

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

Frank Hugus, Presiding Officer of the Faculty Senate, called the 779th Regular Meeting of the Faculty Senate to order on September 13, 2018 at 3:33 p.m. in Herter Hall, Room 227.

Presiding Officer Hugus: Senators will notice that the agenda is a little different today; we will explain that further later. But, I would like to let you know, in case you haven't already heard, that Paula Mark of the Library died several weeks ago. Paula was a member of the Faculty Senate in the 1970s and 1980s. She was Presiding Officer from 1982 to 1984, contributing very much to the work of the Faculty Senate: she was one of the first librarians to serve on the Rules Committee, and the first to serve as Presiding Officer. So, I would ask that you rise, please, for a moment of silence in memory of Paula Mark.

A moment of silence was observed in remembrance of Paula Mark.

A. PRESENTATION BY INTERIM VICE CHANCELLOR FOR INFORMATION SERVICES AND CHIEF INFORMATION OFFICER CHRISTOPHER MISRA "CURRENT DEVELOPMENTS"

Christopher Misra, Interim Vice Chancellor for Information Technology and Chief Information Officer: Thank you very much. I'll keep this brief and absolutely leave time for questions, so if there are questions let me know. I've been in this role since July 1st. I'm a long-term IT staff member; I've actually spent my entire professional career here. I'll speak very briefly about some IT developments, particularly a couple of analytics tools that we're focused on. I'll talk briefly about strategic analytics and then talk about HelioCampus and Salesforce. I'll make these slides available via MJ for the record of this meeting.

The first thing that I want to address is IT organization. I've spent the last two months working very closely with my direct reports, with my staff, and very closely with the labor unions to really achieve a healthy workplace inside IT. There has been a lot of progress made. I appreciate the partnership with the IT staff, the partnership with the unions, and the creation of the labor management team that we've done. I think we've achieved some small successes in the near term. I continue to look forward to working with them. I'm moving the organization forward together.

This slide lists the unit goals for FY 2019 that IT submitted to Chancellor Subbaswamy. I selected a couple of key terms out of these because I think that they're appropriate and relevant to my comments today. So, we're IT; we run a lot of infrastructure. Many of you are familiar with the IT strategic plan that we've had in place for a number of years. We continue to work on accelerating the multiyear infrastructure investment plans. We've had significant investments in the network, significant investments in the data center, and what you're seeing is us now able to realize some dividends in the form of applications we'll be able to deliver based on the new infrastructure. Specifically, I'll speak to Helio and Salesforce today. We're also working on implementing tools, policies, and systems as part of faculty success and student success; that's key to what we do. One of the other goals we have is leading IT change on campus in the sense that we tend to be the first service providers, we tend to be the pilot providers; we do that through implementing tools, policies, and systems. But, again, we aren't the drivers of student success and faculty success. We're an administrative support unit that helps provide the tools that help each of you do your jobs as well as we can. And, finally, the third key goal for us is all about leveraging new and existing IT resources and collaborations to make sure that we're having the biggest impact possible. I'll just allude briefly to the 2018-2023 campus strategic plan, which I've summarized, and the three key goals of destination, partner, and community of choice; those are important, they've

been spoken about extensively in this group. But, I actually want to point to two overarching principles that support these goals: one is about mobilizing all of our resources and the other is instilling a culture of evidence. One way we're going to get here is ensuring that we're using our resources in the most effective way possible; it's really hard to tell if you're making significant change if you can't measure something.

Historically, within Higher Education, and certainly within our IT unit, we have focused a lot of our data tools on operational reports, we've produced regulatory and status reports as necessary, and there's been fairly minimal effort on the strategic analysis just given workloads, given historical paradigms, given traditional data paradigms. I see IT as a unit, supporting the campus, moving toward a notion that strategic analysis becomes the dominant component of how we're using data. It's not that we lose our operational reporting obligations. Our good friends at OIR have a lot of operational or reporting obligations. OIR and other units on campus have a lot of reporting and regulatory, statutory obligations. But, the strategic analysis is going to be how we get to this notion of mobilizing all of our resources and being as effective as we can. So, some of the key benefits in this label of strategic analytics are really about data-driven decision-making. I've been working with my team in the past few months, really reinforcing that I will be saying "planning, assessment, and metrics" almost as often as the Chancellor because we have to do that at the unit level as well; when we have data, we make better decisions. Why is that important? If we have the data, it should allow us a clearer path to achieving some of these campus strategic goals such as retaining and recruiting, pursuing new opportunities, strengthening collaborations, or ensuring affordability and access.

Two of the tools focused around analytics that have been emergent for us in the last year are HelioCampus and Salesforce. Many of you have probably heard of one or two of these tools, but their names are labels that don't really tell you a lot about what they do. HelioCampus is principally a data analytics and visualization platform; it takes data, it normalizes it, and it presents it under a consistent data architecture and data model to make reporting more consistent and it uses Tableau as a reporting engine. What's nice for us about HelioCampus is that it's able to integrate data from multiple sources. We're going to use those data sources to inform academic decisions. One of the key areas is student success. Salesforce is another tool that provides analytics capacity. It's principally a customer relationship management tool. It supports recruitment and admissions, efficacy of communications and marketing, and, again, it informs marketing and communication decisions: are we being effective with our resources?

So, I'll talk about HelioCampus very briefly. Their focus is in four domains: increasing enrollment, improving student success, ensuring financial stability, and accelerating gift-giving. Our focus right now is on improving student success; that's where our investment in HelioCampus is. It's pulling data in to generate analytics that can help inform decision-making for us. We're not pursuing in detail the gift-giving or the financial stability as part of the Helio package but HelioCampus will inform those decisions. When you get into analytics tools, like in many research domains, it's best to figure out what question you are trying to answer. So, we start from the premise that we can use the data to help provide additional insight not to determine the decision, but to help inform the decision and make it a more rational decision. For example, can we look at subpopulations within our student segments and how we are serving them. Are there significant opportunities to improve retention at either an academic unit level or a dean level? What patterns do we see in completion? HelioCampus is by no means the sole tool here; there's lots of work that's been happening for many years through EAB, work that Vice Provost Carol Barr and others have done. HelioCampus is more of a forward-looking analytics tool that lets us look at past data and project where we could go and what we could do. It's much more predictive than sort of

looking backwards. We've been working very closely with our partners in Institutional Research. The executive committee that's overseeing HelioCampus is chaired by Deputy Chancellor Steve Goodwin. I'm on it, Provost McCarthy is on it, and recently Vice Chancellor for Student Affairs and Campus Life Enku Gelaye joined us as well. Admissions, Registrar's Office, Student Affairs, and Financial Aid will be among the first units that will be validating the dashboard content. Data is good for making decisions when it's accurate data; when it's imprecise data, it won't inform those decisions very well. Where we're getting to is providing Tableau dashboards that will be visible to executive and departmental leaders. We're targeting phase one for late fall with some first dashboards to be delivered. This project will continue on into phase two, hopefully, starting in spring of 2019.

