors Lombardi, Gora, MacCormack, Hogan and Lazare; Mr. O'Riordan, Budget Director

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

Chair Fey convened the meeting at 9:12 a.m.

Under the **Chair's Report**, Chair Fey thanked Chancellor Hogan and his staff for their hospitality.

Chair Fey then introduced new student Trustees Hannah Fatemi, UMASS Amherst and Omar Bukhari, UMASS Boston. Trustees Carolina Marcalo from UMASS Dartmouth and Sean Reed from UMASS Worcester were unable to attend. Rosalyn Lankowski from UMASS Lowell has been re-elected.

Chair Fey reported that today's discussion will focus on how the University is confronting the many budget challenges it faces while protecting the quality of education that the students expect and deserve.

Under the **President's Report**, President Bulger welcomed the new student Trustees.

Committee of the Whole
August 6, 2003

President Bulger reported on the budget cuts affecting the University. Highlights included:

- The University has lost $140 million in state funding over the last two years and $80 million this year;
- The University was able to persuade the Legislature to override the Governor's vetoes of funding for the Commonwealth Honors College Program, the Advanced Technology and Manufacturing Center, and the Toxic Use Reduction Institute;
- Hundreds of people and positions have been lost through layoffs and unfilled vacancies and early retirement;
- Faculty and staff are working harder and longer as a result of the cuts, and are losing economic ground due to inflation, increased health care costs, and frozen salaries;
- The unfunded contract issue needs to be resolved.

President Bulger then outlined the Central Administration's response to cuts in state support.

Highlights included:

- The Central Administration and President's Office have reduced spending by $3.1 million or 18.5%;
- In January 2003, the Central Administration proactively froze all central administration vacancies...the vacancies combined with early retirements and layoffs will result in the loss of 24 positions of which eight will come from the President's Office;
- The Vice President for Academic Affairs position has been consolidated with the UMassOnline Chief Executive Officer;
- Positions not being filled include that of two attorneys, Director of Institutional Research in Academic Affairs, and Associate Budget Director in Administration and Finance;
- Personnel reductions will account for $1.7 million of the $3 million in savings;
- Much of the remaining $1.4 million in savings will be taken from Information Technology Services and Economic Development Initiatives;
- Computer maintenance, software licensing, and telecommunications costs are being cut in Information Technology;
- In Economic Development, the position of Director of Corporate Relations has been eliminated, funding for the Donahue Institute, the Benchmarks Economic Journal and the UMASS Economic project which funds economic research has been reduced;
- $200,000 in savings is projected in Central Administration office space...negotiations are currently taking place;
- System-wide cost reductions cover about three-quarters of the $80 million lost in state funding this year. Student charges will cover the remaining quarter.

President Bulger thanked the Vice Presidents for their creative response to the fiscal challenge. The Vice Presidents put forth innovative strategies to reduce Central Administration costs while developing self-help revenue streams such as CVIP, UMassOnline, and the University's Philanthropic initiatives. He then announced that Vice President Jack Wilson of Academic Affairs, Chief Information Officer David Gray, Vice President Tom Chmura of Economic Development and Steve O'Riordan, Budget Director are available to help answer any questions the Board may have about Central Administration budget cuts.

President Bulger indicated that the student charge increase would be considered at the Board meeting.

Chair Fey then asked the Chancellors for their **University Budget Activities Reports**. The Chancellors provided the Board with a summary of the budget process for each campus.

UMASS AMHERST

- UMASS Amherst will narrow the range of its functions to preserve the integrity of the academic core;
- Academic programs have been evaluated;
- Reductions for Category I and II programs which focus on external and internal constituencies total an estimated $8.5 million;
- Reductions to Vice Chancellor Areas: Category II and IIIA total an estimated $7.5 million;
- The total projected savings for Capital Plan Reduction, Estimate of Central University Assessment, and Estimate of Early Retirement Savings is $21.5 million;
- The estimated loss of state funding to the Amherst campus is $41 million;
- An additional $1 million reduction is estimated since staff and faculty payroll benefits can no longer be paid from state revenue sources;
- New revenue from the previously approved $1,000 student fee totals $1 million;
- Budget savings actions total $21.4 million;
- The Amherst campus is requesting a spring fee increase of $750 per semester;
- The student Recreation Center project has been postponed;
- The Legislature has restored the Commonwealth Honors Program;
- The Projected General Operations Budget, FY03 to FY06 assumes steady state funding, and assumes additional fee increases in FY07 and FY08;
- The structural deficit from the difficulty of salary increases is of great concern.

UMASS BOSTON

The Committee on University Revenues and Expenditure

- The Boston campus instituted The CURE Committee to provide concrete solutions to the budget crisis;
- The CURE Principles include:
  1. To protect degree programs and the availability of courses for the students;
  2. To maintain as lean an administrative structure as possible;
  3. The consumer pays principle: To move public service programs towards self-sufficiency;
  4. To develop policies to increase efficiency and entrepreneurship;
  5. To minimize use of across-the-board cuts.

Revenue Increases include but are not limited to:

- Revenue savings of $5 million from the $750 student fee to be approved by the Board;
- Eliminate the senior citizens fee waiver in the spring 2004 semester;
- Eliminate free parking for handicapped students;
- Increase advertising revenue for the campus.

Academic Savings include but are not limited to:

- Eliminate the Harbor Explorations Program;
- Reduce support to centers and institutes;
- Eliminate support for the University of Massachusetts Press;
- Reduce funding for the Environmental Business and Technology Center (EBTC);
- Reduce support to pre-collegiate programs;
- Reduce Academic Support Services;
- Reduce support to Provost's Office;
- Support to Chancellor's Office has been reduced over the past two years.

Administrative Savings include but are not limited to:

- Reduce expenditures on various PeopleSoft projects by $1 million;
- A five-day Furlough Program has been proposed;
- The campus will not implement the proposed IT strategic plan;
- Phase-in opening of the new Campus Center over a 3-4 month period;
- Re-routing the shuttle bus service from the Quinn Building to the Campus Center provides a $400,000 savings.

