

UNIVERSITY OF MASSACHUSETTS
AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

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

Friday, November 14, 2008; 12:00 noon
Amherst Room
225 Franklin Street – 33rd Floor
Boston, Massachusetts

Committee Members Present: Chair Thomas; Vice Chair DiBiaggio; Trustees Carlin, Gerson, Koffman, Kulenovic, McCluskey and Osterhaus-Houle

Committee Members Absent: Trustees Braceras, Endich, King-Shaw, Pearl and Tocco

University Administration: President Wilson; General Counsel Bench; Executive Vice President Julian; Senior Vice President Williams; Vice Presidents Gray and Lenhardt; Chancellors Holub, Motley, Meehan and Collins; Provosts Seymour, Langley, Garro and Abdelal; Executive Deputy Chancellor/Provost Terence Flotte; Associate Vice President Harrington; Dean Donna Kuizenga, UMASS Boston; Christine McCormick, Education Dean, UMASS Amherst; Roberta Wollons, History Chair, UMASS Boston; Robert Peck, Engineering Dean, UMASS Dartmouth; Jie Wang, Computer Science Chair, UMASS Lowell

Faculty Representatives: Professor O'Connor; Professor May, UMass Amherst; Professor Tirrell, UMass Boston; Ms. Gibbs, Librarian, UMass Dartmouth; Professor Carter, UMass Lowell

Chair Thomas convened the meeting at 12:04 p.m. and provided an overview of the agenda which included one action item, a discussion item, one informational item, tenure appointments and awards, transfers of tenure and honorary degree nominations.

Chair Thomas then asked for a motion to **Consider the Minutes of the Prior Meeting of the Committee.**

It was moved, seconded and

VOTED: To approve the minutes of the September 3, 2008 meeting of the Committee.

The next item was the **President's Report.** President Wilson began his report by focusing on the University Priority that declares: Develop a Leadership Role in Public Service. It is fundamental to our three part mission; instructive to faculty, staff and students; and demonstrates our societal obligation—especially in these times—to take to our communities the knowledge we discover here.

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At the Dartmouth campus, Dr. Riley, Associate Professor of English and Director of the Women's Studies program was awarded the Excellence in Online Teaching Award by the Sloan-C, a national consortium of institutions and organizations committed to quality online education. The award recognizes Dr. Riley "For innovative development of learner-centered strategies for online teaching that promote intellectual inquiry, critical analysis, and self-reflection, and inspire students to pursue life-long learning."

At the Lowell campus we hear about the SmartPill—a combination of vitamins and nutraceuticals proven to stave off the degenerative effects of Alzheimer's. In the final stages of licensing, it will be marketed as MemoryXL. It will not require a prescription and does not require FDA approval. Biological-sciences professor Thomas Shea and his colleagues have developed a nonprescription, vitamin-based pill to delay the progression of Alzheimer's. The findings of clinical trials rooted in the work of these UMass Lowell researchers will be published in the December/January issue of the American Journal of Alzheimer's Disease.

On the Amherst campus, faculty have conducted research, given invited lectures, and worked with communities on all seven continents during FY2007, with research activities ranging from astronomy and climate change to women's health. These efforts have occurred in diverse locations such as Indonesia, Madagascar, Afghanistan and Brazil. A recent USAID award to the CIE of \$7.8million will help develop institutions of secondary teacher training in Afghanistan. As one measure of the campus' impact, 80 faculty have been Fulbright Scholars in 49 nations over the past 30 years.

More than a quarter century has passed since HIV and AIDS were first reported, and providing comprehensive training and education to health care and human services providers is every bit as critical today. Commonwealth Medicine, through the University of Massachusetts Medical School, is home to one of the nation's leading HIV/AIDS training and education centers, serving providers across six states.

President Wilson continued his report by noting that last month he and Chancellor Collins were able to celebrate with Donna Gallagher the 20th anniversary of the New England AIDS Education Training Center. The Center is committed to providing high-quality and comprehensive care to individuals living with HIV/AIDS. The Center is a collaborative project, featuring a consortium of community-based AIDS-service organizations, community health centers and peer-led agencies.