The other tool, that's not strictly an analytics tool but actually much more of a communications and marketing tool which generates a suitable number of analytics, is Salesforce. Salesforce is in play in the market in many different areas; it entered the Higher Education market a couple of years ago. I want to point out, on this slide, the SIS box in the lower left-hand corner – that's student information going into a Higher Education data structure – and I want to point out recruitment and marketing. Salesforce was first motivated by needs in the Isenberg School but use has since expanded to a number of other schools. It's very much about how are we being effective in our marketing and communication to students. What are the return rates on the communication? Are they being effective? Are we investing resources around marketing in the right way that we actually get the right kind of return? Salesforce was implemented in Isenberg as of Spring 2017 and subsequent to that we had Online Education come up for some of their customer relationship management. We very recently brought on the School of Public Health and Health Sciences and we're seeing an ongoing and broad interest at the college level, principally working with the deans, for tools like this that supplement their needs within the marketing and recruitment space. We still see significant growth potential for Salesforce as a platform on this campus. We're not trying to drive it in and of ourselves; we want to make sure that it's driven by the business need and academic need on the campus. For those of you who are interested, we're using tools like Pardot and Marketing Cloud that are components of the Salesforce architecture. I flew through contents specifically because I wanted to leave time for questions. I'd be more than happy to take questions from anybody on these topics or anything else relevant to IT.

MJ Peterson, Secretary of the Faculty Senate: You indicated that, as you were implementing Salesforce in particular, but this may also apply to Helio, you were not seeking to figure out how it would be used in IT but that you want to be sensitive to and help the units as they figure out how they want to use it and I wonder if you could say a little more about what those interactions are like.

Vice Chancellor Misra: I'd say that when you deploy any new platform the first application is always sort of complicated as you're trying to figure out not only the interpersonal and the teamworking relationships but also the dynamics of what you're trying to do. I'd say that the working relationship with Isenberg was very strong and there was a lot of development trying to understand who is responsible for which components. We had a successful partnership with Isenberg and I was pleased that we were able to take the lessons learned from Isenberg and expand those out to work with Online Education, the School of Public Health and Health Sciences, and the other schools that we're in discussion with now to expand upon that. The reason I point out that IT isn't a big consumer is that I'm a big believer that IT provides infrastructure and support but if we're doing IT just for the sake of IT, we missed the point. We really should be doing IT to solve a business problem, to reach an academic goal, or to help accomplish a strategic mission. If we're not doing that, if we don't have close dialogue with the user community or the decision-making community, we miss one of the key important concepts of that.

Senator Gonen Dori-Hacohen: Thank you for your presentation. I thought that I misheard your title because I thought that IT is more about IT than about sales and things like that. The fact that Moodle was down for a couple of days during the first week of school especially suggests that maybe we should focus more on IT than on sales and other things, so I would appreciate your thoughts.

Vice Chancellor Misra: Let me speak first to the Moodle outage and then I'll speak to the first part of your comment after that. There was a Moodle slowdown – it wasn't a hard outage – on the first two days of the semester. What we determined is that, when there was some maintenance work done over the summer, there was one glitch in a setting involving memory caching that did not show up in our testing because we didn't have the same degree of user-load as we had when the semester began. For those of you who have spent a lot of time troubleshooting multitiered complex web applications, finding root cause on complex web applications isn't always the easiest thing. We dedicated a lot of resources within my team and worked with some other teams on campus to identify the cause and brought it up as quickly as we could. At this point, I'm happy to report that Moodle is operating very well. So, on the first part about what happened with Moodle, I feel confident on a go-forward basis. On the second part, I do want to point out that IT is not so much focused on sales and marketing. IT is a service provider organization. Our role is to make sure that we are working with users on campus to support their applications regardless of the task that they have. So, as much as I talked specifically about both HelioCampus, which has an analytics angle, and Salesforce, which has a marketing angle, we're also working very diligently now with Vice Chancellor Malone on his application that he'll be talking about later. We're working with a number of other researchers on campus extensively to make sure that their high-performance computing needs are supported. We're working with data management plans. We're working with research compliance approaches and we support a significant degree of infrastructure: network infrastructure, wide-area network infrastructure, campus network infrastructure, wireless infrastructure, and ALDAV. So, when I actually look at the time allocation for staff, there's a fairly modest time allocation to applications and resources like this. I wanted to focus my comments specifically around analytics but from a technology perspective we spend much of our time on operations and are operations-focused.

Senator Marta Calás: I'd like to hear a little bit more about priorities. Your presentation sounds like you could have given it to corporate America at any time; it sounds very corporate. I know that language and understand it perfectly. However, on July 2nd, your unit disconnected UDrive. It was in the middle of the summer. I knew it was going to happen. I do my own websites for all of my undergraduate and graduate courses and I had all of them in UDrive. I am still dealing with getting those transferred to an internet space that would allow me to use my editor and reveal my courses in this new environment. I am a Professor and researcher at Isenberg and I think that those are my priorities. What you talked about today, it may be a priority for many other people, but I think that the priority that we should have here is education, and research, and I didn't hear anything about that. This is not just about the failure of Moodle, which, after all, I don't use, but it is actually about the more general perspective of starting from the bottom up. Who are the majority of the people who work on this campus and what is our major goal? If the educational goal is not the focus, it becomes more and more corporate, I have a problem with that, and it makes me very nervous actually. So, I thank you. I think that your presentation was lovely. But, I still don't know what to do with my courses.

Vice Chancellor Misra: Let me speak to both of those points. First off, on the course, I will ask our Director of User Services to reach out to ensure that we have a mechanism to get your course content migrated over. I don't know the specific details on that but I can have someone work with that directly or work with the Isenberg support staff if you prefer. I work very closely with the folks there; I've known them for many years. So, if there are additional support resources that they need from our office, I'm happy to work with them directly. I'm also more than happy to talk with the Dean if there is a resource gap and help support that. My presentation talked about two specific areas of focus around analytics and the reason I raised those is specifically because analytics are one of the

things that drive a lot of my thinking in terms of moving forward. This presentation was not meant to be a comprehensive view of everything going on in IT nor was it meant to strictly be a prioritization of resource allocation for what we're doing in the near term. The number of staff that we have working on Helio and Salesforce combined is eight maybe, partial allocation. The staff in IT is significantly larger than that. The vast majority of the staff in IT are focused on operational issues. They're focused on networks, on telephony, user services, desktop support, and day-to-day field support work. This presentation was not intended to be a broad view of what our pure priorities are; I wanted to give an update on a couple of key developments that I've had many questions on from some of my peers and from some of the deans on campus and it was really a narrow view on that. I'd be happy to talk at length at some future point about where our prioritization is going. We're going through with the goals I shared in the beginning. We're actually going through a unit-by-unit plan developing action items to determine if we're actually hitting the target. I have units that are solely dedicated right now to a teaching and learning focus, specifically with the instructional innovation team, and they're not represented at all in this presentation. For me, our focus is very much on student success and faculty success. That's why we're here. We're a support organization, we're a service organization, and if we miss that target then there's something we didn't do right.

