

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

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

Wednesday, September 15, 2010; 12:00 p.m.
Amherst Room
225 Franklin Street – 33rd Floor
Boston, Massachusetts

Committee Members Present: Chair Thomas; Vice Chair DiBiaggio; Trustees Braceras, Fox, Furman, Lampert, Osterhaus-Houle, Reid, Reville, Santos and Woolridge; Chairman Manning

Committee Members Absent: Trustees Boyle, Johnston, King-Shaw, Peters and Tocco

University Administration: President Wilson, Senior Vice Presidents Gray and Williams, General Counsel Heatwole; Vice President Chmura; Executive Vice President Julian; Dr. Udas, CEO, UMassOnline; Chancellors Holub, Motley, MacCormack, Meehan and Collins; Provosts Staros, Langley, Abdelal and Garro; Executive Deputy Chancellor/Provost Flotte; Associate Vice President Harrington; Paula Krebs, ACE Fellow

Faculty Representatives: Professors Adrion and May, UMass Amherst; Professor Tirrell, UMass Boston; Ms. Gibbs, UMass Dartmouth; Professor Carter, UMass Lowell

Chair Thomas convened the meeting at 12:05 p.m. and welcomed the new Student Trustees to the meeting: Michael Fox, UMass Amherst, Stasha Lampert, UMass Boston Michael Reid, UMass Lowell and Evelyn Santos, UMass Worcester.

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 May 26, 2010 meeting of the Committee.

The next item was the **President's Report.** President Wilson noted that the University of Massachusetts is a land grant, research intensive institution with a mission to provide an affordable and accessible education of high quality and to conduct programs of research and public service that advance knowledge and improve the lives of the people of the Commonwealth, the nation and the world. He called faculty the sine qua non of the University, noting the many awards the UMass faculty have received. He illustrated the excellence of the faculty through five examples: Professor Magdalena Bezanilla, UMass Amherst; Professor Maria Ivanova, UMass Boston; Professor Stanley Harrison, UMass Dartmouth; Professor Viktor

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Podolskiy, UMass Lowell; and Professor Robert Brown, UMass Worcester. He closed his remarks by indicating that the University was expecting very good news when the *Times of London* releases its international rankings the next day.

The Chair acknowledged that Chairman Manning had joined the Committee as well as the Secretary of Education, Trustee Reville.

Chair Thomas reminded the Committee that athletics had now been folded into this Committee. He would like the Committee to provide due diligence in providing stewardship to athletic programs across the system. He will be asking campuses to report out on the status of athletic programs on the campuses and to take a close look at alignment of athletic programs with student experience. Some institutions don't provide athletes with a great student experience; he wants to see how we are doing in that regard. We should also be interested in determining if we are appropriately aligned with various compliance issues in conferences and divisions. Lastly, he would like to take a look at graduation rates of athletes, particularly in some of the key sports. We also want to hear about great successes in the various athletic areas. A number of the campuses have won in their conference in a number of sports. We have a lot to be proud of and a lot to protect.

We should also take a look at how the campuses are handling underage and irresponsible alcohol use. He will ask the campuses to report out on prevention and how we respond to problems that arise.

Senior Vice President Williams deferred her remarks to the introduction of the panel for the discussion item.

President Wilson introduced Paula Krebs, an ACE fellow who is working in the President's office this year. The goal of the ACE program is to take outstanding potential leaders and give them experience and exposure in a number of institutions.

The Chair asked Trustee Reville if he had anything to share. Trustee Reville didn't have any prepared remarks but said he has had good news in the K-12 sector. "Race to the Top" got the highest score nationally; Massachusetts is also part of a new assessment consortium of 24 states preparing new assessments for K-12. As the academic focus of this Committee is critical, change in adopting new common core standards and becoming a member of an assessment consortium should have an impact on the readiness of students coming to our campuses. It is a very promising time and turning point in American higher education.

As the first action item, Provost Abdelal presented information on the **College of Fine Arts, Humanities and Social Sciences and the College of Science, UMass Lowell**. The Provost indicated that each division has had its own Dean in the past and functioned as a college. Programs have continued to grow. It is now in the interest of the programs and future developments and effective organization of the campus to have these divisions recognized as an

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individual college. Vice Chair DiBiaggio asked about “no additional cost”. Each division has had its Dean’s office and staff and functioned that way for a number of years. This specific separation will not incur any additional costs in administration.

Chair Thomas asked if reorganization is being helpful to the generation of revenue from various foundations and private and public funding sources. Provost Abdelal responded that particularly in private funding, since the visibility of some areas will be raised by being a college. Chair Thomas asked if it would help with recruitment of faculty. The Provost responded yes. Chancellor Meehan also noted that a private donor has endowed a professorship in the arts, the first time that has happened. He believes more will happen as a result of reorganization.