In a few days on the Boston campus, the inaugural event of the *Center for Rebuilding Sustainable Communities after Disasters* will occur—a major international conference, bringing together scholars and practitioners from such countries as Iraq, Nigeria, Indonesia, Afghanistan, India, Romania, Ireland, Israel, Rwanda, Sudan, the USA, and others. The conference has four main objectives:

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The role of gender equality in alleviating poverty and assisting children, their families and their communities after disasters;

1. The status of children and women in various communities after disasters and the continuing need for superior research and appropriate data;
2. The roles of governments, the private sector, and non-governmental organizations; and
3. The promotion of human dignity in the creation of sustainable environments that empower families in the aftermath of disasters.

The goal: bring together specialists from various disciplines (health, education, community planning, etc.) and experiences (tsunamis, earthquakes, wars, hurricanes, etc.) to explore and make recommendations on how to reconstruct sustainable communities--safe for children and their families after disasters.

President Wilson then informed the Committee that next week—November 17-21— is International Education Week, a celebration created by the U.S. State and Education Departments to recognize the importance of international education, study abroad programs, and collaboration among nations through education. The week will be recognized across the University's campuses, allowing our students to broaden their awareness of global issues and their understanding of other cultures and traditions.

In closing, President Wilson thanked the Trustees, the Chancellors, Vice Presidents and the faculty and staff who have been working together to accomplish the University's mission of research, teaching and service.

The next item was the **Senior Vice President's Report**. Senior Vice President Williams reported that the orientation for new Trustees stresses that the Committee on Academic Affairs Student Affairs and International Relations has the responsibility of bearing the standard and being the quality control for the University. We mobilize system resources to support rigor in the faculty hiring process in the recruitment of students, in the establishment of the new programs and student services.

Senior Vice President Williams explained the importance of the assessment and accountability process to the University and its mission. We have spent time discussing issues that impact new programs including the issues of tenure as an aspect of academic freedom in the University. She stressed President Wilson's notion that the path to social and economic development of the Commonwealth of Massachusetts goes through the University of Massachusetts.

Chair Thomas introduced the action item, **B.A. in Asian Studies, UMass Boston**. Provost Langley and Dean Donna Kuizenga presented the proposal. Dean Kuizenga stated she hopes the

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major will prepare students to work in a variety of settings and industries. The major will have two tracks, one in East Asia and one in South Asia. The East Asian track exists as a minor already. The South Asia track will be implemented in the fall of 2011. There are no new resources needed. Provost Langley indicated that the proposed major seeks to focus in an area that is of increasing importance to the globe both economically and culturally. It is also an attempt to suggest that students are citizens of a larger community and must have the knowledge, skills and orientation to navigate in the world.

Trustee DiBiaggio asked if there is revenue generated from the program. Dean Kuizenga affirmed that it is revenue neutral and will provide additional funds if more students are attracted to the University.

It was moved, seconded and

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

To approve the B.A. in Asian Studies at the University of Massachusetts Boston as contained in Doc. T08-090.

Chair Thomas then moved to the **Discussion Item: Academic Assessment and Accountability and Periodic Multi-Year Review**. The discussion item focused on academic assessment and accountability. The panel consisted of Executive Deputy Chancellor and Provost Terence Flotte, Dean Christine McCormick, Education, UMass Amherst; Roberta Wollons, Chair, History Department, UMass Boston; Dean Robert Peck, Engineering, UMass Dartmouth, and Jie Wang, Chair, Computer Science, UMass Lowell. The panel shared their experiences with the two tools of AQAD and PMYR which serve as both assessment and accountability means. Senior Vice President Williams asked the panel what excites them most about the tool which allows you to do what you need to do. Dean McCormick thought that PMYR was helpful to celebrate the accomplishments of faculty. It also proved to be helpful in planning since at UMass Amherst, you may waive PMYR if you decide to retire within three years. This provides a chance to begin planning for the future.