B. UPDATE BY SENIOR PLANNING OFFICER NANCY COHEN ON ACCREDITATION SITE VISIT

Nancy Cohen, Senior Planning Officer: As you know, as we've gone through before, this is our re-accreditation year for the New England Association of Schools and Colleges (NEASC). You'll soon hear the acronym NECHE. NEASC will still exist but the commission on accreditation that's a subunit of NEASC, for assorted federal regulation reasons, needed to be separate. Their new acronym is NECHE and you'll be hearing that over the year. We're going to have a site visit from external reviewers who will review our comprehensive evaluation self-study. We needed to address nine standards and one-hundred eighty-four sub-standards. This is how we got there. There are a lot of compliance standards and I would say that half of the people in this room have contributed to compliance issues whether it's in the Library or in integrity or research; there were a lot of contributions around compliance. And, then, there's the whole strategic side of it and the cues for that all came from the Strategic Plan and the Strategic Plan Refresh. So, if you were among the working groups on the strategic plans or the Faculty Senate Councils that responded to those, you will see a lot of those familiar words and themes come through in that final self-study. The site visit is October 21 to 24. There will be a lot of meetings going on. The Rules Committee will be meeting with them. There will be simultaneous open meetings with faculty, staff, and students, so not all nine of the reviewers will be in the room at the same time. CPARC will be meeting with them. They are going to the Mount Ida campus for a site visit next week and they will be going to the UMass Center in Springfield where Nursing and the MBA programs go on. They'll also be observing some Shorelight classes early in the morning. Here is a listing of a lot of the other meetings and most of those will be around issues within the standards of concern, around integrity, around finding out from faculty and students and administrators if the information that we write reflects the situation as we see it on the ground. There are actually two volumes of our self-study: the first volume is the main event and then the second is the appendix and there are a lot of additional documents in that. That's all at the www.umass.edu/planning/neasc site. You can see all of standards and you can also find out about the members of the review team. As we have more information about a finalized team visit, we'll put that up there as well. You also have, in the packet for Senators, the frequently asked questions so that you can see a bit about how to prepare. Certainly reading the self-study section about the topic of the session will be the first level of preparation but also anticipating questions around quality and our views as they relate to those standards, I imagine. Dr. Susan Hunter, President Emerita of the University of Maine, is the Chair of the visiting team. I just want to say thank you to just about everybody in this room for helping to shape the self-study documents; there were about 300 people at our last count who contributed in one way or another whether through CPARC or Faculty Senate Councils or administrators in all sorts of units. A special thank you to Bryan Beck, Bryan Harvey, Christina Phillip in OIR, Martha Stassen, and Marcy Clark in Student Affairs because they were meeting weekly and biweekly for marathon meetings to pull all of the details together. Thank you.

C. PRESENTATION BY VICE CHANCELLOR FOR RESEARCH AND ENGAGEMENT MICHAEL MALONE “ CHANGES IN GRANT SUBMISSION AND MANAGEMENT”

Michael Malone, Vice Chancellor for Research and Engagement: Good afternoon. Thanks for the invitation. I'm here today to talk about some work that we're doing in the administration in support of sponsored research at the request of the Senate. Let me first say a few words about the strategic context for the work that we're doing. One of the things that we're very mindful of is the top twenty aspiration. As the Chancellor has said in some of his presentations, if you look at the group of institutions like us in the Top 20, they are north of about \$300 million in research spending. We're currently a bit above \$200 million. That, I would say, is a reasonably heavy lift. We're also focused on this idea of “plan, do, measure, and then repeat,” as a way to get continuous improvement, and that involves paying some attention to data where we have it and using that to inform our decisions and I'll say more about that in a moment. And, of course, in regard to efficiency and effectiveness, financial stability is an overarching theme. We don't want to spend money, especially on administration, unless it's absolutely necessary. There are many other calls on that money like students and faculty. But, on the other hand, we need some level of support to get things done. One thing that I want to cite is the IT strategic plan, and in that plan and even before that plan, there was a lot of attention given to electronic research administration. Some of you I know are familiar with our current systems. The short story on our current system is that it's due for replacement. Then, in our newly refreshed campus strategic plan “Innovation and Impact, if you look at Action Step 5, Goal 2, one of the priorities is to provide the infrastructure and support to conduct high-impact research commensurate with leading research universities. So, that's the context for it.

Now, I'm going to show you some data that we've been gathering for informational purposes for the decisions that we're going to come to in a moment. In Fiscal Year 2012, we processed about 2,800 proposals for the campus. On the chart, the orange bars are new proposals and the blue bars are continuation proposals. This is the last year that we added staff in my office, to either the Grants and Contracts Office, as it was called at the time, or the research business manager liaisons. If you look at these data, the top 25% of the load corresponds to 64 proposals a week and there were some weeks where we processed 100 proposals. There were other weeks when we didn't. So, that's quite a load and, at the time, we added some number of positions by benchmarking, in an AdQAD study, against aspirant and peer institutions and that's how we decided the staffing levels. If you fast-forward now to last year, 2018, you can see that the proposal load has gone up. We've gone up about 13% in proposals. We've also gone up in the peak loads without adding any staff. That's not going to continue forever; if we want to process more proposals, at some point, we will have to add more staff but we don't want to do that unless it's absolutely necessary because there are lots of other ways to spend that money. Just before the start of Fiscal Year 2014, in the spirit of this continuous improvement process, we started getting a lot of feedback about the transactions that we do with researchers. Every time that a proposal is submitted from our office to an external agency, the faculty member, the principal investigator, gets an email from us that asks, “How did we do?” “Are you satisfied?” “Not satisfied?” “Very dissatisfied?” “Tell us more if you have something to say about how we can improve things.” So, if you look at Fiscal Year 2014, the dark green portion represents about 72% of the replies were “I am very satisfied.” That's good. The next group was satisfied, there were a few people who were neutral, and there was a certain fraction up to about 5% who were dissatisfied or very dissatisfied. And, from that, we got a lot of feedback that led us to make process changes, to do additional trainings, to speak with colleges and departments about how they could help us, because this is a shared responsibility. You can see that, over the last five years, the levels of satisfaction have improved quite a bit. Last year, FY 18, was the first year since we started the surveys that we've had no responses of “Very Dissatisfied” – none. We'd like to have them all very satisfied but we're not there yet.