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 the College of Fine Arts, Humanities, and Social Sciences and the College of Sciences at the University of Massachusetts Lowell. (Doc. T10-044)

Provost Langley presented the second action item, the **MA in Applied Economics Program, UMass Boston**. This is a program that seeks to offer a graduate degree to students in particular areas where analytical, technical, problem solving skills are seen as important to citizenship and workforce development. It is centrally important to the University. It will attract and retain faculty who want to move beyond undergraduate offerings. The program will link to other offerings on the campus, such as public policy.

Trustee Woolridge asked about an acronym used in funding. The CTF means Curriculum Trust Fund and is one of the funds in the budget which fund faculty. This money is generated by the fees that students pay.

Trustee Furman asked about what numbers they expect in the program. Departmental Chair Janice Kepler responded that students will be attracted both nationally and internationally. She expects each cohort will have 15-20 students when fully implemented. They may start with smaller numbers in order to ensure the quality of the students being admitted.

Chair Thomas asked if students would be future PhD candidates. Provost Langley said that students could do both, enter the workforce or move into PhD programs. Chair Thomas asked if it was typical that students with this background would go into teaching at the professorial level. Provost Langley responded not with a master’s degree, but with a terminal degree. Although it is called applied economics, it has a theoretical grounding as well.

It was moved, seconded and

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

To approve the M.A. in Applied Economics at the University of Massachusetts Boston as contained in Doc. T10-045.

For the third action item, Provost Langley presented the **PhD in Developmental and Brain Sciences, UMass Boston**. This is a doctoral program whose development has had an extended history. It began in 2000 and has been progressing since then. Part of the process has been to recruit the appropriate faculty and ensuring that it has the interdisciplinary emphasis that it will need to succeed. It seeks to look at the cognitive, behavioral and developmental areas and is connected to a research center focused on the developmental sciences.

Vice Chair DiBiaggio asked if there was any attempt to work collaboratively with the Medical School. When the program was submitted, the possibility of collaboration arose. Department Chair Jane Adams commented that there is a neuroscience working group across the campuses, and there are collaborations with both Amherst and the Medical School. Vice Chair DiBiaggio said this is an excellent opportunity for such collaborations. Chair Adams responded that desire of the program is to be translational in nature which will relate to the Medical School. Chancellor Collins reaffirmed the collaboration that has occurred already and the opportunities for future endeavors. One of the leading researchers on autism is at UMass Boston and Worcester has utilized her research.

Chair Thomas asked about anticipated demand. Provost Langley responded that a cohort would have 8 students a year. The external review cautioned that the cohort might be smaller given the funding for students that will be required. The goal is to have over 30 students in the program at any time, a fairly good size for such a program.

It was moved, seconded and

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

To approve the Ph.D. in Developmental and Brain Sciences at the University of Massachusetts Boston as contained in Doc. T10-046.

The next item was the **Appointment to Named Professorships, UMass Amherst**. Provost Staros presented the nominations for three faculty to Distinguished Professors: Professor Peter Monson, Professor Anne Herrington, and Professor James E. Young. These individuals have more than 20 years of service at UMass Amherst, were promoted to professor in the early 1990's and all have accelerated their research since that time.

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Vice Chair DiBiaggio said that these are outstanding recommendations and commended the Provost for them. Chairman Manning asked if there was a monetary award attached; the Provost responded that it is a title change only at this time.

It was moved, seconded and

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

To concur with the President in the appointment of Professor Peter Monson as a Distinguished Professor, Department of Chemical Engineering at the University of Massachusetts Amherst.

And further, To concur with the President in the appointment of Professor Anne Herrington as a Distinguished Professor, Department of English at the University of Massachusetts Amherst.

And further, To concur with the President in the appointment of Professor James E. Young as a Distinguished Professor, Department of English at the University of Massachusetts Amherst. (Doc. T10-047)

Provost Staros presented the motion to **Approve Professor Lawrence Schwartz as the First Holder of the Eugene M. and Ronnie Isenberg Professorship in Integrative Science, UMass Amherst**, contingent on the establishment at the September 22, 2010 Committee on Administration and Finance of the Eugene M. and Ronnie Isenberg Professorship in Integrative Science at the University of Massachusetts Amherst.