Trustee Boyle expressed concern over the $750 fee increase and the impact it will have on students and parents. The Chancellors reported that the campuses can not maintain the level of quality without the proposed fee increase.

UMASS DARTMOUTH

- Appropriate recourses have been taken to balance the $3.5 million budget deficit;
- The $750 fee increase proposed to the Board would raise revenue. However, the Dartmouth campus will not be able to sustain long-term quality without being able to grow;
- Academic programs will not be eliminated during the reduction process;
- Imposed reductions total $11.4 million;
- Increased fringe benefit cost total $2.4 million. Personnel benefits are no longer state funded;
- Faculty hires is a high priority…Many faculty were lost to the Early Retirement Incentive Program last year in the biology department;
- Increasing revenue is a high priority for the campus;
- The campus is raising an additional $2.5 million as a strategy to grow its institutional programs and off-campus revenue enhancement programs;
- Expense reduction measures include reduction in personnel;
- The instructional ration will change from 12-1 to 17-1;
- The campus can not sustain quality without the ability to attract faculty;
- The budget has been balanced, but there is lack of funding for the Star Store;
- The Dartmouth campus launched a major fundraising scholarship drive.

UMASS LOWELL

- Several times the Lowell campus has been faced with financial pressures in losing $9.15 million in purchasing power from the combined state appropriation and student revenue fee since it began its Realign/Redesign/Reallocate Project in July 1993 by either:
  - Reducing the quality of academic programs, student services, and physical plant;
    OR
  - Maintaining the campus overall quality by implementing a "Recovery Strategy."
- It is in the best interest of the students and the long-term economic well being of the Commonwealth for the Lowell campus to implement a "Recovery Strategy."
- The Lowell campus would maintain the quality by taking annual profits from investing in research, foundation, and CVIP two years earlier than planned, and requesting the $750 student fee increase;
- The $750 spring fee increase will serve to reduce the loss of purchasing power from $9.15 million to $4.9 million;
- The following delays and reductions will be taken to maintain the present quality of academic programs, services, and physical plant:
  - Delay the energy conservation/modernization project for one year;

- Delay the purchase of the scheduled next round of 700 PCs;
- Delay the start of the first parking garage for six months;
- Delay the scheduled plant modernization and planned replacements;
- Reduce the purchase of new (non-Information Technology) equipment;
- Reduce selected campus activities by an estimated 7%;
- Reduce the part-time and full-time payroll.

•The campus will continue to make financial aid offers for at least 93% of all undergraduate need;

•If the $750 student fee increased is not approved, the parking garage will not be built, investing in equipment will be delayed, and the Lowell campus will have to tap into its ultimate reserve.

UMASS WORCESTER

•The $750 spring fee increase will provide some support to the school's budget;

•The prison and mental health contract will enable the campus to do more;

•The Worcester campus must account for a $6 million budget deficit;

•UMASS Worcester will attempt to keep all academic departments level funded;

•A 10% expense reduction will be made to all administrative and support areas. The expense reductions have been redistributed to local cost centers;

•A central administrative fee of 5.5% from 4% has been charged to computer services, telecommunications, etc.;

•Student satisfaction is the key factor to generate more funds to the campus;

•The new research building enables a momentum for recruiting;

•Craig Mello and others continue to receive awards for RNAi and diabetes research;

•The campus received a $15 million grant from the Infectious Disease Group in Washington.

Chair Fey thanked the Chancellors for their reports. The Chancellors are doing an incredible job during this difficult time.

The meeting adjourned at 10:53 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE COMMITTEE OF THE WHOLE

Wednesday, November 4, 2003; 4:00 p.m.
Worcester Room
Hoagland-Pincus Conference Center
222 Maple Avenue
Shrewsbury, Massachusetts

Trustees Present: Vice Chair Giblin; Trustees Austin, Fatemi, Karam, Robert Mahoney, Marcalo, O'Shea, Rainey, Reed and White

Trustees Absent: Chair Fey; Trustees Boyle, Bukhari, Cassel, DiBiaggio, Dubilo, Kennedy, McCarthy, James Mahoney, Moes and Sheridan

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

Faculty Representatives: Professor O'Connor, UMASS Amherst; Professor Carter, UMASS Lowell

Guests: David McLaughlin, Principal Investigator, UMASS Amherst Engineering Research Center; Deborah Boisvert, Project Director, Boston Area Advanced Technological Education Connections (BATEC) at UMASS Boston; Bal Ram Singh, Principal Investigator, UMASS Dartmouth Center for Botulism Research; Paul Wormser, Senior Advisor, Konarka Technologies (UMASS Lowell renewable energy start-up company); Michael Czech, Professor and Chair of Molecular Medicine, UMASS Worcester, and Principal, Araios (UMW biotech start-up company); William Guenther, President, Mass Insight; Mitchell Horowitz, Director of Strategy, Technology Partnership Practice, Battelle

In the absence of Chair Fey, Vice Chair Giblin convened the meeting at 4:06 p.m. and welcomed Trustee William O'Shea to the Committee.

Vice Chair Giblin thanked Chancellor Lazare and his staff for their hospitality.

Vice Chair Giblin reported that today's discussion would focus on the University's Role of Science and Technology in the Economic Development of the Commonwealth.

Under the **President's Report**, President Wilson introduced the participants for today's discussion item: David McLaughlin, Principal Investigator, UMASS Amherst Engineering Research Center; Bal Ram Singh, Principal Investigator, UMASS Dartmouth Center for

Botulism Research; Michael Czech, Professor and Chair of Molecular Medicine, UMASS Worcester and Principal at Araios; Paul Wormser, Senior Advisor, Konarka Technologies and Deborah Boisvert, Project Director, Boston Area Advanced Technological Education Connections (BATEC) at UMASS Boston. He also introduced Mitchell Horowitz, Director of Strategy, Technology Partnership Practice, Battelle and William Guenther, President, Mass Insight who will provide An External View of UMASS' Role in Science and Technology.

