

UNIVERSITY OF MASSACHUSETTS AMHERST
OFFICE OF THE FACULTY SENATE

Presiding Officer W. Brian O'Connor called the 702nd Regular Meeting of the Faculty Senate to order on February 3, 2011 at 3:30 p.m. in Herter Hall, Room 227.

A. **ADDRESS BY CHANCELLOR ROBERT C. HOLUB**
(QUESTIONS AND DISCUSSION TO FOLLOW)
(See attached)

B. **ACTIONS TAKEN BY THE RULES COMMITTEE, ON BEHALF OF THE FACULTY SENATE, JANUARY 4, 2011**

OLD BUSINESS

Special Report of the Academic Priorities, Graduate and Program and Budget Councils concerning a Master of Public Policy Degree, as presented in Sen. Doc. No. 11-034 with Motion No. 34-11.

MOVED: That the Faculty Senate approve the Master of Public Policy Degree, as presented in Sen. Doc. No. 11-034.

The motion was seconded and adopted.

NEW COURSES

<u>COURSE</u>	<u>TITLE</u>	<u>CREDITS</u>
EDUC 614	“College Access & Equity”	3
EDUC 686	“Making Sense of School Data”	3
PUBP&ADM 650	“Education and Public Policy”	3

MOVED: That the Faculty Senate approve the courses EDUC 614 and 686 and PUBP&ADM 650, as recommended by the Graduate Council.

The motion was seconded and adopted.

NEW BUSINESS

Special Report of the Rules Committee concerning the Establishment of an Ad Hoc Committee to be called the Joint Task Force on Curriculum, Credits and Costs, as presented in Sen. Doc. No. 11-035A with Motion No. 36-11.

MOVED: That the Faculty Senate approve the Establishment of an Ad Hoc Committee to be called the Joint Task Force on Curriculum, Credits and Costs, as presented in Sen. Doc. No. 11-035A.

The motion was seconded and adopted as amended.

C. **ANNUAL REPORT**

Annual Report of the Academic Priorities Council for Academic Year 2009-2010, as presented in Sen. Doc. No. 11-036.

The report was received.

Richard Bogartz, Member of the Academic Priorities Council, noted that if he had written the Council's Report (which was written by the Chair of the Academic Priorities Council, Kathleen Debevec), he would read every word. Not being the author, he briefly reviewed the document. The Academic Priorities Council met nine times during the 2009-2010 academic year to evaluate three programs and merger proposals. The Council followed up with Steve Goodwin and James Kurose concerning their experiences with the campus reorganization formation of the College of Natural Sciences. The Council extensively discussed the status of the Colleges of Social and Behavioral Sciences and Humanities and Fine Arts and the proposed merger of those colleges. They solicited feedback from various individuals and met with Provost Staros. The Academic Priorities Council hosted two meetings during which faculty and staff members gave their perspectives on the merger. In the first meeting, SBS

Dean Robert Feldman and former HFA Dean Joel Martin described their colleges' perspectives. Provost Staros also gave his perspective. At the second meeting, faculty and staff members discussed their understandings of the rationale for the merger and raised strong concerns. On May 6, 2010, the Council met with Provost Staros, who asked the Council to hold their report until the fall, so he may have time to consider the best structure for advancing the University. The Council also discussed issues surrounding the budget and how resources are to be allocated. It was suggested that the Academic Priorities Council assume an advisory role in the resource allocation. Discussions were beginning to take place within Institutional Research and Academic Planning and Assessment when the APC asked to become engaged with the process of resource allocation as it moved forward. In addition, the Council voted unanimously to approve the Coastal and Ocean Administration Science and Technology Professional Science Masters Track, to support the revised proposal for an Online Certificate of Strategic Communication and Public Information, and to support the proposed merger of Labor Studies and Sociology.

D. NEW BUSINESS

1. Special Report of the Academic Priorities, Graduate and Program and Budget Councils concerning a Dual Degree: Master of Landscape Architecture (MLA)/Master of Architecture (MARCH), as presented in Sen. Doc. No. 11-037 with Motion No. 37-11.

MOVED: That the Faculty Senate approve the Dual Degree: Master of Landscape Architecture (MLA)/
37-11 Master of Architecture (MARCH), as presented in Sen. Doc. No. 11-037.

The motion was seconded and adopted.

2. Special Report of the Academic Priorities, Graduate and Program and Budget Councils concerning a Dual Degree: Master of Regional Planning (MRP)/Master of Architecture (MARCH), as presented in Sen. Doc. No. 11-038 with Motion No. 38-11.

MOVED: That the Faculty Senate approve the Dual Degree: Master of Regional Planning (MRP)/Master
38-11 of Architecture (MARCH), as presented in Sen. Doc. No. 11-038.

The motion was seconded and adopted.

3. Special Report of the Academic Matters, General Education, Program and Budget and Undergraduate Education Councils and the Rules Committee concerning The Integrative Experience, as presented in Sen. Doc. No. 11-039 with Motion No. 39-11.

MOVED: That the Faculty Senate approve the criteria for the Integrative Experience: (1) providing a
39-11 structured, credited context for students to reflect on and to integrate their learning and experience from the broad exposure in their General Education courses and the focus in their major; (2) providing students with the opportunity to practice General Education learning objectives such as oral communication, collaboration, critical thinking and interdisciplinary perspective-taking, at a more advanced level; and (3) offering students a shared learning experience for applying their prior learning to new situations, challenging questions, and real-world problems, as presented in Sen. Doc. No. 11-039.

