

UNIVERSITY OF MASSACHUSETTS

AMHERST•BOSTON•DARTMOUTH•LOWELL•WORCESTER

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

Wednesday, February 9, 2011; 12:00 p.m.

Amherst Room

225 Franklin Street – 33rd Floor

Boston, Massachusetts

Committee Members Present: Chair Thomas; Vice Chair DiBiaggio; Trustees Fox, Furman, King-Shaw, Lampert, Osterhaus-Houle, Peters, Reid, Reville and Santos

Committee Members Absent: Trustees Boyle, Braceras, Johnston, Tocco and Woolridge

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

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

Chair Thomas convened the meeting at 12:05 p.m.

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 November 17, 2010 meeting of the Committee.

President Wilson's Report focused on curricular innovation at the campuses. He noted activities of the last several months that have focused on our collective response to a rapidly changing higher education landscape, which is challenging us and our peers to think anew about how we can continue to ensure a dynamic, creative faculty, serve our students, and contribute to the social and economic development of the Commonwealth and beyond. Societal and financial pressures have created both hazards and opportunities. Curricular innovation, led by the University's dynamic faculty, constitutes an investment that yields substantial dividends for the Commonwealth.

At UMass Amherst, Professor Maria Kilfoil used the methods of physics to study biological systems. Professor Ananya Vajpeyi, UMass Boston, contributes to the history, culture, politics,

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law, and economic dimensions of newly integrated curricula on the Boston campus, blending disciplinary boundaries with some ease, bringing new energy to integrative aspects of the curriculum. Chair of the Public Policy Department at UMass Dartmouth, Professor Michael Goodman prepares the next generation of public policy makers and education leaders. UMass Lowell faculty member Andrew Harris is leading a three-state, multidisciplinary team in its first in-depth study of sexting. The research is funded by a two-year, \$670,000 grant from the Department of Justice Office of Juvenile Justice and Delinquency Prevention. At UMass Worcester, curricular redesign led to the creation of a curriculum. The UMass Worcester Comprehensive curriculum revision initiative is designed to support this campus' strategic goal to "build the workforce of the future" by helping us teach our students to become knowledgeable, effective and compassionate physicians.

The new Learner-Centered Integrated Curriculum, or "LInC," was implemented with this academic year's entering Medical student class. Hallmarks of LInC include students of medicine, nursing, biomedical sciences and across class years learning and working together. A system-wide curricular initiative is the BA/MD program which links the Medical School to the four undergraduate campuses. Under the new program students can be admitted to the undergrad pre-med major and be assured of admissions to the Medical School upon successful completion of requirements. Another system initiative is the Professional Science Master's options within existing Master's programs. These options, described as MBAs for scientists, are designed in response to the needs of industry. PSM programs combine a core of science and technology studies with preparation in management and communications. PSM degrees are designed for part-time working students who want a combination of scientific content and courses in business, policy and communications. Generally, these degrees strengthen workforce development as well as generate new revenues for the University.

The President concluded his remarks by noting that the University's dynamic faculty are renovating the curriculum with innovative, pioneering, and strategic thinking. This investment ensures for the Commonwealth better prepared graduates who contribute constructively to a society in flux.

Provost Flotte commented on the BA/MD program noting that it will be initiated this fall. The program will focus on low income, minority students in an effort to diversify the medical profession. It is not a new degree but a linking of the strong pre-med programs on the undergraduate campuses to the Medical School. Students may apply to the program either as an incoming pre-med student or later in their pre-med career; campuses have discretion to decide at which point students will be chosen. The program will work with students through existing summer enhancement programs and other support activities.

Vice Chair DiBiaggio asked if the University is having difficulty retaining faculty. President Wilson responded that there has been some variation among the campuses but overall we are doing well retaining faculty. Salaries are behind some competitors which is a challenge. Provost Staros noted that they do have the ability to counter-offer when faculty are thinking of leaving.

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Vice Chair DiBiaggio asked specifically about retaining faculty at the Medical School. Provost Flotte responded that there is something of an issue but they are generally satisfied with their efforts.