President Wilson reported that this year's focus is on Research and Education at the University of Massachusetts, as the Economic Development engine for the Commonwealth of Massachusetts. Each campus represents a certain research aspect for the Commonwealth. Highlights of why the campuses bring regional distribution and how it connects into Commonwealth-wide strategies for regional economic development include:

- UMASS removes financial, geographic and temporal barriers to high quality education. Temporal barriers include the ability to deliver education anytime, anywhere via UMassOnline;
- UMASS ignites innovation-based economic development in every region with a total of $300 million in research;
- 85% of UMASS graduates remain in Massachusetts;
- UMASS is an engine that develops innovation economies of affordable regions in Massachusetts;
- Resources at UMASS include 58,000 students, $300 million in research, and $20 million in research licensing revenue;
- UMASS is an anchor for development. The Worcester Research Park has created 2,000 jobs; UMASS has two incubators developed in Fall River and Lowell; and economic development alliances have been developed...the Southeast Mass. Partnership and the Western Mass. Regional Technical Alliance.

President Wilson reported that the University is growing and demonstrates a steady upward trend in research and in licensing revenue. He then highlighted recent successes for the University: the Engineering Research Center at UMASS Amherst, a $40 million project; the Boston Area Technological Education Connections, also known as BATEC at UMASS Boston, at $3 million; the Botulism Research Center at UMASS Dartmouth for $8 million, part of a $17 million grant split with Tufts University; the Lowell campus is a finalist for the Nanotech Manufacturing Center; and the Worcester campus has received a $16 million grant for an Immunology and Biodefense Center.

President Wilson reported that there is increasing recognition of the University's Role in Science and Technology in corporate Massachusetts and at the State House.

There was then a panel discussion on **Leading Science and Technology Initiatives at the UMASS Campuses**.

David McLaughlin, Principal Investigator, UMASS Amherst Engineering Research Center reported on the grant to detect and predict hazardous weather. The core leaders in the project's proposal were Jim Kurose, Professor and Chair of the Department of Computer Science, and Mathematics, and Gregory Phillips, staff member, College of Engineering.

Trustee Mahoney congratulated Professor McLaughlin and asked him to describe the biggest economic impact the grant will have on the University and the state. The grant will help in the recruitment of students, faculty and staff; if successful, the technology can lead to a multi-million dollar contract; Massachusetts companies will have a Mass insight based on student/companies collaboration.

Bal Ram Singh, Principal Investigator, UMASS Dartmouth reported on the grant for the Center for Botulism Research.

Michael Czech, Professor and Chair of Molecular Medicine, UMASS Worcester, and Principal, Araios reported on Araios a UMASS Worcester biotech start-up company. The company owned by CytRx, a California biotech company, will take advantage of Dr. Craig Mello's RNAi technology.

Paul Wormser, Senior Advisor, Konarka Technologies, a UMASS Lowell renewable energy start-up company, reported on the solar technology to convert light into electricity. He thanked Lou Petrovich of the Research Foundation, Chancellor Hogan, Howard Burke, and the Boston campus for their collaboration on the project.

Trustee Austin indicated that the University must work on selling its success stories in order to grow as a system.

Deborah Boisvert, Project Director, Boston Area Advanced Technological Education Connections (BATEC) at UMASS Boston reported on a higher education collaborative to develop an Information Technology workforce at UMASS Boston.

William Guenther, President, Mass Insight and Mitchell Horowitz, Director of Strategy, Technology Partnership Practice, Battelle provided **An External View of UMASS' Role in Science and Technology**.

Mr. Guenther reported on the Technology Roadmap Study. The key focus of the study is to address the capability of Massachusetts to prevail in an international competition for research, innovation and talent, and learn how to position the University of Massachusetts as a research powerhouse.

Mr. Horowitz provided further insight into the University from the Roadmap Study, and provided some good and bad news. Highlights included:

- Massachusetts remains a leader in research and development both in the universities and industry;
- Massachusetts is not a "one-trick" pony – there are multiple sectors of science and technology;
- There is existing or emerging strength across the state;
- The research and development base at UMASS is growing faster and producing new resources;
- There are enormous opportunities for continued leadership in research and development;
- Much of the current success depends on past infrastructure, investments;
- Diversity of the state's research and development base needs to be recognized;
- The change in corporate research and development calls for more strategic alliances and more partnerships with universities and corporations;

Trustee Mahoney requested clarification for the purpose of the Roadmap Study.

Mr. Guenther indicated that one of the objectives of the study is to help develop an understanding of technology strengths within the University and industry side. He noted that the report would be coming out in December.

President Wilson thanked the participants, and referenced (directed) the Committee to a press release highlighting an action agenda. Highlights included:

- Ongoing dialogue with the Speaker, the Governor, and the Senate President;
- Secure support of the state's Industry-based Technology Council;
- An Incubator Conference at UMASS Dartmouth on November 12th at the Advanced Technology and Manufacturing Center;
- Establish a President's High Tech Advisory Council;
- Create a Science and Technology Initiatives Fund to strengthen system-wide collaboration and strategic alliances;
- Create a CVIP Development Fund to move technologies closer to commercialization.

The meeting adjourned at 6:06 p.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE DEVELOPMENT COMMITTEE

Tuesday, January 21, 2003; 9:30 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Mahoney; Trustees Austin, Dawood and Rainey

Other Trustees: Trustee Briggs

Committee Members Absent: Trustee Giblin

University Administration: President Bulger; Mr. Cofield, Executive Vice President, UMASS Foundation; Ms. Wilson, Consultant; Chancellors Lombardi and Gora; Mr. Goodhue, Alumni Affairs; Mr. Andriolo, Director of Annual Giving, UMASS Lowell, President's Annual Appeal; Mr. Penland, Vice President for Development, UMASS Foundation

Development Staff: Ms. Dale, Assistant Chancellor for University Advancement and Special Projects, UMASS Amherst; Mr. Wolfman, Director of Development, Engineering, UMASS Amherst; Mr. Messenger, University Advancement, UMASS Boston; Mr. Ramsbottom, Executive Director, UMASS Dartmouth Foundation; Mr. Eynon, Interim Executive Director, University Advancement, UMASS Lowell; Ms. Bartram, Interim Vice Chancellor for Development, UMASS Worcester; Mr. Sherman, University Relations, UMASS Worcester

Chair Mahoney convened the meeting at 9:32 a.m. and congratulated Mr. Eynon as the recently appointed Development Director for the Lowell campus.

