

UNIVERSITY OF MASSACHUSETTS AMHERST  
OFFICE OF THE FACULTY SENATE

Presiding Officer W. Brian O'Connor called the 719<sup>th</sup> Regular Meeting of the Faculty Senate to order on September 13, 2012 at 3:30 p.m. in Herter Hall, Room 227.

A. WELCOMING REMARKS FROM CHANCELLOR KUMBLE SUBBASWAMY  
(QUESTIONS AND DISCUSSION TO FOLLOW)

(See attached)

Senator Michael Sugeran was very pleased to hear that Chancellor Subbaswamy's plan is not to pursue, as he said, "vague notions of academic status," as that is not a good direction for the University. The argument that programs that have a greater impact on the Commonwealth resonate with alumni and other stakeholders is important. He wondered if the Chancellor had ideas as to how to rebuild the infrastructure for engaged scholarship, civics programs, and things like that, considering recent budget cuts that may prevent them.

Chancellor Subbaswamy stated that he must first answer by saying that he doesn't know enough yet to formulate specific plans. The second answer, as the Rules Committee may have shared, is that there is a unique opportunity for the University to start addressing those issues in that the University's accrediting body, NEASC, has required the University to submit a strategic plan by the end of July 2013. This presents a great opportunity for us to ask questions about how we want to go forward. Everything will not be spelled out by July, but a roadmap will be created.

Senator Richard Bogartz noted that the Chancellor mentioned economic and demographic considerations. He wonders about political considerations. We live in a political environment. The decline of public funding to universities didn't begin with the recession; it had begun long before that. The consequences of the decline in the funding of public education in general and public universities in particular include increased difficulty for students to go to universities, and, when they do, they find themselves in greater and greater debt. Another consequence is that university research activities become more and more dependent on corporate contributions. What form of innovation does a school like UMass Amherst need in order to engage the political issue? We have always been advised that we need to keep a low profile and not say anything because we might get punished. But we get punished anyway because there is a general punishment regime against public education.

Chancellor Subbaswamy quoted a well respected social critic and university leader who said, "A university must stand for absolutely nothing." A university is a marketplace for ideas, so all ideas are to be welcome. There is a fine line regarding how politicized a university can be. As individual faculty members, we are all free to engage in social and political criticisms. Research organizations, such as the Public Policy Institute or the Department of Economics, are free to engage in that kind of scholarship. But as an institution, the University does, indeed, have to be careful. In the cause of education, in the cause of improving the Commonwealth, we appeal to all parties. We don't have any issue with dealing with anyone who is in power in terms of arguing strongly for reinvestment in public higher education and reinvestment in research universities in particular. We will continue to do that. It would be a mistake to capitulate and say that, basically, we are going to privatize. Many public universities have taken that route as their tuition costs approach those of private universities. That is the wrong approach. One of the greatest assets of this country is the system of public research universities. We need to demonstrate value further by pursuing innovation while addressing these issues. We will not only do applied work or work that has a direct impact on the Commonwealth. Arts, Humanities, even Physics, which entails long-term research, should all be pursued. But appealing to our roots as a land-grant University can take us a long way, and there are many issues that can make us more relevant again. The pursuit of prestige has afflicted many universities. This is a call to come back and address the cost issue so that there can be affordable access to excellent education. Going back and appealing to the societal obligation to invest and reinvest in higher education is something that we'll continue to do.

Randall Phillis, President of the Massachusetts Society of Professors, spoke briefly on MOOCs. These massive online open courses being developed by Stanford, MIT and the like have garnered much press. However, we should be mindful of the press and PR. A residential university, where we get to meet face-to-face with students and engage them personally in discussion with each other and faculty, can represent a transformative experience for students. Few students are transformed by MOOCs. Although there has been much press about taking giant free courses at MIT, MIT hasn't canceled its undergraduate program. Nor has Stanford or Yale or any of the other institutions developing MOOCs. They have figured out a way to make a splash. At this University, we have special talent for truly and deeply engaging students in the type of learning that cannot be done at a computer. If we don't get that word out effectively, then we have failed. Not because we haven't done the job, but because we haven't sold the value.