There is also a situation where an individual's interests had shifted across the years. Through PMYR, the department was able to suggest that faculty members teach more and contribute in that arena which was a good decision for the faculty member. Provost Seymour felt that excitement began with the opportunity to talk with departments on campus when beginning an AQAD review. She meets with each department prior to a site visit from the external review team. It is also exciting to talk with the site visit team and receive their impressions of what is going well and what can be done better. She has used their feedback to make changes. Chair Wollons is a relatively new chair of the History department. When she was hired, the department had just completed an AQAD review and focused on ways in which the department needed to balance itself. It looked at curriculum and imbalances. The review allowed for creation of new courses, re-titling of courses, updating of courses. It allowed as well a review of

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faculty and a focus on how they needed to think about faculty hiring.

Senior Vice President Williams noted that the Medical campus is just moving into the utilizing of both policies. Provost Flotte noted it is a transition time for the campus. They have geared up the departmental review process and the departments are anxious to move forward. They have completed one review and are preparing for a site visit. Four departments have volunteered to participate in this academic year. PMYR has been part of a more comprehensive look at the tenure process in a modern academic health center. Most of the investments in tenure have been in basic sciences rather than in clinical or physician scientists. The Medical School is now changing that focus. They have engaged all the chairs in a discussion of scholarly achievement and what that means in terms of a number of issues. Both these processes fit in with philosophy of mutual accountability and transparency between administration and faculty.

Chair Wang sees AQAD and PMYR as a time to feel good about selves but also to be nervous. During AQAD, outside experts review the program and the campus receives a form of validation. AQAD was tied to ABET accreditation with three reviewers participating. PMYR provides a chance for the department chair to say a few things to faculty. The more formal setting allows for a discussion of performance, past and in the future. All faculty have gone through a highly competitive hiring and tenure process. Once in a while, career goals sift and PMYR provides an opportunity to talk about what would make best use of faculty resources.

Dean Peck is also relatively new to the UMass process. AQAD has had an impact on the Dartmouth campus, leading to new programs on the campus. AQAD provides new opportunities to transform programs. In textile science, he would like to look for new opportunities by re-thinking how textiles are defined. This had lead to involvement in biological engineering. It also provides an opportunity to look at interdisciplinary programs though this will present a challenge to AQAD structure and process. Referring to the PMYRs, the goal-based component is the most effective part. Being able to work with faculty on what they want to do and to see how those plans mesh with the strategic plans of department and university is the most satisfying. It allows for an opportunity to redistribute the work load of faculty. The process allows for an interaction with associate professors and an element of mentoring.

Associate Vice President Harrington commented on the value of both processes for continuing the monitoring of programs and allowing for the evolution of curriculum and programs to serve current student, societal and employment needs.

Dean McCormick and Provost Seymour both commented on the impact of the processes on long term decision making of the department. Provost Seymour also noted that sometimes the external review helps to answer questions or concerns that have existed within a program. She gave specific examples of an interdisciplinary program and reporting lines.

Provost Flotte agreed that the reviews prompted action or changes that needed to be made. The presence of outside views can overcome internal resistance to change. Provost Abdelal

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added that these processes provide the way to implement a strategic plan through strategic deployment of resources.

Senior Vice President Williams asked what students might think about this. Chair Wang thought it helped in conveying to students the quality of a program. Provost Langley noted that not only do student benefit but that external reviewers benefit from hearing from the students. He indicated that the Provost is engaged in recruiting faculty, in the fourth year review, in the tenure process and the post-tenure review. A provost gets a long-term view of the development of faculty and curriculum and can better plan for the campus. Chair Wang noted that as a result of AQAD, they have formed a Student Advisory Board in the department now.

Trustee Kulenovic asked what the existing processes are for determining student demands relevant to existing and new programs. Chair Wang commented that the industry advisory board helps to document demand for future workers. Dean McCormick talked about tracking students and asking them for reflection on their educational experience to provide feedback. Dean Peck noted that student success is often a metric for assessment and they conduct a survey of students to get feedback. Provost Flotte shared that each medical school has each graduating student complete a questionnaire which can be compared nationally. They also do surveys of graduates one year out. They are pushing more surveys into their graduate school.