The first item on the agenda was the **2003 Development Reports**. The Development Officers from each campus provided the Committee with a status report on fundraising goals and achievements, and recruitment and staffing needs.

Ms. Dale reported that the Development Office at the Amherst campus is working on its infrastructure. She provided the Committee with an update on recruitment and staffing needs. Ms. Dale announced that 70% of the fundraising goal has been achieved.

Mr. Ramsbottom reported that fundraising efforts are somewhat disappointing for the Dartmouth campus. However, not all the donations were included in the total presented to date. He provided the Committee with an update on recruitment and staffing needs stating that only

one development officer is on staff. Chancellor MacCormack is aware of the staffing needs and efforts needed to improve fundraising activities for the campus.

Mr. Eynon reported on the recruitment and staffing status for the Lowell campus. Recruitment efforts are moving forward. He indicated that $1.6 million of the fundraising goal has been achieved. He also reported on the restructuring of the major gifts program.

Ms. Bartram reported on fundraising results for the Worcester campus. She is confident that the campus will achieve its fundraising goal.

Mr. Messenger reported in the absence of Dr. Fisher, the newly appointed Institutional Vice Chancellor for University Advancement at the Boston campus. Mr. Messenger thanked Mr. Penland for his support in the Advancement Office and reported on fundraising goals and staffing needs. Chancellor Gora provided further details for recruitment and staffing. She then reported on the quality of the campus' information system. The system is inadequate and will be upgraded soon.

The next item was **Major Gift Dialog (vis-à-vis, Murray/Fleet Bank)**. Ms. Wilson indicated that the intention of the dialog was to talk about lessons learned from recent donor success stories that might be applied to pending major gift opportunities. She announced that Fleet Financial recently made a commitment of $1 million to support the Honors College at the Amherst campus in honor of Terrence Murray's retirement. There was a discussion on the University's marketability in corporate Massachusetts and success that comes with collaboration.

There was then a discussion on Prospective "Angels." Chair Mahoney asked if it would be helpful to create a group of prospective angels to assist Development Officers with donor solicitation. Chancellor Lombardi indicated that the technique may have merit but would be a difficult process to facilitate.

Ms. Wilson reported on an educational campaign coordinated by John Hoey of the President's Office and President Bulger. A targeted list of about 70 corporate executives will receive a quarterly two page personalized letter from President Bulger about the state of the University as a whole. She announced that the first letter is going out this week.

The next item was the **Status Report on PeopleSoft/Millennium**. Mr. Gray provided the Committee with an update on the University's Advancement Systems. He then announced that a "Pillsbury Bake-off" event is being planned for either February 6th or February 13th. The bake-off is an opportunity to review Millennium and Peoplesoft by allowing both of the software companies to come in for half-day sessions to establish whether Peoplesoft can meet the information technology needs of the campuses or whether Millennium is the best opportunity.

The next item was **Campus Parent Programs Discussion**. The Development Officers held a discussion on collecting parent data for fundraising purposes, initiating programs for parents of

first generation college students, and initiating programs for parents for the purposes of fundraising.

Mr. Goodhue then announced that the UMASS Alumni Night at the Pops will be held on June 25th at 8:00 p.m.

The meeting adjourned at 11:00 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE DEVELOPMENT COMMITTEE

Tuesday, April 22, 2003; 10:00 a.m.
Knapp Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Mahoney; Trustees Austin, Briggs and Dawood

Committee Members Absent: Trustees Giblin and Rainey

University Administration: President Bulger; Mr. Cofield, Executive Vice President, UMASS Foundation; Ms. Wilson, Consultant; Chancellors Lombardi and MacCormack; Mr. Andriolo, Director of Annual Giving, UMASS Lowell, President's Annual Appeal; Mr. Penland, Vice President for Development, UMASS Foundation

Development Staff: Ms. Dale, Assistant Chancellor for University Advancement and Special Projects, UMASS Amherst; Ms. Fisher, Vice Chancellor for Institutional Advancement, UMASS Boston; Mr. Ramsbottom, Executive Director, Foundation, UMASS Dartmouth; Mr. Eynon, Interim Executive Director, University Advancement, UMASS Lowell; Ms. Bartram, Interim Vice Chancellor for Development; Vice Chancellor Sperounis, UMASS Lowell; Mr. Sherman, University Relations, UMASS Worcester

Chair Mahoney convened the meeting at 10:03 a.m. and welcomed Joan Fisher, Director of Development for the Boston campus. He informed the Committee that Mr. Penland was leaving the University and thanked him for all of his work.

The first item on the agenda was **Comments from the President**. President Bulger thanked everyone for helping with fundraising efforts. He also echoed Chair Mahoney's expression of gratitude to Mr. Penland.

President Bulger reported that the Board members make enormous contributions to the University throughout the year especially, with their time and talents. He reported that the Trustees contributed in excess of $50,000 to the President's Annual Fund and thanked them for the contribution. President Bulger then thanked the Mahoney family for the $2 million gift towards the Integrative Science building on the Amherst campus.

President Bulger reported that last week Chancellor Lombardi eloquently expressed his concerns to Speaker Finneran and President Travaglini making a plea for understanding the

function and needs of the University. He is hopeful that the University will weather the storm through the current budget crisis.

The Committee then viewed the new television ad for the University. President Bulger indicated that the ad shows the good spirit on the campuses, and looks at the various activities taking place. The purpose and focus is education at the University.