John Jenkins, Co-Chair of the Ad Hoc Committee on General Education Revision and Implementation (GERICO), proposed, on behalf of the Committee, an amendment to Sen. Doc. No. 11-039 adding a text to the original document titled "Limitation on Courses from a Student's Major Department which satisfy General Education Requirements." (Sen. Doc. No. 11-039A can be accessed at http://www.umass.edu/senate/fs_docs/SEN_DOC_NO_11-039A.pdf.) Professor Jenkins explained the purpose of the amendment, stating that after the original proposal had been written, it was discovered that there was a potential for misunderstanding regarding the use of the Integrative Experience within the General Education curriculum. The view of GERICO is that the inclusion of the Integrative Experience in the curriculum should have no bearing upon the ability of a department to substitute another General Education course as part of a student's fulfillment of the Gen Ed curriculum. The Committee also feels that the availability of the Junior Year Writing course (which is part of the Gen Ed curriculum but taught within the department) must not be affected. The purpose of this amendment is to make very clear that the Integrative Experience is the conclusion of a long dream of bringing the General Education curriculum and the major together at an advanced level. The fact that it is to be offered by the department in no way takes it out of the General Education curriculum. The Integrative Experience will be added to the experience of the students as part of the General Education curriculum without infringing upon the other courses that can be included in the curriculum by the department.

Ernest May, Secretary of the Faculty Senate, noted that the text of the original document remains exactly the same through the section that reads "IE Approval Process." What has been added is a section called "Limitation on Courses from a

Student's Major Department which satisfy General Education Requirements." If this section were not added, departments who are currently using one course within the major to satisfy General Education requirements would have to choose between offering that course or using the IE, which is also a Gen Ed requirement. In order to add the IE without altering any other part of the curriculum, this section is necessary. The section has been constructed in coordination with the Registrar's Office to meet this goal.

Presiding Officer W. Brian O'Connor stated that the way he explains this issue when he speaks to students is by saying, "If you are a Biology major, you can take the IE in the Biology Department, plus one other Biology course that will satisfy a Gen Ed requirement." Before this section was added, the student would have to choose either a Gen Ed course in the major or an IE in the major. Now he or she may take both.

Randall Phillis, President of the Massachusetts Society of Professors, referring to Chancellor Holub's earlier address, noted that 4800 students graduated last year and that the campus is growing. Forty-eight hundred Integrative Experiences is a lot, and the IE itself is a brand new task for the faculty. He was curious to hear how it is expected for faculty to adjust to this altered workload, and if it is thought that faculty should just do more or whether they should do other things less. He wanted to know how the IE would play out with respect to the ability of faculty to deliver the entirety of the curriculum, including the IE. Professor Phillis stated that he was not questioning the value of the IE, only trying to figure out how the curriculum would be adjusted to accommodate the delivery of the IE.

Maurianne Adams, Chair of the General Education Council, addressed a number of issues surrounding the IE. The Academic Priorities Council and the administration were able to work together and fund the IE with \$300 per student. Exactly how the funding will be negotiated is an issue for the central administration to determine in concert with the deans and departments. It remains unclear how the funding will follow the needs of IE students and the departments that teach them. In some cases, courses that are already on the books will be able to be adjusted to serve the IE. Exactly where these adjustments will be able to comfortably satisfy the IE is unclear at this time. For large departments, multiple options will be necessary in the IE. It is the opinion of Gen Ed that a one size fits all approach is inappropriate for the IE. Several courses, as well as service learning options, will be needed to fulfill the IE in large departments such as Psychology or Communication. Some of these courses and projects may already be offered, and thankfully Gen Ed has a year and a half to determine how these will work. The Gen Ed Council, by writing the criteria being discussed, have tried to give departments a number of ways to satisfy the IE, hopefully without any major shifts in faculty workloads. Professor Adams suspects that there will be additions to curriculum and adjustments to existing courses, but it is hoped that the \$300 per student stipend will be able to offset any additional workload that is caused by the Integrative Experience.

John Cunningham, Deputy Provost and Dean of Undergraduate Education, concurred with Professor Adams' statements and noted that the Integrative Experience will evolve over time into a very good program. Deputy Provost Cunningham does not believe that any department is starting from scratch when it comes to integrating General Education principles into their curriculum. Pieces and components of the IE already exist within the curriculum of every department, and the task now is to formalize and bring those pieces and components together. To create and accommodate the IE, 15 thousand student credit hours will be taken from lower-level General Education and moved to the upper-level in the form of the IE. The same number of student credit hours as before will be delivered. The distribution of responsibility is being shifted in ways that will require reexaminations of individual faculty workloads and departmental offerings at the 100-level and at the upper-level. Deputy Provost Cunningham expressed his optimism about the IE, stating that he thinks it will be great and that the University will not run into onerous administrative burdens.

Provost James Staros addressed the new facilities being constructed at the University and their relationship to the IE. Although the new construction projects and the implementation of the IE were completely independent, the new facilities may be able to aid in the delivery of the IE. Two new team-based learning classrooms will open in the fall, and five more will be a part of the new Academic Classroom Building. The new rooms speak directly to such objectives as oral communication, collaboration, and critical thinking. Both the new classrooms and the IE are inquiry-based, and the rooms should be beneficial in the faculty's delivery of the IE.