When we receive an award from an external funding agency, we do the same thing. We ask, “How did it go setting up the award?” You can see that there is more dissatisfaction on the award side than there is on the proposal side, although we've also been able to make some progress there. The main progress, I think, came early on from process

changes such as setting up pre-establishment accounts; we will now do that automatically if it's not done in two weeks on its own. Partway into FY 17, we moved our Grants Accounting Office off-campus and situated them on the same floor, in the same space, as the grant accountants in the Administration and Finance operation. That has also proved to be very productive because, when we get an award, it's negotiated by people in my office and executed legally and then it's passed to Grants Accounting. The easier that you can make that hand-off, the more satisfied researchers are going to be. Our goal is to continue this and I'd like to come back here, hopefully soon, with a chart that just has nice big green bars representing very satisfied researchers.

Let me tell you about the current objectives in my office. We're targeting mainly an increase in faculty and staff productivity with this new electronic research administration system; I'll say more about that in a moment. We're going to continue to use feedback and additional metrics like the time it takes to process transactions to improve service. For instance, we know that we still don't give comments quickly enough when people hand us a proposal; we'd like to be able to get back to them before the day it's due so that they have time to make changes if they're needed. We'd also like to reduce the time to establish awards. We want to create capacity for an increased volume of proposals and the proposals that we're getting are becoming more complex. Finally, we want to increase support for large proposals. At the National Science Foundation, those are often termed center level proposals; at the National Institutes of Health, they're often called U proposals or P proposals, program grants. Part of our effort there is also to provide project management for the start-up of projects. We're hearing a lot from the research community "I would not take on one of these large projects because I'm afraid that I might win it and don't know if I would be able to carry it off." So, we're going to set up some project management capability.

Let me now talk about our electronic research administration (ERA) system which is called SmartGrant. That was a small upgrade of something that we had for many years called Grant Application Management System (GAMS). GAMS started many years ago as a consortium in which we were a member, Penn State was a member, Ohio State was a member, Maryland was a member; long-story short, we are now the only R-1 university left in this group. This technology is quite old and our IT colleagues tell us that the technology underneath is really in need of replacement; no one, I think, disagrees with that. We did a number of focus groups with faculty and staff over the last year or so. We talked to other campuses and found out what they were doing. We put out a request for bids, of course. We got several and looked at two in depth. We wound up choosing a product called Kual Research; that's the replacement for SmartGrant. This slide shows a sampling of Kual Research's customers: there are a lot of notable R-1 universities that have adopted this technology. We've spoken with some who are going through a conversion right now and they seem pretty satisfied with the way it's going, specifically the University of Maryland at College Park and the University of California at San Diego. We had our Kual kick-off yesterday so there will be some additional training that's needed and it will be disruptive to you and your staff because any time that you change systems it's disruptive. But, we really think that it's important and that it will provide better service. There will be no more major upgrades of systems. This tool is delivered in a continuous way just like your desktop is updated. There are no big switching costs. It's cloud-based. Researchers will be able to see proposals, awards, and protocols all in a single dashboard which we think will improve productivity and there will be more to come on this.

Let me tell you about a significant reorganization we made in Grants and Contracts; this goes all the way back to an AdQAD study that we had done by a consulting group named Huron in 2011. This is an organizational chart for my office. If you look on the lower left, the communications staff is one person. The pre-award services, which is the part of Grants and Contracts that used to handle proposals plus the staff that were called research business manager liaisons; that's fourteen FTEs. Unhappily, we're down four of those fourteen FTEs right now. Three of them are open positions; we've already searched and failed so we're searching again. One is a family leave. So, please bear with us; if you've noticed a diminution in service, it's not because of the way we're organized but because we have these open positions. We've also created an Office of Research Project Management and Training. There's one

person there right now but what are not shown here are the virtual teams that we will put together, for instance, to capture large proposal opportunities or to set up large awards. They'll be drawn from both our offices and from college and department offices as people are available and that's the way that we plan to give people support on large grant activities. We've also taken steps to reduce some of the compliance checking that we do at the time of proposal submission and that's helped us be more efficient. We did a pilot program with the College of Information and Computer Sciences last year in which the College staff checked all of the specific requirements of a particular opportunity; we checked, as we are mandated to do by the Board of Trustees, compliance with federal, state, and university regulations and overall agency guidelines. That led to a more efficient submission process and no failed proposals. Also, we need to devote more attention to awards.

Finally, we are considering changing our internal deadlines. Shortly after I took this position nine years ago, we established a model based on the UC Berkeley approach which says that the proposal is due to us five days ahead of its deadline at the agency. Up until two days before the deadline, you can still modify the technical content as long as you don't change what we need to review. Some institutions have gone to more nuanced deadlines, for instance, of six, seven, or even eight-day deadlines for very complicated proposals. What I didn't show you was the increased complexity of proposals. We have many more subcontracts now. That's consistent with our rise in our rankings. There are more people who want to partner with us on opportunities. We have new requirements for data use agreements, for data security agreements, for data management plans where we collaborate with the Libraries and for industry collaborations and we have more international partnerships. We will, of course, assess whether we need to add any staff but, for an increased number of complex proposals, that alone might not help us because you can only have so many staff checking a proposal at one time. So, we've posted this proposed set of deadlines. We had four faculty focus groups in the spring. We got more than 90 comments on this that we went through very carefully. We're going to post a new version of this for another 30 days so that the community can comment on this because, as a kind of best practice, I like for our office to always be seeking community input before we implement something and surprise people. So, we're going to go through this system where we can, unless it's an emergency, of a kind of thirty-day period for public comments. We'll digest the comments. If we need to do it again, we'll do it again until we have enough input from the community so that we're confident that people understand what we're trying to do and so that we have a lot of good suggestions and upgrades to the process. That's all I had to say but I'll be glad to take questions. Thank you.

Senator Marinos Vouvakis: On your previous slide, could you please elaborate on how the distinctions between a non-standard proposal, a standard proposal, and a complex proposal are made?

Vice Chancellor Malone: Yes. A standard proposal would be a single PI NSF Grant or an all-UMass PI NSF Grant. If there's more than two subcontracts, we would say that is a non-standard proposal. We do need more time to process subcontracts because sometimes we need something from the other institutions and we can't do that quickly. We're going to come out with a more refined version of this. If you have any doubt, just get in touch with us and we'll figure it out together.

Senator Vouvakis: My second question has to do with some of the data. So, these figures are percentages. Could you please comment on the number of responses in relation to the total number of proposals?

Vice Chancellor Malone: Yes, in fact, I can. Here are all of the raw numerical numbers. So, the average response rate is 38% on the proposals. So, in FY 18, we had 528 responses: 442 were very satisfied, 81 were satisfied, 3 were dissatisfied, and 2 were neutral. We monitor this very carefully. Sometimes the ad-hoc comments that we get about what didn't work or how we can do it better are more important. The response rate for the awards has generally been a bit less. I think it's partly because the deadlines are so sharp at the proposal stage.

Senator Vouvakis: In 2018, for example, we didn't get 321 awards.

Vice Chancellor Malone: We got way more than that. So, the response rate is about 18%. Some people don't respond.

Senator Vouvakis: And on the previous one, what was the response rate?