The next item was the **2003 Development Reports (Third Quarter)**. Chair Mahoney indicated that he is thrilled about the 100% participation of the Trustees with the President's Annual Fund...an estimated $55,000 was pledged. The Development Officers from each campus provided the Committee with a status report on fundraising efforts.

Ms. Dale provided the Committee with an update on the Chancellor's Scholarship Fund, recruitment and staffing needs, and infrastructure for the Amherst campus. Under Chancellor Lombardi's leadership, this will be the best fundraising year ever for the Amherst campus.

Ms. Fisher provided the Committee with an update on the development alumni operations for the Boston campus. She then reported that the Friends of the Library event held last week was a successful fundraiser...one of the attendees committed to donating a quarterly gift of $25,000.

Ms. Fisher reported that with the help of President Bulger and Chancellor Gora, a request has been made to the Yawkey Foundation on behalf of the new campus center for a transformative philosophic gift.

President Bulger departs the meeting at 10:28 a.m.

There was then a brief discussion about what can be done on the Boston campus in response to budget cuts, restructuring, and development.

Mr. Ramsbottom reported on fundraising efforts and updated the Committee on the PIN process for the Dartmouth campus. He is confident that the fundraising goals will be met.

Mr. Eynon reported on fundraising efforts, recruitment and staffing needs, and software conversion for the Lowell campus.

Ms. Bartram reported that 68% of the fundraising goal for the Worcester campus has been met. She reported that Dr. Arthur Pappas has agreed to chair the emergency campaign. She indicated that the development office is working on long-range planning to determine where they are and where they should be.

The next item was **UMASS Alumni Night at the Pops**. Ms. Wilson reported that the event is designed to bring alumni from the five-campus system together. The Third Annual UMASS Alumni Night at the Pops will be held on Wednesday, June 25th at 8:00 p.m. at Symphony Hall.

Development Committee
April 22, 2003

Jack and Shelly Blais will be honored at this year's performance. President Bulger will host a private reception prior to the performance which will be held at the Colonnade Hotel.

Chancellor MacCormack then reported that the Dartmouth campus is receiving tremendous support in response to the Governor's proposal. The Dartmouth campus is also producing its first alumni magazine.

Trustee Dawood indicated that this is the last meeting for her and Trustee Briggs and thanked everyone for the opportunity to serve on the Committee.

Trustee Austin asked the Development Officers how he could help with possible prospects.

The meeting was adjourned at 11:11 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE DEVELOPMENT COMMITTEE

Tuesday, July 22, 2003; 10:00 a.m.
Knapp Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Mahoney; Trustees Austin, Bukhari and Fatemi

Other Trustees: Trustee Reed

Committee Members Absent: Trustees Giblin and Rainey

University Administration: President Bulger; Mr. Cofield, Executive Vice President, UMASS Foundation; Ms. Wilson, Consultant; Chancellors Lombardi and Gora; Mr. Goodhue, Alumni Affairs; Vice Chancellor Sperounis, UMASS Lowell; Mr. Sherman, University Relations, UMASS Worcester

Development Staff: Dr. Dale, Vice Chancellor for University Advancement and Executive Director, UMASS Amherst Foundation; Mr. Wolfman, Executive Director of Development, Engineering, UMASS Amherst; Ms. Fisher, Vice Chancellor for Institutional Advancement, UMASS Boston; Mr. Ramsbottom, Executive Director, Foundation, UMASS Dartmouth; Mr. Eynon, Executive Director, University Advancement, UMASS Lowell; Ms. Bartram, Interim Vice Chancellor for Development

Chair Mahoney convened the meeting at 10:03 a.m. and asked the Development Officers to provide a condensed report on the following agenda items: **Review of 2003 Fundraising Results; 2004 Fundraising Goals: Total Goal and How Will this Goal be Met; and Strategic Fundraising Initiatives for each Campus**.

UMASS Amherst

- The Amherst campus exceeded the $25 million fundraising goal set for FY2003. The fundraising efforts for FY2003 totaled $35 million;
- The campus is instituting a Principal Gifts Plan Program for FY2004. Jeffrey Wolfman, Director of Development, will head the program;
- For FY2004, the campus will work to improve the coordination of its communication efforts to support Development and Alumni Relations;
- An Effective Management System is being put in place within the Development Office for accountability purposes;

- There is a need for a match program that would emphasize principal gifts over the course of the next few years;

President Bulger then thanked everyone for staying the course during these difficult times.

UMASS Boston

- 97.14% of the FY2003 fundraising goal has been met;
- The campus is in the process of building a Development Program;
- Staffing needs continue to be an issue for the Development Office;
- A key initiative is hosting a celebration for the opening of the new Campus Center.

Chair Mahoney then welcomed the newest members to the Committee, Trustee Omar Bukhari, UMASS Boston and Trustee Hannah Fatemi, UMASS Amherst.

UMASS Dartmouth

- The FY2003 fundraising goal was not met;
- The fundraising goal set for FY2003 will remain the same for FY2004;
- Staffing needs are being addressed;
- The Development Office is searching for a major donor fundraiser;
- There should be a coordinated effort among the campuses to share search information since they are all in the marketplace for major donor fundraisers.

UMASS Lowell

- Staffing needs continue to be a concern;
- This was the second most successful year in fundraising...just over $2.1 million in cash gifts was raised;
- The Advancement Office organizational structure was rebuilt;
- A strategic plan for fiscal year 2004 has been written;
- Chancellor Hogan's leadership has been extraordinary, and the campus has benefited from its partnership with President Bulger;
- The analysis of fundraising results shows cause for concern with the campus' donor base of support;
- There was a suggestion of hosting a fundraising event to honor Chancellor Hogan.

UMASS Worcester

- The Worcester campus did not reach its fundraising goal;
- The Foundation Board has finally been reorganized;
- The Worcester campus emergency department is holding an emergency services campaign. A cardiac catheterization campaign is also under way;
- Academic goals remain at a high level;
- There is a focus on helping individuals, internally and externally, understand the need for more unrestricted funds.