President Phillis noted his appreciation of the work and comments of Professor Adams, Deputy Provost Cunningham, and Provost Staros, stating that the new buildings and IE are good things. He wished that all present would appreciate that the 15 thousand credits worth of Gen Ed that had been delivered many times in 480-seat lecture halls would now be delivered perhaps one-on-one, or five-on-one, or ten-on-one, and a very different distribution of student-faculty interaction is being asked of the faculty. Professor Phillis stated that everyone should be extraordinarily mindful of that difference. Obviously, the University would love to replicate the liberal arts education that is available at much more expensive and much smaller liberal arts campuses. Professor Phillis noted that everyone applauds the quality of such campuses, but stated that the IE represents a movement that will require a redistribution of effort that will be a significant challenge. He applauded the goodwill of the IE, but stated that the execution of it over the next year and a half will require a reconsideration of how to engage as instructors on the campus to provide an improved quality of educational effort.

Secretary May followed up on Professor Phillis' statement, noting that indeed credits that were previously taught in the lower division have been redistributed to the upper division and that these courses will be much smaller and more challenging. The University has been awarded a Davis Foundation Grant that is supporting IE pilots that should help the University determine the best way to handle these challenges. The administration seems very committed to the IE, which will be of continuing importance, as it will be a joint effort of considerable magnitude to make the IE successful. Although admitting the difficulty of the task, Secretary May stated that, for the benefit of the undergraduates as well as the University's competitiveness in the undergraduate marketplace, the IE will prove a great advancement.

The motion was seconded and adopted as amended.

E. OLD BUSINESS

Special Report of the Committee on Committees concerning Nominations to Faculty Senate Councils and Committees, as presented in Sen. Doc. No. 11-033B with Motion No. 33-11.

MOVED: That the Faculty Senate approve the Nominations to Faculty Senate Councils and Committees, 33-11 as presented in Sen. Doc. No. 11-033B.

The motion was seconded and adopted as amended.

F. ANNOUNCEMENTS

1. Principal Administrative Officers

Provost James Staros expressed his excitement at the hiring of Dr. James Roche as the new Associate Provost for Enrollment Management, beginning April 1. Dr. Roche is currently Associate Vice President for Enrollment Management at Washington State University. Enrollment Management will incorporate the Office of Admissions and the Office of Financial Aid. This hiring ended a long and difficult search, and Provost Staros thanked the members of the search committee that went through two complete cycles chaired by Vice Provost Joel Martin. This hire is a great step forward, and the service of the committee is greatly appreciated by the University.

Jean Kim, Vice Chancellor for Student Affairs and Campus Life, wished all present a happy new year, as the meeting fell on the Chinese and Korean New Year. She continued with exciting news about Fall New Student Orientation, a new program for incoming students. One component of the program is a common reading, and Vice Chancellor Kim was happy to let everyone know that the common reading book had been chosen. It will be *Hope in the Unseen*, by Ron Suskind, a story about a young man named Cedric Jennings. Jennings will be the keynote speaker at the New Student Convocation on September 2, and will return September 20-21 for a broad, campus-wide program. It was a pleasure for Vice Chancellor Kim to work with a small reading selection team including David Fleming, from the First Year Writing Program, and Alex Phillips, from the Commonwealth Honors College. Vice Chancellor Kim was very grateful to the group and hopes that the Senate would agree that *Hope in the Unseen* was a quality selection. Copies of the book will be arriving on campus in March, at which time there will be a fairly liberal distribution of the book, particularly to faculty who have volunteered to lead discussions and others teaching Gen Ed courses. Vice Chancellor Kim proceeded to announce the appointment of Enku Gelaye as Associate Vice Chancellor for Student Affairs and Campus Life and Dean of Students. Ms. Gelaye is currently an Executive Officer in the Student Affairs Division of UCLA, and was previously affiliated with the University of Southern California and earned a J.D. from the University of Georgia. Her hiring is the result of a national search, and Vice Chancellor Kim thanked the search committee, specifically Diane Curtis from Political Science, John Jenkins from Music, Pamela Marsh-Williams from Undergraduate Advising and Learning Communities, Alice Nash from History, Kathleen Rubin from Engineering, and Michael Sugerma from Anthropology. Ms. Gelaye will begin, like Associate Provost Roche, on April 1.

John F. Kennedy, Vice Chancellor for University Relations, attending his first Meeting of the Faculty Senate since his appointment, noted his pleasure at being present.

2. The Secretary of the Faculty Senate

Ernest May, Secretary of the Faculty Senate, welcomed the Senate back into session and stated that there is much work for the Senate and the councils and committees for the Spring 2011 semester. He noted his appreciation at the effort and energy being spent on the multiple projects at hand.

The Integrative Experience passed at the current meeting will go into effect for certain University Without Walls students this very semester, and the IE for those students has been designed. A number of transfer students will need to complete the IE in the next two years. It will not affect the vast number of students until the 2013-14 academic year, but there has

been much work identifying students who will need to complete the IE earlier. The General Education Council has taken the lead on implementing the IE and determining how it will operate best. The Council is not only monitoring the implementation, but being very proactive about making the IE a success.

The Research Council has been working on many projects, among them the Academic Year Salary Recovery Policy.

The College of Humanities, Arts and Social Sciences proposal from Provost Staros has been sent out to nine councils and committees, that will report back by April 1. Information about the proposal can be found on the front page of the Faculty Senate website (<http://www.umass.edu/senate>).