Vice Chancellor Malone: 38%.

Senator Rebecca Spencer: I appreciate this too. I'm glad to have the opportunity to give feedback. But, for quite a while, I didn't know that this feedback was going anywhere, so it is good to know that it is going to your office. I will also add that, for me and my awards, by the time I've actually gotten the money, I've gone through so much red tape that filling out one more survey is about the last thing on my mind, so I suggest not hanging too much weight on these green bars. I have an award that was funded on March 31st; it is almost October and I still don't have an account number for it. That's just one example. I also think that we are now getting better at award submission but where we'll failing is managing those awards; for instance, all summer long I've tried to hire staff for the awards that I've been given and I absolutely cannot hire the staff that I need because of problems in HR and other issues that we're having. So, I appreciate that we're taking a step forward but I think that, now that we're really good at submitting the awards, we need to be better at supporting those who get the awards.

Vice Chancellor Malone: Yes, we agree that we need more improvement on the awards side. In many ways, I think that that is a higher priority. When you submit the proposals, statistically 80% are not going to get funded but the awards are here. So, we should make sure that those get set up as quickly as possible. That's one of the reasons that we collocated awards staff in my office on the same floor, in the same space, as the grant accountments. We have more work to do, I acknowledge. I also know that with the hiring for some of these complicated tasks, especially in our neighborhood of Western Massachusetts, in this labor market, it is hard to find people. I think that we need to figure out more creative ways to do that.

Senator Spencer: I will also clarify that it's not a matter of not finding them. I had a line of people with HR paperwork this summer but HR had issues following through with that, but thank you.

D. ELECTIONS

1. Associate Delegate to the Board of Trustees

Nominee: Joseph Black, English
Senator Black was elected by acclamation.

2. One At-Large Member of the Rules Committee

Nominee: Lisa Green, Linguistics
Senator Green was elected by acclamation.

3. Chair of the Rules Committee (*elected from among the five at-large members*)

Nominee: Bruce Baird, Languages, Literatures and Cultures
Senator Baird was elected by acclamation.

E. ANNOUNCEMENTS

1. Principal Administrative Officers

John McCarthy, Provost and Senior Vice Chancellor for Academic Affairs: I guess that I will give the remarks that the Chancellor would traditionally give. First, welcome back. I hope that you had a productive and enjoyable summer. And, now, we're hard at work again.

We've had some really good news. One piece of good news that I think you're all aware of is our ranking by U.S. News & World Report. The U.S. News ranking is something that we do pay some attention to; the rest of the world pays an awful lot of attention to it. There are some aspects of it that are of relatively modest value, such as the reputational survey. I got it for the first time. It's just a long list of colleges and universities and you're supposed to rank them or you just say, "What do I know about them? Almost nothing." On the other hand, there are other aspects of it that are actually of some value to pay attention to, particularly those aspects that are focused on student success, which is a major priority of ours, has been, and will continue to be in the years ahead. One of the important metrics for student success, one that helped get us to our rank of 26 among national public universities from U.S. News is our completion rate. We do a very, very good job on student completion. We could do better but, for example, U.S. News has a metric they call the comparative relative completion rate in which they look at what you would expect the six-year graduation rate to be based on the inputs, the quality of the students you take in and so on. We actually beat that very significantly and among the top 30 universities, only one institution, Rutgers, does better than us on that. In absolute terms, our six-year graduation rate has been rising steadily. In fact, in the data that is not incorporated into this U.S. News ranking of 26 but in the data for the academic year that just ended on September 1st, we believe that we will reach 80% six-year completion for the first time. That's a major achievement, a milestone that we're very proud to have reached; we'll reach it with rounding if we don't get it exactly because we know that, even in May, we were above 79.5%. So, that's something that the whole institution can really be proud of because it's a massive effort by all of us to ensure that the students are educated well, to ensure that they are helped to succeed in their courses, that they are advised to take the right courses, that they progress through their majors, and that their financial and personal needs are being met. And, so, those are really important aspects of what we are doing.

I'm also pleased to report that, as usual, our incoming class is the most accomplished and most diverse ever; it's sort of boring – we say that every year – but it's actually really exciting. Our incoming first-year student enrollment is actually up 7%. That was an intentional move. So, it's 5,021 as of this morning. That's a 7% increase done quite deliberately because our graduation rate has improved so much; because our graduation rate has improved so much, our enrollment was actually slipping so we need to take in a larger group of first-year students in order to maintain the enrollment that our campus is really designed for. So, that group has an average SAT score that's higher than in the past; it's 1294, almost 1300. The adjusted average GPA is 3.9. You may wonder how you can have an average of 3.9; it's because of the adjustment for advanced placement courses and Massachusetts students have more advanced placement courses than students in any other state. The diversity of the class is very impressive, as well: 32% of the students are ALANA, 17% of them are from historically underrepresented minority groups. The split is roughly 70% in-state students and 30% out-of-state students; of those out-of-state students, about one third of them are international students, putting us at 10% international students. That's a goal that we've had for some time and we don't really think that we're going to go much higher than that; that's about where we think we should be for our campus. Graduate student enrollment is now close to 7,000; it was about 6,950 this morning.

On the faculty side, we have somewhere around 57 new tenure-track hires that were made. Not everybody is starting this month. Some people will start in a semester or a year because of post-docs and other things. The diversity of the new faculty hires is really impressive; 55% of them are ALANA and 31% are from historically underrepresented minorities. This is the result of really intensive efforts by our departments, our chairs, and our deans to help increase the diversity of the faculty which is a critical aspect of what we're trying to accomplish here. We've had some success as a result of a couple of programs that were introduced from my

office last year. We revived the spousal hiring support and we have also adopted something we call the Pathways program to help support diversity in hiring.

We have a new location, the Mount Ida campus, the campus of the former Mount Ida College, or the Newton campus as some of us would prefer to call it. We closed on that property on May 17th and we opened on September 1st with a barbeque for the Veterinary Technology students who we took on at that campus; those students are some of the newest transfer students at UMass Amherst. As we move forward, it's going to be very important that we make full use of the Mount Ida campus. There are tremendous opportunities to be had there by having this kind of outpost, this additional location, in the Boston area. One aspect of it is internships for our students, internships that are curricular, built into their curriculum, that aren't just summer internships; they can be co-ops, semester or even yearlong opportunities like that, integrated with our curriculum. At the University of Connecticut, for example, 70 majors have internships built into their curriculum in some way or another. You click on a major like English and you see a sheet describing the internships, what the opportunities are, what places students have worked in, what types of jobs they've had and so on. How many curricular-type internships do we have in our majors? Less than you can count on one hand; not 70 to be sure. So, that's an opportunity that, because of our rural location, we've never been able to fully exploit; but, with the 800 beds on the Mount Ida campus and the facilities there, we can accomplish so much. We're also looking at things like graduate programs that can be placed there and have access to the much larger residential population in the Boston area and corporate alliances, things related to start-ups and entrepreneurship: all of the kinds of collaborative opportunities that we can do.