Trustee DiBiaggio talked about how we can quantify scholarship and teaching. He asked what resources are available to help faculty in areas in which they struggle. Provost Abdelal said that providing feedback is often the first step and allows for discussing ways in which improvements can be made. He thinks that PMYR is wonderful for allowing continuous mentoring. Dean McCormick talked about the resources of the center for teaching and learning. Provost Seymour said that these processes open up communication that is not always possible. She talked about providing options for individuals and departments that allow for solving a problem. Chair Wollons noted that UMass Boston also has services available on campus. She noted that many faculty members have moved into new ways of teaching which could be shared during the PMYR process.

Professor Tirrell, Faculty Representative from UMass Boston tied the discussion in with the discussion in science, technology and research where they saw that faculty in humanities get 2% of the research dollars. When she went through PMYR, it came just before she was up for sabbatical. She was able to tie PMYR funding for her sabbatical to assist with research. She felt that from the ground up, having resources available to address PMYR identified plans.

Trustee Carlin noted that he is clearly opposed to tenure; that said, if we continue to award tenure, he believes the AQAD and PMYR processes are worthwhile. It should also be pointed out that 99.9% of business meetings today are tough, hard meetings dealing with difficult economic issues. Whether you are a government agency, at the federal or state level, a private company, large or small or non-profit, this is what these meetings sound like. Trustee Carlin believes that these meetings should be dealing with the same hard hitting issues.

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Trustee Carlin noted that he thinks you could give faculty long term contracts rather than tenure. He noted that everyone uses the rankings if they are positive but then denigrates the rankings when the result is not as positive.

Trustee Carlin also stated that we keep talking about highly productive faculty; we have phenomenal faculty at all of the campuses but when calling faculty highly productive you have to consider the agreement with the unions based on the actual number of hours in the classroom.

Trustee Carlin also wondered about the process of awarding tenure between the campuses and is the process consistent. He would like to hear from students on these and other issues. The panel has presented feel good facts but it is the students that should be heard.

Provost Flotte talked about using national benchmarks for faculty productivity. He feels that campuses all have some sort of benchmark to judge productivity.

Chair Thomas talked about the strong emphasis on assessment and accountability and less emphasis on assistance and support. He felt it was impressive to hear the level of commitment to assessment and accountability that was accompanied by support. He questioned to what extent is our assessment processes consistent with and on par with other institutions. Trustee DiBiaggio felt that UMass does more than some other institutions, that it has been focused in this arena in a positive way. We are attempting to improve and have done remarkably well in terms of expectations the state has for us and the support it provides. Trustee Kulenovic commented that he too does not have a high opinion of rankings. Students complain about many things but not often the quality of the faculty. Students would like more obvious processes for providing means of communication. He would like to see students more plugged in to these processes.

Provost Langley noted that there are other measures beyond rankings to determine how well we are doing.

Trustee DiBiaggio responded to a comment about a faculty member who is a great researcher but not a great teacher. He sees the two as intertwined and that a good teacher has to be a good researcher.

Trustee Koffman supported both processes and the need to continue with transparency. President Wilson noted that when these policies were instituted, they were controversial. Now they are embedded in the culture. We put a lot of focus on accountability as can be seen. He thinks we are in a leadership position against other institutions in terms of accountability processes.

Trustee Thomas thanked the panel participants.

The next **Informational Item** was the **Fall 2008 Admissions and Enrollment Preliminary**

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Report. Senior Vice President Williams noted that the Committee received the preliminary information on enrollment. Trustee Kulenovic talked about enrollment growth and the tension with providing services to students. Chancellor Meehan affirmed the importance of providing excellent service and talked about using increased revenue to invest in services.

Chair Thomas then announced that the Committee would enter into **Executive Session** to consider **Appointments with Tenure, UMass Amherst** and **Awards of Tenure, UMass Amherst, UMass Worcester** and **Transfer of Tenure, UMass Amherst, UMass Boston** and **Honorary Degrees, UMass Amherst, UMass Boston, UMass Dartmouth, UMass Lowell, UMass Worcester.**

The Committee will not reconvene in Open Session, and the Secretary will call the Roll.

It was moved, seconded and

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

Chair Thomas voted for the motion as did Vice Chair DiBiaggio and Trustees Kulenovic and Osterhaus-Houle.

The time was 1:50 p.m.

Barbara F. DeVico
Secretary to the Board of Trustees