Vice Chancellor Sperounis indicated that the current budget situation is a real issue for the campuses.

Chair Mahoney indicated that the University did fairly well with fundraising efforts despite this difficult economic time.

The next item was **A Review of UMass Night at the Pops**. Mr. Goodhue reported that for the third year in a row UMass Night at the Pops was a great event, and thanked everyone for their contributions in making the event a success. "The event symbolizes the coming together of the UMASS system." Mr. Goodhue credited Gerilyn Melzar of the UMASS Foundation for the success of the event.

Mr. Cofield indicated that the reception held prior to the event worked well. He noted that President Bulger does a great in job recognizing the donors for their support.

Mr. Sherman indicated that the event should serve as an opportunity to bring major donors to the University.

Chair Mahoney thanked everyone for their participation.

The meeting was adjourned at 11:04 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE DEVELOPMENT COMMITTEE

Thursday, October 23, 2003; 10:00 a.m.
Knapp Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Mahoney; Trustees Giblin and Rainey

Committee Members Absent: Vice Chair Austin; Trustees Bukhari and Fatemi

University Administration: President Wilson; Mr. Cofield, Executive Vice President, UMASS Foundation; Ms. Wilson, Consultant; Chancellors Lombardi and Gora; Mr. Goodhue, Alumni Affairs

Development Staff: Dr. Dale, Vice Chancellor for University Advancement and Executive Director, UMASS Amherst Foundation; Mr. Wolfman, Executive Director of Development, UMASS Amherst; Dr. Fisher, Vice Chancellor for Institutional Advancement, UMASS Boston; Mr. Ramsbottom, Executive Director, UMASS Dartmouth Foundation; Mr. Eynon, Executive Director, University Advancement, UMASS Lowell; Ms. Bartram, Interim Vice Chancellor for Development, UMASS Worcester; Mr. Sherman, University Relations, UMASS Worcester

Faculty Representatives: Professor O'Connor, UMASS Amherst; Professor Schwartz, UMASS Boston

Chair Mahoney convened the meeting at 10:13 a.m. and requested the approval of the **Minutes of the Prior Meeting of the Committee**.

It was moved, seconded and

VOTED: To approve the minutes of the July 22, 2003 meeting of the Committee.

Chair Mahoney then welcomed Jack Wilson, Interim President, to the Committee.

President Wilson reported on ongoing campus-based fundraising activities. The Blais University Chair in Molecular Medicine has been established at the Worcester campus. The Dartmouth campus will receive a $7 million grant as part of a public-private partnership with Tufts University to study the botulism toxin. President Wilson also reported that a recent article in *The Boston Globe* highlights many of the campuses' accomplishments.

Development Committee
October 23, 2003

President Wilson reported that he is reaching out to various constituencies and reassuring them that the University is healthy. The campuses are finding creative ways to overcome the current fiscal challenges. He also noted that the University is receiving tremendous support from the Senate President, the Speaker of the House, the Chairs of the Education Committee, the Chair of the Ways and Means Committee, and rebuilding its relationship with the Governor's office.

Chair Mahoney then asked for a campus by campus report on the following agenda items: **Status of Fundraising Goals for 2003-2004; New Fundraising Initiatives by Campus; and Staffing Status/Development Offices**.

UMASS Amherst

- The achieved 2003 fundraising goal of $35 million was primarily due to principal gifts;
- $25 million is the baseline fundraising goal for 2004. The targeted goal is $35 million;
- Several major capital projects are underway;
- The Principal Gifts Program is a new initiative. Development Officers and Deans are involved in identifying and managing principal gifts prospects, and a newsletter called "*Foundations*" has been developed, targeting top prospects;
- A direct label campaign is being developed for the Annual Fund;
- The campus is planning a campaign for the Annual Fund for Valentine's Day. The campaign targets about 10,000 couples who either met on the Amherst campus or are both graduates of the campus;
- One person has been added to the Corporate and Foundation Relations staff. Compared to last quarter, the number of grant proposals doubled in the first quarter;
- 70% of the fundraisers were hired within the last 4-6 months; Fifteen fundraisers have been hired. There is an opening for a fundraiser in the Athletics department, and two Senior Directors of Development positions are currently available.

Chair Mahoney indicated that at the Administration, Finance and Audit Committee meeting, Chancellor Gora reported that a UMASS Boston donor expressed his disappointment with the endowment's performance. President Wilson requested the year-end performance results from Foundation CFO Didier Bertola, which actually showed a very solid performance relative to the market and a very favorable performance relative to other universities. After a brief discussion, Chair Mahoney recommended that a conference call could be arranged with Victor Livingston from Salomon, Smith Barney and any Development Officers who were interesed to further discuss the endowments' performance.

UMASS Boston

- Staffing continues to be a concern for the Office of Institutional Advancement;
- First quarter totals were relatively low;
- There is a need to focus on major gifts giving;
- Community outreach is a major focus for the Chancellor and Development Officers;

- The Boston campus hopes to utilize the opening of the Campus Center as a fundraising initiative;
- A number of special events are underway;
- This year's fundraising goal is $6 million.

UMASS Dartmouth

- A strategic fundraising plan is being developed. The Dartmouth campus is in the process of hiring additional staff and working on major gift and alumni cultivation;
- First quarter totals were down compared to the past two years;
- Donor contributions will have a base of $4.85 million;
- There have been some layoffs, which will produce a total of $4 million in savings;
- Responsibilities have been increased for nine staff members, and six additional staff members have been re-oriented;
- A Business Center to deal with union personnel has been formed;
- Programs that do not perform fundraising activities will be eliminated;
- The campus is in the process of hiring a Vice Chancellor for University Relations and two major donor fundraisers;
- An integrated communications plan has been developed to identify major gifts prospects, and cultivate alumni with the Annual Fund;
- A luncheon was held last Sunday with the Parents Association;
- An ambassador's Program, similar to the Amherst campus' was launched this year to work on Corporate Relations and Planned Giving;
- There is work to be done with the individual colleges to get alumni involved in fundraising;
- It is anticipated that the 2004 fundraising goal of $4.3 million will be exceeded;
- By year's-end, University Relations will be organizationally and functionally transformed into a more efficient and goal oriented group;
- The cultivation of existing major gifts prospects is ongoing.