Division I-A Football in Foxborough is a matter that the Athletic Council is very happy about, yet watching closely.

Much is being done in the area of construction. The Campus Master Planning process is taking place this spring. There have been very few Campus Master Plans, and this is a big deal. This Master Plan will take the University to 2040. All sorts of meetings are taking place with the planners, including open meetings for the entire community. There are around ten committees involved with the Master Plan, and Secretary May is included in a Steering Committee for the process. Of course, the Campus Physical Planning Council is very much involved in the process, and the Council's Chair, Stephen Schreiber, is doing an excellent job. This Master Plan is creating a framework for what the campus wants to be, determining the transportation systems, locations of parking, new buildings, and open space in a way that will make this campus a desirable destination for students. The actual construction of new buildings and renovations taking place are all part of the challenge and excitement of the campus. The magnitude of the current physical planning and construction is similar to the atmosphere of the campus in the 1960s.

Despite the difficulty of the new approval forms from the Board of Higher Education, many new academic programs have been proposed and approved, particularly at the graduate level.

Out-of-state recruiting is an important issue, and it is great to hear that the University has a new position in enrollment management.

Provost Staros has proposed the establishment of a School of Pharmacy. The process of this proposal was initiated in an outside section of this year's budget, and a commission was set up to study the potential of a joint School of Pharmacy between UMass Amherst and UMass Lowell, and the process is going forward.

A thorough review of Ph.D. programs is currently in the works, and we await that report.

Finally, an Ad Hoc Committee has been established to be known as the Joint Task Force on Curriculum, Costs and Credits. The Task Force will consider issues such as credit limits, fees, differential tuition, financial aid, and similar matters relating to the University's core business.

A tremendous amount of work is going on this semester, and Secretary May thanked the Senate in advance for their attention to these challenging issues.

5. The Representative of the Massachusetts Society of Professors

Randall Phillis, President of the Massachusetts Society of Professors, invited the participation and effort of all present with current work at the Massachusetts Society of Professors. An invitation has been put forth by Provost Staros to engage in a discussion concerning tenure standards at the University. The MSP is eager to engage with the Faculty Senate, as this is an effort that is best approached jointly. A joint committee is being assembled for this semester. The MSP will also be opening negotiations on the next contract. Professor Phillis noted that this negotiation may feel premature, given that few have reaped the rewards of the previous contract, but it is nonetheless underway. The MSP feels that it needs to hear from all the faculty members that it can concerning the contracts. It would like to know what could be built into the collective bargaining agreement that would make UMass a better university and better worksite for the faculty and staff. The MSP wants to know how UMass can come to be a better university by better designing the workplace. There are a number of adjustments and alterations to the existing contract that could be imagined to improve UMass as a place of employment, and therefore as an academic institution for students, research and service. There will be an open invitation to attend a variety of meetings and forums where these ideas can be discussed with the goal of building the best into a set of collective bargaining proposals that the administration may agree upon. Ultimately, the proposals we agree upon will create the contract that will go forward to the Governor and the legislature. Professor Phillis invited all present to think hard about how the MSP can best handle this situation.

7. The President of the Student Government Association

Brandon Tower, President of the Student Government Association, noted the success in the SGA's student recruitment for Faculty Senate councils and committees. The SGA felt that it was somewhat successful last semester, but is more confident with the turnout this semester. There are over 40 students serving on councils and committees this semester. President Tower encouraged any council or committee chairs without enrolled students attending to contact him. A number of veterans have spoken to President Tower with concerns about their finals this semester. Another wave of deployment to Afghanistan is set to occur at the end of April, likely the week before finals. Many serving students have asked for an agreement ensuring that their professors would help them find a way to complete their courses before deployment and not receive an incomplete grade. The request may seem frivolous, as some will ask what is so bad about receiving an incomplete when the class can be completed later and the incomplete grade will not appear on the transcript, but it would be incredibly difficult to take a class for an entire semester, leave during the final week to fight a war in Afghanistan, and be asked to take a test upon returning. President Tower asked the Senate to support this initiative and the students on campus serving in the military.

G. QUESTION PERIOD (10-Minute Limit)

Senator Bogartz addressed the damaged cement around the Library. Four or five years ago, he brought up the issue of the pock-marked cement slabs surrounding the Library. He wondered if anything has happened recently in regard to this issue.

Juanita Holler, Associate Vice Chancellor for Facilities and Campus Services, stated that a study is currently underway in which the University is testing various alternatives for repair. During the summer, separate squares of pavement were tested with various finishes. The most effective treatment is being determined, and repair should begin this summer.

Secretary May thanked SGA President Tower for his work in student recruitment, stating that the Faculty Senate has a record number of students working with the Faculty Senate.

Presiding Officer O'Connor asked Provost Staros and John Cunningham, Dean of Undergraduate Education, to take special note of SGA President Tower's comments concerning students serving in the military and to hopefully inform faculty members of the issue via email.

The 702nd Regular Meeting of the Faculty Senate stood adjourned at 4:49 p.m. on February 3, 2011.

The proceedings from this meeting are available on audiotape in the Faculty Senate Office.