We reached agreement with the Massachusetts Society of Professors on a new contract. We're still waiting for the state to fund the raises in that contract but I think that it's a really good agreement that we've come to.

We've had a number of transitions of various types. Mark Fuller, Dean of the Isenberg School of Management, has become the Vice Chancellor for Advancement and Alumni Relations; because of that vacancy, Tom Moliterno has been appointed the Interim Dean of the Isenberg School of Management. Claire Hamilton has been appointed Associate Provost and Director of TEFD. Michelle Budig has been appointed Vice Provost for Faculty Development. Carolyn Bassett is our new Associate Provost for Student Success, so she's working with Vice Provost Barr and also with Student Affairs on that very important student success aspect of what we do. We are in the process of conducting searches for two deans, in Isenberg and in Engineering since Tim Anderson announced that he is stepping down, as well as for the Director of the Fine Arts Center since Willie Hill announced that he is retiring.

We have some really big goals for this year. One is the Mount Ida project that I just told you about. We're going to continue focusing really hard on student success; it is a great thing for our students. In fact, one aspect of it that I think is important is that we can actually see that, for our students graduating with debt, the debt is not rising. In fact, in constant dollars, the debt is decreasing and that's because they're finishing faster; if you finish faster, you accumulate less debt and you get out in the labor force sooner.

I will represent the Chancellor by reminding us of the mantra of "planning, assessment, and continuous improvement." We're going to keep doing that and that's very critical to our moving forward. Under the leadership of Associate Chancellor Anna Branch, we will continue our work on campus climate; you've seen the posters around that campaign that she has started which I think has been very effective. Under the leadership of John Wells, the new Senior Vice Provost for Online and Continuing Education, we will be building up a quality-based online education project that closely integrates the day side and the night side if you want to call it that. The things that have always been seen as fundamentally distinct will be much more closely integrated. There's a great phrase that the Chancellor has introduced: "We are creating an integrated, multimodal, multigenerational educational enterprise organized around a single quality-driven faculty." This is not Purdue Global, which is just Kaplan with the Purdue name attached to it. This is something that's intrinsic to what we do. It is a way of extending the scope of our great faculty to a much broader audience that we can reach. You'll also be seeing new developments in relation to the branding of alumni and advancement or fundraising.

Finally, on a personal note, I am grateful to those of you who supported me to be named as regular Provost rather than Interim Provost on July 1st. From time to time, I wish that those of you who might have opposed me had been more effective. I want to thank the other Vice Chancellors who have been so great to work with. I also want to thank the people who work in my office: Senior Vice Provost Carol Barr, Senior Vice Provost Tillman Wolf, Senior Vice Provost Farshid Hajir, Senior Vice Provost John Wells, Associate Provost Michael Eagan, Vice Provost Jim Roche to whom we owe the wonderful admissions results that we got, Associate Provost Deb Gould who is the most essential person in my office, and a new addition, my Chief of Staff Erica White, who joins us from the UMass President's Office. So, I'm very pleased that we're all back here and I look forward to the year ahead. Thank you.

Andrew Mangels, Vice Chancellor for Administration and Finance: Good afternoon and welcome back. Over the summer, the Administration and Finance staff were working very hard preparing the campus and doing a lot of construction work over the summer. Many of you still see some of the remnants of it. As soon as classes are out, we really hop right to getting a lot of the construction projects initiated and completed before the students come back. A lot of work occurred on the Isenberg addition over the summer and we're looking at a January 2019 move-in date for the Isenberg School. The Physical Sciences Building opened over the summer. There was a coordinated move-in of a lot of the research activity, some of which is still sort of ongoing, but that's a wonderful building if everybody has a chance to take a tour of it; it is a beautiful facility. We finalized some plans on the Student Union Building. The new renovation will start in January and we're in the process of relocating a lot of the functions and activities that occur in the Student Union to other locations on campus, quite a few of which we're going to be moving to Bartlett Hall, so that's another very exciting project that we're going to be starting, I think, in the spring.

As you may have heard, yesterday there was an initial vote of the Board of Trustees to authorize us to pursue a public-private partnership on two projects, one for a thousand-bed apartment-style complex primarily for undergraduate and some graduate housing. This is something that came out of the "student experience master plan." Many of you may be aware that our housing stock is primarily of the traditional double-corridor style, most of it was built in 1970 or earlier, and this has come up as a strategic need that the students have asked for, more apartment-style one- and two-bedroom apartments. So, we are looking for a developer to take on that project. Also, as you are probably aware, the North Village family housing complex is deteriorating. It was built in 1971. As units have started to really deteriorate we have decided to not reinvest in them. Instead, we're looking at a replacement complex of about the same size that we have there now, with about the same number of units or perhaps additional units: probably about 250 units up there. So, we're excited about that opportunity to be providing for our graduate students and their families.

I have a couple of other items. We have engaged a new virtual textbook provider. I think that I reported last year that Amazon is exiting the textbook sourcing business, so that partnership has ended, and this semester was the last semester that you all will have sourced your books through Amazon. Starting next semester, we'll be sourcing the books through a company called eCampus. We did a rather robust RFP process that included some faculty; Senator Baird was on the selection committee. This is a company out of Lexington, Kentucky that focuses exclusively on textbooks and we're excited already by the level of interest and attention that they're providing to the campus. The Amazon pick-up point will still be present and operating as that is a separate deal with Amazon and I think that students and many faculty and staff have found that to be a convenient pick-up point for Amazon deliveries.

On the Auxiliary Enterprises, there is also the finalization of designs on the new Worcester Dining Common. Worcester Dining Common is our oldest dining common and it's actually the most used dining common for lunches given the proximity to a lot of academic buildings. So, we're going to be replacing the Worcester Dining Common with a new dining common that will be in front of the current dining common and then we'll replace the parking on the current Worcester Dining Common site; we're just going to flip the parking lot and it will be behind the new Worcester Dining Common. We've been working to relocate some the people who park in Lot 63 during the two-year construction period. We're excited about this; it will be a new modern

facility. We looked at renovating the old building but the design of it wasn't going to produce a new, modern type of flow for the students, so we decided to go ahead and build a new one; it was about the same price. The Worcester Dining Common will also have a top floor which is going to have some student activities space. One of the things that's lacking on the Northeast side of campus is student activities space, so we added some space up on the third floor for things like performance, rehearsals, and meeting spaces that the students had asked for in that student experience master plan.

The other thing that's going on in Auxiliary Enterprises is the conversion of currently about 200 03 temporary, benefited employees over to fulltime employee status. We took a hard look at the makeup of the employee mix in the Auxiliary Enterprises and found that there were a number of positions of employees that had been with the University for a while and we decided to take a look at the positions and convert those into fulltime benefited positions. So, although it's causing some cost pressures, as you might expect when you convert somebody to a fully benefited position, it's something that that Auxiliary Enterprises is committed to, providing a fair and equitable compensation package for all of its employees. So, we did about 200 over the last two years and I believe that we may be looking at maybe another 200 in FY 2020; that's going to be of great benefit to the staff.