UMASS Lowell

- This year's fundraising cash goal is $3.15 million. The goal for the next two to five years is to increase that amount;
- There is $3.1 million in proposals under consideration that have been delivered to major and principal gifts;
- There is $3.33 million in proposals that are complete and in the process of being delivered;
- There is approximately $2.5 million in proposal under development with faculty and staff with the Provost's and the Chancellor's office;
- The Lowell campus will be engaged in major and principal gifts activity;
- University Advancement is staffed with 19 full-time persons, and 2 part-time people. Of the 19 staff members, 14 are in place, and five vacancies remain to be filled;
- The Lowell campus hopes to hire a Director of Development and a Director of Corporate and Foundation Relations by the third quarter of this year;

- There is a need to focus on major and principle gifts giving;
- The Lowell campus is working to build more initiative for the academic deans in the cultivation process;
- Collaboration is taking place between CVIP personnel and the Research Foundation to build an Alumni Venture Fund;
- The Lowell campus is working on a program to host a number of small major gifts dinners in 20 cities around the country.

UMASS Worcester

- There was an increase in alumni giving, corporate giving, foundation giving, parent, and individual giving;
- Although the total fundraising goal was not reached, the Worcester campus had a good year;
- A University Chair for $3 million was established during the second quarter;
- Dr. Pappas is donating $1 million towards the Emergency Campaign. The $25 million Emergency Campaign is in its final stage;
- The Worcester campus is working on benchmarking;
- Alumni giving continues to be a challenge;
- There is a need for more experienced fundraisers.

Vice Chancellor Dale then reported some good news. She announced that she was informed via the email that the Amherst campus would receive $919,000 this week from the Amesbury family estate for Slavic Studies. Another $300,000 is ensured to the campus from the sale and contents of the Amesbury family estate and property in Philadelphia

The meeting adjourned at 11:20 a.m.

Zunilka Barrett
Staff Associate

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE GOVERNANCE COMMITTEE

Tuesday, June 17, 2003; 7:30 a.m.
Board Room
One Beacon Street – 26th Floor
University of Massachusetts
Boston, Massachusetts

Trustees Present: Chair Bissonnette Moes; Trustees Giblin, Rainey and White; Chair Fey

Chair Bissonnette Moes convened the meeting at 7:30 a.m. There was a general discussion concerning next year's Officers and Committee Chairs. It was agreed that each member of the Committee would contact an equal number of Trustees and inquire as to their Committee preference and any other issues they'd like to discuss regarding Board governance.

It was agreed that the members would meet again in the near future.

There being no further business to come before the Committee, the meeting was adjourned at 8:15 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE GOVERNANCE COMMITTEE

Tuesday, July 8, 2003; 7:30 a.m.
Board Room
One Beacon Street – 26th Floor
University of Massachusetts
Boston, Massachusetts

Trustees Present: Chair Bissonnette Moes; Trustees Giblin, Rainey and White

Chair Bissonnette Moes convened the meeting at 7:35 a.m. The Committee members discussed the status of their conversations with fellow Board members about Committee assignments for 2003-2004 and other Board related issues. The recommendation from the Governance Committee will include:

•Trustee Moes will step down as co-chair of the Restructuring Committee and Trustee Kennedy will be asked to assume that position.

•The Committee on Academic and Student Affairs Committee would be facing some tough issues in the coming year and it was decided that the Committee have two Vice Chairs; Trustee Boyle will continue as Vice Chair and Trustee Sheridan would be asked to assume the responsibility for the other Vice Chairmanship;

•The Board members had enthusiastically endorsed Chair Fey's leadership abilities and requested she continue to serve as Chair of the Board.

Chair Moes indicated she would provide the Secretary to the Board a 2003-2004 Officers and Committee list for the Board's approval at the August Board meeting.

There being no further business to come before the Committee, the meeting was adjourned at 8:30 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE GOVERNANCE COMMITTEE

Wednesday, August 13, 2003; 8:00 a.m.
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Bissonnette-Moes; Vice Chair Rainey; Trustees Giblin and White

University Administration: Executive Vice President Julian

Chair Bissonnette-Moes convened the meeting at 8:00 a.m. asked for a motion to go into **Executive Session.**

It was moved, seconded and

VOTED: WHEREAS, the Massachusetts Open Meeting Law, M.G.L. c.30A, Section 11A ½ permits executive sessions "{to} comply with the provisions of any general or special law. . ."

WHEREAS, M.G.L. c. 214, Section 1B provides that "{a} person shall have a right against unreasonable, substantial, or serious interference with his privacy."

WHEREAS, the Massachusetts Public Records Law, M.G.L. c. 4, Section 7 twenty sixth provides a similar exemption to clause (c) for "materials or data relating to a specifically named individual, the disclosure of which may constitute an unwarranted invitation of personal privacy."

WHEREAS, the common experience indicates that most serious individuals will not apply for nor will others become interested in a position such as Interim President of the University of Massachusetts if the fact of his or her nomination, application, or interest can become publicly known before the finalist stage; and the leading book on higher education searches for presidents by David Reisman and Judith McLaughlin strongly supports what common experience teaches.

WHEREAS, the persons whom the Board wishes now to discuss have not yet been contacted by the same Board to ascertain whether or not they have any interest in the position of Interim President.

THEREFORE, in order to protect the privacy rights of those individuals the Board shall go into executive session to discuss such names mentioned above; and the Board will not reconvene in open session but adjourn the Executive Session to Wednesday, August 20, 2003 at 8:00 a.m. at One Beacon Street, Boston, Massachusetts.