Respectfully submitted,

Ernest D. May
Secretary of the Faculty Senate

**UNIVERSITY OF MASSACHUSETTS AMHERST
OFFICE OF THE FACULTY SENATE**

From the 702nd Meeting of the Faculty Senate held on February 3, 2011

ADDRESS BY CHANCELLOR ROBERT C. HOLUB

Ernest May, Secretary of the Faculty Senate, asked me to present to the Faculty Senate a summary of accomplishments during my tenure as chancellor. Many times, such reviews are delivered at the close of a term of office, when an individual is stepping down or leaving a position. Unless Ernie knows something I don't, my address today should be considered, rather, a first interim report, one that documents ongoing progress, but that promises more during the future years of my chancellorship. At least I understood his request in this vein.

I asked my senior staff to assist me in the composition of this report by summarizing for me achievements that have taken place in their various divisions over the past two and a half years. In reading their brief summaries, I was rather astounded that so much has occurred, and my first order of business is to thank my senior staff, as well as the faculty, staff members, and students on campus, who have made possible this progress. My second order of business is to remind all of you that almost all worthwhile accomplishments are the result of teamwork among diverse individuals and across different units. Without buy-in, cooperation, and active collaboration toward concrete goals, we can achieve nothing. As you know, our ultimate goal is well defined and has been since I began my term as chancellor: to be counted among the top tier of public research universities in the country. I find that we have made considerable progress toward that goal, and we can take pride in what we have accomplished together, but that we will have to make more progress in the coming years if we are serious about attaining that lofty status.

An important step forward for the campus was the selection and reconfiguration of the senior staff. Since 2008, I appointed a Provost and Senior Vice Chancellor (Jim Staros), a Vice Chancellor for Student Affairs and Campus Life (Jean Kim), a Vice Chancellor for Development and Alumni Relations (Mike Leto), a Deputy Chancellor (Todd Diacon), a Vice Chancellor for Research and Engagement (Mike Malone), and two Vice Chancellors for University Relations (Tom Milligan was the first), and the latter of the two, attending his first Faculty Senate meeting today, I introduce to you now, John F. Kennedy. Susan Pearson moved over from the Provost's Office to be my Associate Chancellor, and John Dubach, while retaining his role as Chief Information Officer, has maintained some duties under me as Chief of Staff. Attending senior staff meetings, which are now called the Campus Leadership Council, are three individuals I did not appoint: John McCutcheon, our Athletic Director; Joyce Hatch, the Vice Chancellor for Finance and Administration (and I have just recently been informed by Joyce that she will be stepping down in June); and Brian Burke from the University's General Counsel's Office. This team is outstanding: we work well together, and every individual displays a high degree of professionalism and dedication to his or her job. If I have accomplished anything during the past two and a half years, these individuals are to be credited with the lion's share of these accomplishments.

When I was appointed chancellor in May of 2008, we were expecting a small increase in our state appropriation, a 3% increase in fees, and a large amount of capital expenditures owing to the recently passed bills for higher education and life sciences. Two months after I assumed the chancellorship, everything changed radically: the fee increase remained, but the increase in state appropriation had to be returned to the state along with additional funding in the mid-year cuts. The promise of funding for construction remained, but expectations were (and still are) that the release of funds will be delayed, in many cases for several years. Some projects at the end of the ten-year cycle may never be funded at all. In addition, the budget outlook for the next few years was bleak, and, indeed, although state revenues have begun to recuperate from their low point, we are still faced with significantly lower state allocations for next year.

I was barely acquainted with the campus, therefore, when I found myself confronted by the most severe financial downturn since the Great Depression. Although the overall goal remained the same, I knew that we had to move quickly to prepare the campus for several difficult years, and, in collaboration with the Faculty Senate and the Ad Hoc Budget Planning Task Force, the campus developed a strategy that involved three essential dimensions: (1) restructuring and streamlining the campus for maximum efficiency and flexibility; (2) reduction of base budget commitments to eliminate functions that were not absolutely essential to our operations; and (3) investment in areas to stimulate programs that would enhance campus revenues.

Restructuring took various forms and is not yet complete. Several units were moved to more appropriate locations, or locations in which they could better perform their functions: e.g., the Police force was moved to Administration and Finance; the Admissions and Financial Aid offices were transferred to Academic Affairs. We brought science into the 21st century by eliminating the artificial barriers separating the College of Natural Resources from Natural Sciences and Mathematics, consolidating most laboratory sciences into synergistic relations in one college. In the process, we also relocated several departments, and preserved several smaller programs by incorporating them into larger units. In the Chancellor's and Provost's Office, we eliminated several staff positions and coordinated service staff activities. We are still working on a larger liberal arts college, which I continue to believe will be beneficial to faculty, students, and the campus. And I still would like to see a College of Engineering strengthened by the addition of Polymer Science and Engineering, and Computer Science. Indeed, if we are to achieve our goal of approaching AAU status, we must resemble AAU universities in our structure as well as our practices: two or three large colleges with traditional arts and science departments surrounded by four or five small professional schools is not the structure of an AAU campus, and the strengthening of the College of Engineering by the addition of two departments traditionally associated with engineering would do much to enhance our profile as we move toward our ultimate goal.

The reduction in base budgets was accomplished over a period of two years, during which we eliminated close to \$20 million from our ongoing commitments. These reductions were painful, but necessary since a portion of our funding since 2008 has come from one-time stimulus monies that will not be available in the future. To the credit of the campus, we accomplished these reductions without eliminating departments or programs, and without decreasing the number of students we teach. I believe we have reached a point now where further base budget reductions will affect negatively either our ability to teach and conduct research, or our ability to generate revenues needed to fill the gap left by reductions in state appropriations. The question of whether we can teach the same number of students more cheaply is vacuous: it can always be answered in the affirmative. But I am convinced we cannot teach the same number of students and maintain the type of quality education one expects from a flagship campus if we experience further reductions in state allocations without offsetting increases in revenues from other sources.