Senior Vice President Williams opened her Remarks by referring to President Wilson's examples of curricular innovation. She noted that for any University, the underlying question is always, of course, what should we teach? Institutional mission statements often serve as the touchstone from which emanate the directions and purposes of study, whether the disciplines are in the fine arts, the social or behavioral sciences, the humanities, the life, the natural, the mechanical, or the practical sciences.

In the University, the authority over the curriculum is delegated to the faculty—the faculty whom we recruit and employ because of their keen intellects, their honed disciplinary skills, their inclination to explore across boundaries because they know that the most exciting scholarship and research reside at the interstices of disciplines—the faculty whose interactions with students in classrooms, laboratories, libraries, communicate the excitement of learning and its connectivity to life, its living, and its thriving.

Ensuring academic environments where sparks of the intellect and the imagination are ignited and fanned and where relevance to context, whether intellectual, creative, political, social, or economic augments understanding—all this requires continual and intentional reviews of the curriculum. We pose the strategic planning questions: what do we do? Why do we do it? What do we do well/what do we do not as well? How do we know? What can we do differently? What can we do without? Planning is what an institution does to renew itself.

Over the next several Committee meetings, the campuses will be bringing to you for your consideration their answers to some of these questions in the form of new academic programs. The Provosts have been asked to introduce their proposed new programs by talking about their campus' strategic academic planning and the place that the new program proposals have in those plans.

Among the responsibilities of a Provost is that of serving as the intellectual leader and standard bearer, seeking and drawing out from faculty both original and appropriate derivative directions that anticipate futures and assert new formulations of thought.

The Provosts strive to achieve on their campuses dynamic programs of study that ensure for students the most favorable environment for the integration of knowledge and scholarship and for the acquisition of the necessary comprehension and synthesis skills that prepare them to respond productively to the inevitable ensuing fluctuations of any era. The Provosts will brief the Committee about the campus academic planning from which these new programs are emerging, some of which were included in the President's presentation.

Vice Chair DiBiaggio asked the Chancellors, when we do lose faculty, what do we know about why they leave? Chancellor Collins pointed out that in the current economic climate there

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is not a lot of movement among the faculty right now. They are not spending a lot of time worrying about retention. Provost Staros noted that sometimes you cannot help losing a faculty member; it may be an issue of a dual career couple, family issues, or advancement to a new position. Provost Abdelal said that when replacing faculty, the big challenge is sufficient facilities and start-up packages. Professor Ernest May made the point that the issue is not whether or not faculty are leaving but it is the number of tenured faculty available that should be seen as the issue.

Chair Thomas asked if the number of tenured faculty impacts retention of students. Professor May responded that it affects everything. Professor Lynne Tirrell made the point that the FTE figure should not be the figure used when looking at the size of the faculty but rather the number of tenured or tenure-track faculty versus contingent faculty. The workload on tenured faculty, when there is a large number of contingent faculty, is high and affects retention of faculty.

Chair Thomas reviewed the agenda. He explained that they had been planning to have a panel on alcohol issues but will be doing that in September instead. Materials were sent out in November as a foundation for that discussion and will be updated as necessary for the September meeting. We have seven action items, two information items and information on the Revision of the Affirmative Action Policy. Executive Session will include Appointments with, Awards of, and Transfer of Tenure and Honorary Degrees.

The first action item was the **Appointment of Professor John Donoghue as Distinguished Professor, Department of Physics at the University of Massachusetts Amherst.** Provost Staros commented on Professor Donoghue's qualifications for the position.

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 John Donoghue as Distinguished Professor, Department of Physics at the University of Massachusetts Amherst. (Doc. T11-009)

Trustee King-Shaw asked, in light of the number of new programs on the agenda for approval, whether there are programs which the campuses are planning to delete or wind down. He wondered if we are doing more with less, and if so, how long we can keep doing that.

Trustee Furman asked if there was a financial benchmark that is attached to proposing a new program.

Senior Vice President Williams responded that the Provosts have been asked to provide a context for these questions.

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Provost Staros presented the second action item, the Master's in Sustainability Sciences, UMass Amherst. He noted that over the last 20 years, the campus has modified or eliminated as many programs as have been added. The campus is doing a review of Master's Programs. Master's programs are for many careers the appropriate threshold degree. In some cases, blending already existing BA and MA degrees provide an advantage in getting students ahead. This particular Master's Degree is in response to the market place. This degree utilizes graduate level courses already being given but recombines them into a new degree. It is expected that this will be revenue positive.