Chancellor Subbaswamy wondered if someone were to ask President Phillis to “prove it,” if he could. To some extent, outcomes assessment begins to address that issue. Of course, some of the value of the face-to-face interaction may only be apparent five or ten years down the road. We are being asked at what cost these outcomes come. Driving a Lamborghini is a transformative experience, but at what cost? There is a tremendous spirit of innovation at this campus, let’s unleash it.

Ernest May, Secretary of the Faculty Senate, noted that integration has been a challenge at this campus, as at most large campuses. We have Student Affairs, Academic Affairs, and Research Affairs as the big three. They tend to work independently of each other. How could that be more integrated without becoming so diffuse that you can’t get anything done? Secondly, American research universities are regarded as a model that the rest of the world wants to emulate. But we are faced with a lot of competition. Some places, such as India and China, have costs that are considerably less than those in the United State. What are the threats to the preeminence of institutions like UMass Amherst?

Chancellor Subbaswamy noted that even the British university system has transformed to look more like the American system. The larger process across Europe is to develop a uniform degree. Even China and India have transitioned from very specialized education models towards a more liberal arts-based curriculum. It is true that we continue to have an advantage in the broad education curriculum offered at both the undergraduate and graduate levels. The cost factor is illusory and transitory. As businesses are now discovering in terms of the cost advantage of call centers and outsourcing, there comes a point when the cost advantage disappears. In places like China, where research universities can pop up seemingly overnight, they are discovering that it is not cheap to run a quality institution. Whether it is through government subsidies or tuition, money is needed. The question is ultimately whether or not we can recapture the compact with society that seemed to exist in the post-war era and remain a society where upward mobility can exist. This message should find resonance in Massachusetts.

Senator Max Page welcomed Chancellor Subbaswamy, noting that by all reports it appears that there is a new era of respect for the UMass Amherst culture and a new transparency in the Chancellor’s office. Chancellor Subbaswamy has reiterated a point in the press about football, stating that the University will never let its investment in sports undermine its investment in academics. Senator Page believes it already is, and there are many people in the faculty that will support taking a different direction with football when that time comes.

Chancellor Subbaswamy emphasized that it is not an issue of “when” but “if,” and reiterated that he and members of the faculty will agree to disagree on many issues.

Senator Page noted that Governor Patrick is finally saying that he is ready to do better by public higher education than he has done in his first six years in office. Given that, and given the many chances that Massachusetts has blown to reinvest in higher public education, what is being proposed that would represent a dramatic investment that Governor Patrick could hang his hat on as he goes on, possibly, to bigger things?

Chancellor Subbaswamy noted the complexity of the question. He has had a one-on-one conversation with Governor Patrick, and, among other things, the Governor would like to do something that addresses the disparities between western Massachusetts and eastern Massachusetts. He is certainly looking to UMass Amherst as an important player in that goal. There is a lot of cynicism about engagement with Springfield that needs to be reassessed. As a public research university, if we are going to be relevant, if we are going to be taken seriously, if we want to—as we need to—argue for reinvestment in higher education, we need to show that in those ways in which we can affect a positive outcome for those disparities, that we will. We have a lot going on. But we don’t necessarily have a strategic, priorities-based approach. We need to take a fresh look at K-12 school engagement. The faster we show a more serious engagement, and a more strategic engagement with western Massachusetts, the more likely we will see benefits. No matter what the University of Massachusetts does as a whole, UMass Amherst will have a primary role in dealing with Springfield. That is one concrete thing we can do. Every other press story says that something will happen, and now is the time to make something happen. Our students, while blessed with living in the best college town in the country, will, for the most part, ultimately be working in urban environments dealing with urban problems. Exposure to those issues while on campus is a tremendous benefit for students. There is no guarantee from the Governor, but we have the good fortune right now of having many sitting commissioners in the Governor’s Office that come from western Massachusetts and would like to see dramatic improvements in this area.

Senator Andrew Donson wondered what plans Chancellor Subbaswamy has to get to know the faculty.