Then, lastly, of course, once again, we were named number one dining in the nation, again with a celebration by the Princeton Review and USA Today. I think it goes hand-in-hand with some of the comments that Provost McCarthy made although I think sometimes Ken Toong thinks that the only reason students come here is because the food is so good; I try to tell him that it is part of why students come here, but I think that it represents our commitment to excellence that we try to exhibit throughout all of our activities here at the University and I think that it's paying off with the number and quality of first-year students and transfer students that we're getting. Thank you.

2. The Secretary of the Faculty Senate

MJ Peterson, Secretary of the Faculty Senate: The reason that the Chancellor is off campus at the moment is that he is celebrating the Hindu holiday of Ganesh Chaturthi. It is the birth of Lord Ganesh, lord of beginnings, protector of wisdom and patron of the arts –

Senator Steven Brewer: – and remover of obstacles.

Secretary Peterson: It is actually a bit more complicated than that: he is remover of obstacles for the benevolent and placer of obstacles for the malevolent, but, because the benevolent are regarded as being more numerous, we understand him more as remover of obstacles, but he is actually a placer of obstacles to those who deserve them. Under University policy, everyone is entitled to observe their most important religious observances; we excuse Chancellor Subbaswamy today and will hear from him in October.

I also want to say thanks to two outgoing members of the Rules Committee, first to Professor David Gross, who is completing a three-year term as an At-Large Member, two of which he spent as Chair and he has been excellent Chair of the Rules Committee, so thank you very much, David. And, then, to Marilyn Billings. Marilyn was first elected to the Rules Committee in 2004. She was Chair of the Rules Committee in 2006-2007, so that was her last year as an At-Large Member. She was then immediately elected Associate Delegate to the Board of Trustees and she has continued to serve as Associate Delegate to the Board since September 2007. She has completed her service and her successor has just been elected. She is a major presence at the Board and I think that they are going to notice when she does not show up. We thank her for those many years of service in the Rules Committee, first as an elected member and then as an ex-officio member.

I want to thank a number of people who finished Senate service in the Spring: Ina Ganguli of Economics, Ernest May of Music & Dance, Ruthanne Paradise of Chemistry, Linda Smircich of Management, Pat Vittum of the Stockbridge School, Ernie Washington of Teacher Education and Curriculum Studies, Rod Warnick of Hospitality and Tourism Management, and Donna Zucker of Nursing.

We have a number of new Senators and I'd like to welcome them and say a little about them.

- Pamela Aselton is Clinical Associate Professor and Director of the Doctorate in Nursing Practice program, obviously in the College of Nursing.
- Melissa Baker, Assistant Professor in Hospitality and Tourism Management, focuses her research on effective provision of services but she has a sideline interest in edible insects.
- Joseph Black, Professor of English, we have just elected Associate Delegate to the Board. If I tell you that he specializes in Early Modern British literature, you might figure that he pays attention to novelists and he reads a bunch of people that the rest of us don't bother with anymore, but his research actually has a depth that has more contemporary parallels because he is interested in the material and social contexts within which these literary productions were made. He's also interested in the pamphlet warfare that broke out in Early Modern England and the activities of various oppositional communities that were usually the source of this; so, this sounds like an early form of social media.
- Elena Carbone, Associate Professor and Chair in the Department of Nutrition, does a lot of community based research focusing on how low-income, culturally diverse populations in the United States get hold of and use health information in their daily lives and this is an important thing because it has to do with helping people better understand what she should and should not eat to avoid obesity and cardiovascular problems and so on, and we know historically that low-income communities have much less access to this information and this knowledge than others.
- Michael DiPasquale has a title to rival some of our administrative titles in length: he is Extension Assistant Professor of Regional Planning. He is a practicing architect who specializes in finding ways to repurpose older industrial buildings – he's done work in Springfield, in Northampton – and he's also very interested in development of mixed-use communities.
- Lisa Saunders, Associate Professor of Economics, whose research focuses on labor economics and the places of women and minorities in the workforce, is a familiar face coming back.
- Atul Sheel, another newcomer, is Associate Professor and Associate Department Chair of Hospitality and Tourism Management, and he's particularly interested in the investment, project feasibility, and financing side of understanding hospitality enterprises.
- Cassandra Uricchio is Lecturer and Program Coordinator for the Associate's Degree program in the Stockbridge School.

Welcome to our new Senators. Welcome back to our continuing Senators. I look forward to a productive year together.

3. The Chair of the Rules Committee

Senator Bruce Baird, Chair of the Rules Committee: Recently, we were at a Rules Committee meeting and a person who had been on campus for quite a long time confessed that he had no idea what the Rules Committee is. Since there are new Senators here and perhaps others like this person, I thought that I would take a few seconds to talk about what the Rules Committee is and then give my report. The Rules Committee is one of the standing committees of the Faculty Senate and we're in charge of setting the agenda for Faculty Senate meetings, reviewing Bylaws, conducting elections, and acting in place of the Faculty Senate over the summer and winter breaks. Then, there is this curious thing: we receive advice from and advise the administration, which means that we meet with the administration once a month and we ask about things and sometimes they have things that they want to tell us. So, my report will usually be an indicator of some of the advanced things on our radar that we may then send off to a committee or we may have a presentation that we then want to have presented to all of you. For example, on July 23rd, 2018, at our meeting, we had Chris Misra come in and talk to us about IT on campus and we decided that he should give a presentation to all of us. We had a May 14th meeting with the administration at which we got an update at Mount Ida, we discussed processes by which associate deans are appointed, and we heard about the campus climate survey. On July 23rd, we again met with the administration: we had another Mount Ida update, we heard about the reorganization of the Office of Research and Engagement, and we had a presentation on undergraduate admissions yield. On August 20th, we heard a presentation about the public-private partnerships, we got an update on the two new

associate provosts for faculty development and TEFD, and we got a presentation on the fiscal year 2019 budget. Finally, we heard a presentation about the University Without Walls and the online education initiative. At our own regular Rules Committee meetings, we sometimes just set the agenda for these meetings; I won't bore you with that. But, on April 27th, we met with Matthew Dalton from IT and Gabriela Weaver from TEFD. Thank you.

4. The Representative of the Massachusetts Society of Professors

Senator Steven Brewer: Professor Weinbaum had an obligation and asked me to briefly report for her. We have a new contract as you've heard. We're still stalled on getting the money actually pushed through for it but that should happen soon and then you should see a full year of retroactive pay increases plus the current year as of July 1st. On the contract, we are very thrilled with the process and the outcome on this campus especially; we thought it went very well, we are very pleased with that, and we hope that you are, as well. There are a whole bunch of highlights and good things that I could tell you about that are in it, but there are meetings next week on Monday and Thursday at noon at the Campus Center; you're encouraged to come and find out about all the details about what's in the contract then.