Professor Nicolson noted that one of the goals for this degree is to fit in with the Chancellor's vision to raise the number of graduate students which is part of a campus positioning for AAU. There is a large body of students interested in this degree and an employment market for them. We see this as a low risk investment. Our vision is to do some aggressive marketing for the four year BA/one year MA program so that students can do an accelerated Master's program. There are very few Research institutions offering this degree which is a competitive advantage.

Vice Chair DiBiaggio noted that because of the financial circumstance in which the University finds itself, programs need to be revenue neutral or positive. Provost Staros responded that this program will be revenue positive. President Wilson said that when looking at new programs, we don't look at just whether we have the resources to allocate to it, we look at what the program will bring to the University. Some programs are designed to replace other degrees, such as the DNP, and others are designed to bring revenues to the University and opportunities to the students.

Professor Nicolson noted that the Provost allocated seed funding from stimulus money to get programs up and running, programs which promise to return revenue.

Vice Chair DiBiaggio pointed out those programs also have to fit with the mission of the University which these programs certainly do.

Professor May noted that we also have to think about global competitiveness. There is a gap between graduates and those jobs that are out there. We need to evolve. My worry is that we are not doing enough to change, not creating enough new programs. Older programs will wither naturally as students are drawn to new programs.

Chair Thomas remarked that Provost Staros said the campus was doing a review of programs to what the market needs and what we are producing. Provost Staros answered yes, and this program answers a need that is not being addressed.

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Provost Abdelal said that every Master's degree is by definition revenue generating. Nationally, Master's degrees are becoming the standard for employment.

Provost Langley remarked that our gaze needs to be directed not only at the United States but outside of it. We ought to see Master's degrees as revenue generators to support the other programs.

It was moved, seconded and

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

To approve the MS in Sustainability Science at the University of Massachusetts Amherst as contained in Doc. T11-015.

The next item was **PhD in Counseling and School Psychology, UMass Boston**. Provost Langley said that this program needs to be seen in the context of two changes, the first being changes within the College of Education and Human Development. Education has to do with the broadest sense of human beings shaped and developed throughout their lifetime. We also make note of the fact that the EdD programs are not understood in the global context. This is the first of the PhD programs within that college.

The broader context is our own long-term planning in terms of planning for the campus. The Chancellor set out principles that changes should not impose undue burden on faculty and staff, should be long-term, reflect changing global order and be transformative. Our statement of vision for 2025 is that we are a first tier research University having all of the attributes thereof. With strong undergraduate education, we would triple extramural funding, and increase in a selective way the number of graduate programs including those at the doctoral level. A research University produces new knowledge. We have to have degrees that will do not see doctoral programs only as a cost but as an investment elicit national support from research funding agencies. We also need to consider the type of faculty that we need, that they must be world class faculty so we can compete for grants with faculty worldwide. Doctoral programs also say that the United States seeks to be in an ongoing competitive position, that security rests on new knowledge that is produced.

Vice Chair DiBiaggio said this goes back to the fundamental question – do we have the resources to support them? All the programs fall within the mission of the University but want to make certain that we have the resources necessary.

Chair Thomas said we have to be cognizant of the audience for whom we put human capital into the world. What is the mission of education? Is it only to provide a workforce to serve the economy, which is a major responsibility, but is it more than that?

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Trustee Reville noted that the Governor is thinking about the connection between public higher education and the workforce. In building a pipeline, we recognize that education is broader than providing people for the workforce yet we are challenged to bring back jobs. We need to look at where employers can grow and create new jobs.

It was moved, seconded and

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

To approve the PhD in Counseling and School Psychology at the University of Massachusetts Boston as contained in Doc. T11-008.

Provost Garro introduced the fourth action item, the **Doctor of Nursing Practice, UMass Dartmouth**. The DNP is part of the strategic planning of the campus. Part of the vision is to grow selected Doctoral programs in areas of faculty strength and regional/national needs. This program also addresses the change in certification requirements for nurses. We are the last of the UMass campuses to bring forth a DNP. It will be replacing the Master's advanced practice degree. We brought the PhD program first and needed to assess the impact of that before bringing forward the DNP.