Chair Bissonnette-Moes voted for the motion as did Trustees Giblin, Rainey and White.

The time was 8:01 a.m.

The Committee remained in Executive Session and adjourned until further notice. The time was 9:14 a.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

RECONVENED MINUTES OF THE MEETING OF THE GOVERNANCE COMMITTEE

Thursday, August 28, 2003; 2:30 p.m.
Wood Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Committee Members Present: Chair Bissonnette Moes; Vice Chair Rainey; Trustees Giblin and White

Other Trustees: Chair Fey; Trustees Babineau, Boyle, Bukhari, Fatemi, Karam, Kennedy, Robert Mahoney, McCarthy, Reed, Sheridan and Zane

University Administration: General Counsel O'Malley

At 4:00 p.m. the Committee returned to open session. Chair Bissonnette Moes gives a report of the Governance Committee's findings:

Trustee Bissonnette Moes reported that following President Bulger's decision to resign his position, the Governance Committee had solicited names of candidates from the Trustees to fill the position of Interim President. The members of the Governance Committee suggested that the candidates possess some experience with administering a campus and some knowledge of matters related to an academic mission.

The Governance Committee first met on August 13th, reconvened on August 20 and today, August 28. At the first meeting the members discussed potential candidates recommended by the Trustees.

At the reconvened meeting on August 20th the members again discussed candidates and agreed that they would invite all members of the Board to attend today's Governance Committee meeting to continue preliminary discussion of the candidates. Trustee Moes also welcomed Trustees to contact her and ask questions and/or offer input about the search process.

It was then moved, seconded and

VOTED: The Governance Committee has concluded a process to seek the best qualified candidates which will be forwarded to the Board, and recommends the following two candidates for the Board to consider for the position of Interim President of the University of Massachusetts:

- Jack Wilson
- Stephen Lenhardt

The meeting was adjourned at 4:03 p.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

MINUTES OF THE MEETING OF THE GOVERNANCE COMMITTEE

Tuesday, November 4, 2003; 3:45 p.m.
Worcester Room
Hoagland-Pincus Conference Center
222 Maple Avenue
Shrewsbury, Massachusetts

Committee Members Present: Vice Chair Rainey; Trustees Giblin and White

Committee Member Absent: Chair Moes

University Administration: General Counsel O'Malley

Vice Chair Rainey convened the meeting at 3:45 p.m. The Committee has called a meeting to consider two new policies: Conflict of Interest Disclosure Policy for Trustees and the Trustee Code of Conduct.

There had been some discussion by members of the Committee on Administration and Finance about the need to adopt policies aimed at complying with state disclosure procedures. General Counsel O'Malley had been directed to draft the policies being considered and distribute to the full Board for their review.

The Conflict of Interest policy will allow Trustees, on an annual basis, to disclose any possible conflicts of interest. The Trustee Code of Conduct will be added to the Trustee Orientation Manual as a guide for Trustee performance.

It was then moved, seconded and

VOTED: To recommend that the Board take the following action:

To approve the Conflict of Interest Disclosure Policy as contained in Doc. T03-076;

And further,

VOTED: To recommend that the Board take the following action:

To approve the Trustee Code of Conduct as contained in Doc. T03-075.

There being no further business to come before the Committee, the meeting was adjourned at 3:55 p.m.

Barbara F. DeVico
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

Minutes of the Meeting of the Investment Sub-Committee
Tuesday, November 25, 2003
Board Room
One Beacon Street – 26th Floor
Boston, Massachusetts

Attendence: Trustee Dubilo, Trustee Fey, Trustee White, Trustee Karam, President Wilson, Vice President Lenhardt, Associate Treasurer Marquis

Guest: Jon Prime, Prime Buchholz & Associates, Inc.

The meeting was called to order at 8:03 a.m.

Vice President Lenhardt began the meeting by reminding the committee of its decision many years ago to establish an equity component of the operating cash investment strategy. The goal of the strategy was to take up to 25% of the total portfolio and invest it in a well diversified portfolio of equity securities. The goal was to outperform the fixed income market over time. Over the years since the strategy was put in place the University has captured gains from the portfolio and used these gains to supplement campus TFI distributions.

A second strategy that was put in place at the same time was the creation of the quasi endowment. Vice President Lenhardt expressed disappointment that the campuses have not taken more interest in this method of building reserves. That being said he also recognized the difficult times the campuses have been having with budgets and believed this strategy would be used more in prosperous times.

Trustee Dubilo called on Mr. Prime to present on the status of the equity markets and the performance of the equity component of the operating cash portfolio. Mr. Prime spoke briefly about the equity markets, indicating that returns were beginning to trend positive. He then reviewed each managers performance and noted that the fund in total was up 6% since inception through 10/31/03. This return is nearly identical to fixed returns historically, so one can believe that the strategy has not hurt the portfolio performance over the long term. Mr. Prime indicated that we should watch Fidelity Blue Chip Fund as the performance has been lagging the benchmark for some time.

Trustee Dubilo thanked Mr. Prime, determined that there were no more questions and excused Mr. Prime for the remainder of the meeting.

Discussion then began regarding the overall portfolio performance and it was determined that the University should begin the search for an Investment Consultant to assist the University with the formulation of an investment policy and strategy that will encompass

both equity and fixed income investments combined. Traditionally, the University has managed the entire fixed income portfolio in-house within the University Treasurer's Office.

It was determined that the University would begin immediately the process to create and issue an RFR for Investment Services, with the goal to hire an Investment Consultant and a series of portfolio managers across multiple disciplines for the entire operating cash portfolio. The Treasurer's Office will continue to be the focal point of contact for the Investment Consultant as well as external managers.

The Committee thanked Associate Treasurer Marquis for his dedicated services and outstanding performance while managing the fixed income portfolio over the past fifteen years noting that this is a trend that is developing in the marketplace and that the decisions made today are in no way reflective of any problem, issue or performance.

The meeting adjourned at approximately 9:30 a.m.