It was moved, seconded and

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

To concur with the President in the appointment of Lawrence Schwartz as the first holder of the Eugene M. and Ronnie Isenberg Professorship in Integrative Science at the University of Massachusetts Amherst, contingent on the establishment at the September 22, 2010 Committee on Administration and Finance of the Eugene M. and Ronnie Isenberg Professorship in Integrative Science at the University of Massachusetts Amherst. (Doc. T10-048)

Senior Vice President Williams gave her remarks while introducing the discussion panel. At the June Board meeting, the question was asked as to how the campuses were able to attract and retain the outstanding faculty that they have. Provost Abdelal will describe the hiring process, Provost Garro the reasons for wanting to work at the University, Provost Staros the pre-tenure and annual review of faculty, Provost Flotte support provided to faculty and Provost Langley why faculty stay.

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As President Wilson said earlier, faculty are the sine qua non of the University. Provost Abdelal stressed that the selection of faculty comes through national searches and usually takes a full year. A national search ensures diversity and the highest quality of a faculty member. When a department requests a position, they are asked to respond to how the position would relate to strategic goals of the department. The department must make a case for the position in the context of the University strategic plan. All of the hires are thus strategic. One condition is that after the faculty search committee identified a candidate, both the Dean and the Provost's office review rigorously. If the search is not successful, the position remains open until the best candidate can be found.

Provost Garro spoke to why faculty come to UMass. There are five reasons: reputation, quality of existing faculty, specialized facilities, unique programs of study and students. The President often says that UMass is a research intensive University with a national reputation. Each campus has unique signature programs that bring faculty to those campuses. Our location in the Northeast, particularly in Massachusetts, is a plus in recruiting faculty. The quality of existing faculty attracts other high quality faculty who are looking to collaborate, such as in the clean energies. We also have specialized facilities that faculty must have to conduct their research. This is true not only in hard sciences but in the arts. There are many unique areas of study across the campuses. At UMass Dartmouth, when we brought forward our PhD in Luso-Afro-Brazilian Studies and Theory, we found out we have the largest Portuguese program in the country. Our students are also an attraction. Professor Stan Harris looks at both how we manipulate technology and how we are manipulated by the technology we use. He came to Dartmouth for the opportunity to teach particularly advanced graduate courses.

Provost Staros talked about the review of faculty that occurs annually and pre-tenure. This attracts faculty because of the transparency of the tenure process. Every person who is hired should have the ability for tenure. Review allows for feedback to ensure that faculty will get tenured. *The Chronicle of Higher Education* recognized Amherst as one of the great places to work because of the transparency of the tenure process. Faculty are rooted in the tri-part mission of the University. Faculty are reviewed on all three aspects. Junior faculty come in with portfolios that stress research and teaching, with service a lesser area which grows over time. Faculty are reviewed on an annual basis which is reviewed by the department personnel committee and Dean. Pre-tenure review occurs two years before the beginning of the tenure process; all annual reports are gathered and reviewed to determine how the faculty member is doing. The Provost reviews the pre-tenure reports and provides a review to the junior faculty member. There were 31 pre-tenure reviews this year; all were reappointed this year with some letters advising early review for tenure and others containing "tough love" statements of what must be accomplished to obtain tenure.

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Provost Flotte has a philosophy that every faculty member who enters the University should succeed to tenure. It is an investment in a faculty member over their career. Support includes direct, non-direct and intangible support. Direct support sources include start-up packages and a portion of grant revenue. Indirect support might include access to facilities maintained by the University. Intangible support is that which they receive from their colleagues, the culture of collaboration. It is really quite unique and sometimes taken for granted.

Provost Langley noted that faculty are retained not for purposes of dismissing them but nurturing them to tenure. Research programs are generators of new ideas and tend to generate their own passion. Passion can be shared by other faculty and students and produce a feeling of wanting to be involved. One third of faculty at Boston in the last three years have been recruited outside the United States. We should not disregard the fact that for all the problems we have with the *Boston Globe*, the University is still a place that people like to find themselves in. It is the critical mass among faculty that matters. Teaching is of central importance and our undergraduate students have the advantage of being part of the research and envisioning themselves as part of the future faculty which provides encouragement to the faculty.

Senior Vice President Williams thanked the panel and asked for questions. Trustee DiBiaggio noted that he has seen a vast improvement in recommendations for tenure and promotion. He asked if we define what the expectations are for faculty to be tenured. Provost Garro responded that tenure expectations are provided as part of the contract letter. However, expectations keep moving as the University changes. Trustee DiBiaggio asked if there is variation among disciplines. Provost Staros responded yes, we use standards appropriate to the discipline. Tenure expectations are reviewed during faculty orientation. Provost Abdelal said that they hold a meeting annually to discuss the tenure process and standards. This provides an opportunity to discuss expectations beyond those of the department. Provost Langley added that there are occasions within a given discipline, such as between pure math and applied math, where standards might vary. Boston has a Vice Provost for Faculty Development who works with faculty to acquaint them with University tenure standards. Provost Flotte also has a Vice Provost for Faculty Affairs who has instituted a more formalized mentoring program.