Even while we were cutting budgets, we were investing in areas that promised to generate new revenues. This investment has paid off for the campus, largely because of the hard work of faculty, staff, and students. Last year, we generated over \$4 million by increasing the number of non-resident students on campus, and we have made significant gains in the areas of fundraising, Continuing and Professional Education, and new degree programs. We must continue, expand, and accelerate this work in the coming years. My view is that over the next two or three decades we will see the ascension of campuses that generate significant portions of their own revenues, while those that do not will decline in prominence.

Let me proceed now to enumerate some of the accomplishments of the past two and a half years. I will do so by referring to categories in the "Framework for Excellence," the outline for strategic planning whose first version was promulgated at the end of my initial year on campus, but has since been revised.

Faculty. In a very real sense, most of the items in the Framework relate to the work of our faculty: research, physical planning, development, and graduate education all refer directly to the faculty and its interests. Although we have made several advances in the area of faculty welfare, such as in our new spousal/partner employment policy and the “Parents-in-a-Pinch” program we will likely make available soon, I want to focus here on two central issues: numbers of tenure-stream faculty, and the compensation of tenure-stream faculty.

We believe that we have a good plan to increase the number of tenure-stream faculty to around 1200 by 2020. A significant fraction of the funding for these positions will come from incentive revenues earned by colleges and schools with the remainder from the central campus budget. I would like to point out two things, however: the number of instructional faculty has remained fairly constant over the past two decades, and we are on an upswing, even in this economic crisis, in tenure-stream faculty since we hit bottom in the years 2002-04. This year, we have over 60 active searches, and with any luck we will be close to the 1000 mark in tenure-stream faculty next year, a number we have not seen since the fall of 2001.

I recently announced that we intend to supplement salary increases to faculty members beyond the amounts negotiated in the collective bargaining agreement. These increases will be granted on the basis of merit and market-based considerations, and we intend to continue this merit-based program until we reach at least the average salary level for our peer institutions. Thus far, the MSP has been cooperative and enthusiastic about this program, and the Faculty Senate has been equally supportive; we look forward to having our first increases implemented next fall.

Research and Creative Activity. A central focus of my administration has been to enhance the status of research. I elevated the chief research officer’s position from a Vice Provost for Research to a Vice Chancellor for Research and Engagement reporting to me. After appointing Mike Malone, we established an incentive-based budget process that will enable Mike’s office to secure larger budgets as research on the campus increases. Mike has done a tremendous job under difficult circumstances. He established a new office of research development to support large sponsored research initiatives, remodeled the faculty research grant program to provide greater opportunity for disciplines without access to extramural funding, began a book subvention program, worked on simplifying sponsored research agreements to enhance private-sector engagement, and focused special attention on compliance issues so that the campus is at reduced risk in a number of crucial areas. Mike has also initiated the first comprehensive review of research support services, and I am looking forward to discussing the results with him this spring. Since Mike became Vice Chancellor, we have collaborated well with the Worcester campus in the successful pursuit of the NIH Clinical and Translational Science Award, and the campus has encouraged cooperation with other institutions and with private industry, in the endeavor to diversify and deepen our research portfolio. The collaboration with MIT, BU, Harvard, Northeastern, the state, and the private sector in the Green High Performance Computing Center is exemplary in this regard. In addition, Research and Engagement has taken over chief responsibility for federal government affairs and is working toward an Innovation Institute, which will assist us in conducting certain types of research and private sector engagement that are difficult for us at present. We all know that research has been on the upswing, as evidenced by the almost \$40 million in stimulus research funding received last year. In the area of research, the campus owes a special debt of gratitude to faculty who have participated in the review of sponsored research, who have served on the Research Council, and who have participated in important ad hoc committees.

Graduate Education. We did quite well in several departments when the National Research Council’s study of graduate programs was finally promulgated last fall. As many of you know, in cooperation with faculty and staff, we are currently conducting a campus-wide study of graduate programs, and we will be looking to implement changes on the basis of that study and the NRC results. We know that we must make graduate stipends more competitive, and that we must increase the number of certificate degree programs and professional masters programs to support Ph.D.

training. With regard to postdoctoral appointments, many of the reforms that we wished to undertake must now be held in abeyance while we negotiate with the post-doc union.

Undergraduate Education. We have achieved real progress in the recent past, thanks to the combined efforts of Academic Affairs, Student Affairs, and the Faculty Senate, in moving UMass Amherst to a more nationally competitive position in undergraduate education. Numerically, we granted the largest number of baccalaureate degrees in our history last spring (4851) and had the best retention rate for first-year students this fall (88.7%). Our graduation rate in May was 68.9%, only .1% less than our record from two years ago.

Part of our success with our first-year students has to do with our focus on first-year programs. Currently, 60% of new freshmen participate in a living-learning community, and we are increasing these opportunities for future cohorts. The residential programs (RAPs and TAPs) continue to be extremely popular, and we have added faculty first-year seminars, of which there were more than 40 this past fall.

The other area in which we have made substantial progress is in General Education. The campus altered the credit values for most Gen Ed courses, and the Faculty Senate recently passed an exciting Integrated Experience requirement that promises to put this campus in the forefront for General Education in the country.