The one thing that's really important to take back is that MSP has set up several joint committees with the administration to hammer out details in about seven areas: there will be one for Title IX and sexual harassment procedures – one for gender equity – one to look at teaching evaluations, the online SRTIs, and recommend methods for holistic teaching evaluations – one for research and extension faculty – there's going to be a computer science teaching professor track pilot that people might want to get involved in – a pay equity process committee that will replace the old salary anomaly salary process – and then one for online course development. So, if you people who are passionate about any of these things, I would encourage you to reach out to your colleagues or yourself if you're interested in serving and get involved in these efforts because they'll transform how many things happen on this campus. Thank you very much.

F. QUESTION PERIOD

Senator Richard Bogartz: My question is for Provost McCarthy. You mentioned an 80% rate for completion by six years. First, I want to clarify: is it 80% of the people who start? Then, do you have any information on the 20% who don't finish in six years?

John McCarthy, Provost and Senior Vice Chancellor for Academic Affairs: We lose 9% between years one and two, students from out of state being more likely to leave than in-state students. I don't know that we've actually looked into where they all end up; that's something that institutions with very low completion rates do because they want to kind of claim the students who eventually graduate from other institutions. We can look into that.

Senator Bogartz: Are there any numbers on the people who don't finish in six years but do finish in more than six years?

Provost McCarthy: It does not add very much, a few percent. Some institutions look at their eight-year completion rates, but beyond that, I think, they don't. By the time six years has elapsed, there aren't many who are still enrolled.

G. ACTIONS TAKEN BY THE RULES COMMITTEE ON BEHALF OF THE FACULTY SENATE OVER THE SUMMER 2018. APPROVAL OF THE FOLLOWING:

MJ Peterson, Secretary of the Faculty Senate: These were actions dealing with details of programs or dealing with administrative things that needed to be in place before September 1st, which is why the Rules Committee presumed to act over the summer.

1. **New Courses:** BMED-ENG 210 “Introduction to Bioengineering” 4 credits and ASIAN-ST 380 “Self and Ethics in the Great Books of Asia” 4 credits.
2. **Special Report of the Graduate Council concerning the Creation of a Concentration: Forensic Accounting in the M.S. in Accounting Program, as presented in Sen. Doc. No. 18-078.**
3. **Special Report of the Academic Matters and Program and Budget Councils concerning the Creation of an Undergraduate Certificate in Professional Translation and Interpreting, as presented in Sen. Doc. No. 18-079.**
4. **Special Report of the Academic Matters Council concerning the Extension of Continuation Requirements for the Major in Kinesiology Through the 2020-2021 Academic Year, as presented in Sen. Doc. No. 13-035A.**
5. **Special Report of the Academic Matters Council concerning the Policy to Standardize Admission Requirements for Majors in the College of Engineering, as presented in Sen. Doc. No. 18-080.**
6. **Special Report of the Research Council concerning a Revision of the Schedule for Reviews of Centers and Institutes, as presented in Sen. Doc. No. 18-081.**

MOTION: That the Faculty Senate affirm the actions taken by the Rules Committee on behalf of the Faculty Senate over the summer 2018, as listed on this agenda, Item G.
01-19

The motion was adopted.

H. FINAL REPORT OF THE JOINT TASK FORCE ON STUDENT SUCCESS LEARNING OUTCOMES (JTFSSLO)

MJ Peterson, Secretary of the Faculty Senate: This report is coming forward as mandated for the information of the Senate but the people who really know the most about this are Co-Chairs Carol Barr and Claire Hamilton. I was not on this particular taskforce; I can only remark the tendency to pronounce its acronym as “jet-slow” and that we should probably avoid self-contradictory acronyms in the future.

Associate Provost Claire Hamilton, Co-Chair of JTFSSLO: We were asked to look at the general terms that would be consistent across campus for looking at assessment; we did it and that’s in the report. We were asked to look at the development of learning objectives that would demonstrate the values that we hold for our undergraduates in terms of the preparation for their personal and professional lives. We did that, that’s attached to the report, and that’s also mapped onto what’s called CARP, the community agency responsibility and proficiency, which is included in the strategic planning. I’ll go back and say that this group – the people involved are listed at the top of the report – spent a long time going through various materials to develop this. We were also asked to explore the current assessment practices that are being done across campus in relation to these learning objectives and to make recommendations for future assessment practices for future assessment practices and that’s attached to end of the document, as well. Are there any questions? Thank you.

The report was received.

I. NEW COURSES

(CONSENT AGENDA)

[A consent agenda may be presented by the Presiding Officer at the beginning of a meeting. Items may be removed from the consent agenda on the request of any one member. Items not removed may be adopted by general consent without debate. Removed items may be taken up either immediately after the consent agenda or placed later on the agenda.]

<u>COURSE</u>	<u>TITLE</u>	<u>CREDITS</u>
BCT 414	Sustainable Building & LEED Certification	3
ENGLISH 257	Interactive Fiction: Performance, Play and Games	4
GERMAN 260	From Mozart to Rammstein	4
HISTORY 275	The Craft of History	4
HISTORY 282	Global History of Sport	3
INFO 248	Introduction to Data Science	4
THEATER 329	Contemporary Native American Performance	3
ARCH 560	Voices from the Field	3
EDUC 455	Early Childhood Education Planning and Assessment	3
HISTORY 428H	Nazi Germany	4
MUSIC 520	Music Composition for Visual Media	3
NURSING 540	Epidemiology for Clinicians	3

MOTION: 02-19 That the Faculty Senate approve the courses BCT 414, ENGLISH 257, GERMAN 260, HISTORY 275, HISTORY 282, INFO 248, THEATER 329, ARCH 560, EDUC 455, HISTORY 428H, MUSIC 520, and NURSING 540, as recommended by the Academic Matters, General Education and Graduate Councils.

The motion was adopted.

J. NEW BUSINESS

1. Special Report of the Academic Matters Council concerning a Revision to the Certificate in General Business Studies, as presented in Sen. Doc. No. 19-001.

MOTION: 03-19 That the Faculty Senate approve the Revision to the Certificate in General Business Studies, as presented in Sen. Doc. No. 19-001.

The motion was adopted.

K. OLD BUSINESS

1. Amendment to the Special Report of the Nominating Committee concerning Nominations to Faculty Senate Councils and Committees, as presented in Sen. Doc. No. 18-059A.

MOTION: 04-19 That the Faculty Senate approve the Amendment to the Special Report of the Nominating Committee concerning Nominations to Faculty Senate Councils and Committees, as presented in Sen. Doc. No. 18-059A.

The motion was adopted.

The 779th Regular Meeting was adjourned at 5:14 p.m. on September 13, 2018.

Respectfully submitted,

MJ Peterson,
Secretary of the Faculty Senate