Chair Thomas asked what would happen to current students if this replaces the Master's program? Provost Garro explained that the change in requirements takes place in 2016 so students can either finish the Master's program or transition to the DNP.

Trustee Furman asked if the campus has adequate facilities for this program. Provost Garro responded that this is not a lab-based program. Doctoral programs in nursing generally are not bench science research programs. Trustee Furman asked if the program was revenue neutral. Provost Garro answered that these students are generally practicing nurses and students will be paying, not receiving fellowships. It is anticipated to be revenue generating.

Vice Chair DiBiaggio asked if all the programs have been vetted by the President. President Wilson answered yes; we had significant discussion when the first DNP program was brought forth. Provost Garro added that they have also been reviewed by external reviewers. Vice Chair DiBiaggio noted that we have to make a judgment that this is an important activity.

Trustee Furman asked if this program was similar to the one at UMass Worcester. Chancellor Collins said that each of the programs has its own program. It is a nursing initiative that says you must have a doctorate. These programs are a must have for Schools of Nursing. There is a difference in the focus between the Nursing programs. Chancellor MacCormack noted that UMass Dartmouth focuses on chronic illnesses.

It was moved, seconded and

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

To approve the Doctor of Nursing Practice at the University of Massachusetts Dartmouth as contained in Doc. T11-007.

The fifth, sixth and seventh action items were the **Approval of New Programs at UMass Lowell**. Provost Abdelal presented the context for all three programs. He said that the campus is focused on increasing revenues. When we look at new programs, we think about which ones will bring revenues and which ones will cost money and which ones we can afford. We don't bring programs forward unless we are clear that we have the capability to provide for the programs. Our strategic plan has a number of key goals, one of which is to further strengthen and advance our graduate programs and research. The first degree program we are proposing focuses on graduate programs by relying on an interdisciplinary approach. It is the most efficient model for deploying faculty. The Criminal Justice Program has a very large Undergraduate and Master's programs. The online version of the Master's program is a revenue generating program. The department brings significant revenues to the campus. The chief additional cost is for graduate assistantships. The funding for these will either be through research funding or for reallocating funds currently used for adjunct faculty.

The BA/MA in Peace and Conflict Studies is a four plus one program. We expect it to be a revenue generator. It is an interdisciplinary degree. It has been developed in conjunction with Haifa University. It will be possible for students and faculty to move between the two institutions.

Trustee King-Shaw said that there are several local competitors. Is this market already full? Students have choices, why would you create this program?

Provost Abdelal said that a program like this is not great without significant international partnerships. This is an advantage of our program. Trustee King-Shaw asked if this meant that other institutions did not have international partnerships.

Professor Rayman answered that we are the first public sector University to offer a BA/MA in this area. This is important given the cost of private universities. The program needs to be offered to a diverse range of students and the public nature of this program will offer additional access to students. Secondly, we have a number of MOUs with other universities with whom we can establish other exchange programs for students and faculty.

Vice Chair DiBiaggio remarked that we have to recognize finite resources; there may come a time when we can no longer institute new programs.

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It was moved, seconded and

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

To approve the PhD in Criminal Justice and Criminology at the University of Massachusetts Lowell as contained in Doc. T11-014.

It was moved, seconded and

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

To approve the BA in Peace and Conflict Studies at the University of Massachusetts Lowell as contained in Doc. T11-006.

It was moved, seconded and

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

To approve the MA in Peace and Conflict Studies at the University of Massachusetts Lowell as contained in Doc. T11-020.

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

The Committee will not reconvene in Open Session; the General Counsel 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 Lowell; Awards of Tenure, UMass Amherst, Boston, Dartmouth, Worcester; Transfer of Tenure, UMass Lowell, UMass Worcester and Honorary Degrees, UMass Lowell, UMass Worcester.**

Chair Thomas voted for the motion as did Vice Chair DiBiaggio, Trustees Fox, Furman, King-Shaw, Lampert, Osterhaus-Houle and Peters.

The time was 2:00 p.m.

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Zunilka Barrett
Assistant Secretary to the Board of Trustees