Residential Life and Student Affairs. The Office of Student Affairs and Campus Life has contributed to various types of campus activity, including housing, community relations, and academic programs. But some of its signal accomplishments during the past three years merit special mention.

We continue to be recognized for our exemplary alcohol screening and intervention program by the federal government and peer reviewers, garnering funding and awards for our achievements.

Student Affairs was chiefly responsible for our tremendous response to the earthquake in Haiti.

Due largely to efforts in Student Affairs, we were recognized as a Veterans Friendly School and ranked #8 by *Newsweek* in their list of “25 Best Gay-Friendly Schools.”

Several important organizational changes were implemented recently:

The first online SGA elections took place with a record number of student voters.

The Office of Religious and Spiritual Life was created to address broader campus needs.

The Center for Multicultural Advancement and Student Success (CMASS) opened, providing greater service for ALANA students across the campus.

Although there was no rubric for intercollegiate athletics in the Framework document, that department has been working hard to contribute to campus goals. Like other units, athletics has sought ways to reduce operational costs and generate revenues. It has reorganized its operations, brought on a new lead development officer, and issued an RFP to enhance its revenues from marketing. In addition, as has been reported in the media, we are considering moving our football program from FCS (formerly Division 1AA) to FBS (formerly Division 1A) status, which we estimate will save money in the long run in operating expenses and at the same time provide a higher profile for athletics and the campus. I also note here that most public AAU universities play football at the FBS level. On the field, we have met with a great deal of success, garnering a dozen league championships since I arrived. We have lost coaches, but replaced them with superb individuals who understand that we want our student athletes to be winners on the field, in the classroom, and as

representatives of the campus. On average, close to a hundred student athletes have been named to the Atlantic-10 Commissioner's Honor Roll since fall 2008. Our athletics web site ranks among the top 50 nationally in web traffic.

Diversity. Student, faculty, and staff diversity continues to be a central focus for the campus. For the fall of 2010, the number of ALANA students in the undergraduate population was nearly 300 greater than in any previous year, which included an increase in Hispanic/Latino students of over 180. The percentage of ALANA students on campus this fall was 21.1%, the highest in the school's history and an increase of 2.7% since the fall of 2007. Incoming first-year ALANA students continued to be over one-fifth of the entering class. The Provost has placed special emphasis on diversity in faculty hiring, devoting a large portion of his academic leadership retreat in September to this topic.

Facilities and Physical Plant. Despite difficult economic times, we have made excellent progress in this vital area. We celebrated the opening of several important buildings: the Studio Arts Building, the Integrated Sciences Building, the Transit Facility, the New Power Plant, the Recreation Center, and the renovated Skinner Hall. And we will be completing the construction of the George M. Parks Minuteman Marching Band Building and the Police Station this spring. We have three major projects in various phases of design and construction: two new laboratory science buildings located adjacent to the ISB; an academic classroom building at the north end of the pond; and a Commonwealth Honors College living-learning complex that is sited between Boyden Gym and the new Recreation Center. In addition, several minor projects that provide better space and improved aesthetics have been completed or are in design.

To rationalize further investments in our facilities, we have been involved extensively in planning, completing a comprehensive science and engineering study as well as an academic classroom study in the past two years. And we have engaged a master planner who will supervise the production of a new Master Plan. The faculty is integrated into the planning process and into all major building projects, and has been of great assistance to the campus.

I should add here some of the outstanding accomplishments in IT and related areas. As most of you know, we now have a fully operational emergency notification system, and we will soon have a content management system up and running. We have improved network security and now have a campus security officer in IT. Wireless is spreading to most academic buildings, and is now in half of the dorms; the remaining residence halls will be outfitted this coming summer. Our data warehouse has been installed; document imaging for key offices is in place; and we have campus site licenses for selected Microsoft products and for the major Adobe Suite products.

I should also mention briefly efforts in sustainability. We completed a Climate Action Plan, thus satisfying one of the obligations to the American College and University Presidents Climate Commitment. The ACCUPCC target was to reduce our carbon footprint by 2400 tons per year (8.5%), and we have exceeded our goal in each of the last two years. The student-run Eco-rep program is one of the largest and most successful in the nation, and is a model for other campuses. Last fall the state recognized us with a "Leading by Example" Award from Energy and Environmental Affairs for sustainability and the reduction of greenhouse gas emissions.

Finally, under the able leadership of Susan Pearson, we have formed the Committee on Policy and Process Review, a task force examining work processes on campus. We have already made significant progress in several areas: physical plant, classroom scheduling, and staff position levels assigned in Human Resources, and plan to retain this committee as a permanent fixture to assure that our work processes are efficient and responsive to the people who use them.

State Support. Although we recognize a decade-long decline in state appropriations and a state budget deficit of over \$1 billion in FY2012, we are redoubling our efforts to secure funding from the Commonwealth. While we make preparations to raise our own revenues, we believe that we must

continue to remind Massachusetts legislators and citizens of the value of public higher education. In order to be more effective in our efforts, we have established an office in Boston and staffed that office with an individual with great experience in the State House. We will continue to develop our advocacy network for students, alumni, and friends of the University. And we are strengthening and broadening our contacts with Western Massachusetts elected officials who are our best and most trusted advocates.

