

**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.

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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.

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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;

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- 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 3<sup>rd</sup> largest research institution across Massachusetts, and the 4<sup>th</sup> 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";

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- 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 3<sup>rd</sup> 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 licensing 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 expanding<sup>43</sup> 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 University 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.

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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