Trustee Reville thanked the panel for the discussion. When you read the handout, these incentives become even more important. Each Provost responded from anecdotal experience, do we survey faculty to see if we can improve attractiveness? In the teaching area, what efforts are there to work with new faculty to improve teaching?

Provost Staros responded that Amherst has a Center for Teaching that works with all new faculty; it also does the faculty orientation. The Center works on a wide range of faculty developmental issues. Through the Center for Teaching, there is support for improving teaching. Provost Garro responded that all campuses have a Center for Teaching of some kind. Dartmouth has a year-long faculty institute to assist faculty with incorporating into the University. Many of the faculty could wind up in research institutes or think tanks; they come because of the balance of teaching and research.

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Provost Flotte noted that UMass Worcester volunteered to be part of an AAMC survey focused on faculty perception of environment and mission. Provost Abdelal said that they have participated in a national survey (COACHE) which provides results compared to peers. Provost Garro noted you can also get feedback through the accreditation process. One of the NEASC standards provides opportunity for faculty feedback. Provost Langley noted that the AQUAD review also gives information on faculty perception.

Faculty Representative Tirrell responded that she has been at UMass Boston since 1994, coming from an institution where she did not have an opportunity to develop teaching as she has had at UMass Boston. The first thing that she was advised to do was to get some experience with teaching at UMass Boston as opposed to the previous institution. She has participated in other seminars since then. In her department meeting, the last half hour is spent talking about pedagogy. The department also has a mentoring program which includes classroom visits.

Chancellor Holub pointed out that UMass Amherst is suffering a salary undercompensation. At full professor level, we are below our peers. If you look at institutions in the Northeast, the gap widens further. This presents a tremendous challenge in recruiting and retention. He urged anyone with influence to try to get faculty the raise that was negotiated. One factor that brings *US News and World Report* ranking down is faculty compensation.

Vice Chair DiBiaggio agreed that regional differences in salary differences can be extremely important.

Chairman Manning asked if total compensation was included, would the spread change? Chancellor Holub estimated that there would be very similar results. Chairman Manning asked if you bring someone from another institution that is paid higher, do you bring that salary with them? Chancellor Holub responded that we are paying market salaries to attract the best young faculty members. This will cause issues in the future. The amount of raises that are given are also a factor.

Trustee Furman asked who is the main obstacle to getting contract funded. Chancellor Holub answered the Legislature is supposed to fund the contract. It is waiting for action.

President Wilson said that this is a real threat to the University. The Governor sets the parameters of the negotiations and the Legislature funds the raises. We need to either advocate with the legislature and have them listen or we need to separate the salary process from the political process.

Chairman Manning said he is the strongest advocate of the faculty. As we progress through the next fiscal year, we need to be provocative in looking at the University. We may need to create a hybrid model of funding where fees are kept on the campus and pay for fringe benefits

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Trustee Reville said this is a fascinating conversation. The Governor recently met with College presidents and had this conversation about public funding. Some of these issues are being thought of for the FY12 budget and more long term as well.

Chair Thomas closed the discussion by noting this may be a time to raise the level of consciousness and awareness of this issue. We need to go the AAU route, which puts us at a level which is significantly ahead of the pack. In order to become AAU, we need to meet certain standards which include faculty salary, facilities and academic rigor. He asked Trustee Reville at what point do we move the flagship to such a status. Trustee Reville responded that he did not have an immediate answer; in light of the circumstances and future prospects, we need to think about a different framework to make things happen. If we are not going to rely on state revenue, we need to look at more autonomy for the campuses. If we move to a more hybridized model, we need to look at continuum of autonomy and public mission. It should be the central work for the Board to make strategic plans for how the University moves in that direction.

Trustee Furman asked if this was the appropriate time to set up a task force. Chair Thomas responded that it would be more appropriate for the Chairman to establish a task force. Chairman Manning responded that this work will occur through the Administration and Finance Committee.

Senior Vice President Williams hoped that the discussion responded to the Trustees' desire to know how we recruit and retain faculty.

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

The Committee will not reconvene in Open Session; 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, UMass Boston, UMass Lowell, UMass Worcester and Awards of Tenure, UMass Amherst, UMass Boston, UMass Worcester and Transfer of Tenure, UMass Boston, UMass Lowell.**

Chair Thomas voted for the motion as did Vice Chair DiBiaggio, Trustees Braceras, Fox, Furman, Lampert, Osterhaus-Houle, Reville, Woolridge and Chairman Manning.

The time was 1:55 p.m.

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Barbara F. DeVico
Secretary to the Board of Trustees