Enrollment and Demographics. A key strategy we have adopted calls for managing our enrollment to matriculate the type of class we want in terms of academic qualifications, diversity, and revenues. As I mentioned earlier, we seek to increase the number and percentage of non-resident undergraduates to obtain the funds we need to reach our goals. Our success in increasing the number of out-of-state students, while maintaining the level of Massachusetts students, has not meant a sacrifice in quality. On the contrary, the cohort of non-resident students enrolled this past fall has SAT scores almost 30 points higher than the cohort from the previous year. Since I arrived on campus, the average SAT scores of undergraduate students have increased by over 15 points and the high school GPA has risen from 3.48 to 3.61, and we are working on increasing the academic indicators for our undergraduates further in future years.

At the same time, we recognize we must continue to be the pathway of opportunity for first-generation college students and for minorities. We established last year a program in cooperation with Chelsea High School to attract students to the campus, and we are working on similar pipeline programs in Springfield and in other communities in Western Massachusetts and throughout the state. We will be announcing shortly a program we call the UMass Amherst Community College Connection, which will devote special attention and opportunities to successful community college graduates who wish to complete their undergraduate education on our campus.

Development. The chief challenges we faced in development over the past two-and-a-half years were establishing a bona fide and professional structure for our fundraising efforts and infusing the values and practices of fundraising throughout the campus, especially in our academic units. Mike Leto has done an admirable job with these two tasks, and we are beginning to see the types of fundraising returns one would expect from a flagship institution. Last year, we set a fundraising record for the campus (\$57.2 million), and we received the first two eight-figure gifts in our history during the past twelve months. Gift revenues have increased in both FY2010 and FY2011; cash gifts for our endowment were up by 20% last year and are up by 27% this year, as of the second quarter. We have also placed a special focus on planning giving, which reached a total of \$5.6 million last year, the highest number in four years, and which has already been surpassed for the current year. We have added a permanent staff member in our Boston office and several key fundraising professionals here in Amherst. We are currently in the silent phase of a major, multi-year capital campaign, which will go public in the next 12 or 18 months.

Outreach. As the flagship institution for the Commonwealth, we have an obligation that we embrace to have a presence throughout the state, but particularly in Western Massachusetts and its largest city, Springfield. I have already mentioned that our Boston office allows us access to citizens and alumni in the eastern part of the Commonwealth, and we will increase the number of events in that part of the state, whether they be intercollegiate athletic contests, faculty lectures and forums, or visits by campus officials for the purpose of recruitment and public relations.

On the local front, we will continue working with the town of Amherst in an endeavor to find areas of mutual benefit for the town and the University. We are actively working on neighbor-friendly policies to reduce noise and disruption in adjacent neighborhoods. We are contributing members of the Amherst Business Improvement District (BID), and we are pursuing possibilities for a Gateway development that will provide much needed tax revenues for Amherst and a great look for the entrance to the campus on North Pleasant Street. I've been told that our relationship with town leadership is better now than it's ever been in the past.

We have made great progress in our relationship with the city of Springfield. In the fall of 2008, we signed an MOU that pledged future collaboration in a number of areas, and, in 2009, I appointed John Mullin to lead our efforts. We now have the UMass Design Center located at 5-7 Elm Street working on eight projects; an art exhibition space on the ground floor of One Financial Plaza; and two renovated and occupied store fronts for other projects on Court Square. One of our employees is now the director of the incubator at Springfield Technical Community College, and a company started by a UMass faculty member is located there. We continue to work with Baystate on the Pioneer Valley Life Sciences Institute; WFCR will relocate the bulk of its operations in the city; and we again sponsored the highly successful Clean Energy Conference last fall. We have received grants for a quarter of a million dollars to help fund our various initiatives, and, as I already mentioned, we are actively pursuing a pipeline project with the Springfield school district.

We are proud that in January of 2009 the Carnegie Foundation for the Advancement of Teaching named UMass Amherst a “community engaged university.”

Communications and University Relations. We had no office of University Relations until the fall of 2008, when it was established to unite our disparate attempts at marketing, branding, media relations, community and state relations, and event planning. As our chief office for external and internal relations, it has been an essential participant in many of the initiatives I have already mentioned today. Since 2008, it has produced over 850 publications and managed almost 60 events, including visits by the Governor and the creation of Founders Day. It has redesigned our commencement weekend; it has established a large presence in cyberspace with Facebook, Twitter, blogging, and YouTube; it has developed an iPhone application, UMass Guide; and it has reconfigured our web site. Finally, it has established two branding campaigns: “UMass Amherst NEXT” and the recently launched “Wicked Campaign.”

I’d like to note that our efforts have not been unnoticed by various groups outside the campus. Besides the Leading by Example Award the campus received last fall, I have been designated a Difference-Maker by *Business West* for our work in economic development in the Pioneer Valley; the American Lung Association gave us an award for our research, education, and advocacy efforts around air quality; and the Bostonians for Youth recognized us for our educational efforts in the Chelsea initiative.

I have not included all initiatives and achievements since I began as chancellor, but I think the items I have mentioned give you an idea of what we have done and the direction we have taken as a campus. The upward trajectory as well as the vision for the future is clear. I am proud of my first years as chancellor, but must continue to remind you and myself that the advances we have made are always the product of many individuals working as a team toward a common goal. I thank, in particular, the Faculty Senate for its support, and look forward to many productive years of collaboration in the future. Working together, I am confident that no goal we have envisioned is out of reach.