Chancellor Subbaswamy noted that this is a challenge. While a dean at Indiana University with a faculty of 800 in his college, after six years, he was able to know about 500 of them, to address them by first name and know how many children they had. So, first and foremost, he’ll need six years. A fine balance must be found between time on and off campus, particularly with the fundraising and politics that are so important this year. He needs to know how to use his time to best serve the University. Chancellor Subbaswamy has been attending college assemblies, and he will continue this periodically

and answer any questions. The best way to gain confidence in an administration is to ask questions and receive answers. If a famous scientist, scholar, or artist is coming to the campus, he hopes that the hosting college will involve the Chancellor's Office. Down the road, Hillside will be utilized to bring groups of faculty, students and staff together to meet with the Chancellor and his team.

Senator Audrey Altstadt made a pitch for raising the profile of the College of Humanities and Fine Arts. It is more difficult to measure HFA's successes. There are great programs and departments. HFA alumni include Kenneth Feinberg, the Special Master of the 9/11 Fund; and Thomas Krajeski, the current U.S. Ambassador to Bahrain. Is there a model, or have models been considered, to help HFA measure its achievements? The College is unlikely to receive any million dollar grants, and it is difficult to compete in an environment in which those are the benchmarks.

Chancellor Subaswamy stated that the proudest moment of his life was when he was the dean of arts and sciences in a college that was equally divided between humanities, sciences, and social sciences. There were struggles. It is much easier to flaunt \$180 million in research than 25 books published in a history department. The humanities are not in competition with the sciences in terms of resources on campus. The University values history and art and art history as much as it values the sciences. If it doesn't appear that way now, it will under Chancellor Subbaswamy. He appreciates the value of the arts and humanities both in terms of their educational endowment and as cultural and social capital. How do you translate that into elevator speeches? Public intellectuals capture the imagination of society. If you mention someone who not only publishes scholarly books but also has columns in the *New York Times*, that is something that resonates with the public, and we are a public institution. There was a time when history departments did not tenure or promote those who engaged in public intellectual history. That's changing. Encouraging engagement with the public is one way for the humanities to emerge as strong forces in society and on campus.

**B. NEW BUSINESS (FOR AY 2011-2012)  
ACTIONS TAKEN BY THE RULES COMMITTEE, ON BEHALF OF THE FACULTY SENATE, OVER THE  
SUMMER 2012**

1. Approval of 9 new courses:  
AFROAM 244 "Afro-American Poetry: Beginning to 1900" 3 credits  
AFROAM 245 "The Slave Narrative" 3 credits  
AFROAM 344 "Black Speculative Fiction" 3 credits  
CMPSCI 326 "Web Programming" 3 credits  
NRC 586 "Natural Resource Inventory of Local Lands" 3 credits  
ECO 602 "Analysis of Environmental Data" 3 credits  
ECO 632 "Applied Multivariate Statistics for Environmental Conservation" 3 credits  
EDUC 683 "Women in Higher Education" 3 credits  
EDUC 747 "Programming for Psychometric and Statistical Modeling" 3 credits
2. Special Report of the Academic Priorities, Graduate and Program and Budget Councils concerning a Graduate Certificate in Transit Management and Operations, as presented in Sen. Doc. No. 12-051 with Motion No. 62-12.
3. Special Report of the Committee on Committees concerning Nominations to the Academic Honesty Board, as presented in Sen. Doc. No. 12-052 with Motion No. 63-12.
4. Special Report of the Rules Committee concerning the Establishment of an Ad Hoc Committee to be named the Joint Task Force on Student Learning Outcomes Assessment (JTFSLOA), as presented in Sen. Doc. No. 12-053 with Motion No. 64-12.
5. Special Report of the Undergraduate Education Council concerning the Establishment of an Ad Hoc Committee on Open Educational Resources (AHC00ER), as presented in Sen. Doc. No. 12-054 with Motion No. 65-12.
6. Special Report of the Rules Committee concerning an Exceptional Waiver of the Language Requirement in the College of Humanities and Fine Arts for Students with a Primary Major in the College of Social and Behavioral Sciences, as presented in Sen. Doc. No 12-055 with Motion No. 66-12.

**C. OLD BUSINESS (FOR 2011-2012)  
(ACTIONS TAKEN BY THE RULES COMMITTEE, ON BEHALF OF THE FACULTY SENATE, OVER THE  
SUMMER 2012)**

Special Report of the Committee on Committees concerning Nominations to Faculty Senate Councils and Committees, as presented in Sen. Doc. No. 12-050B with Motion No. 61-12.

D. OLD BUSINESS (FOR 2009-2010)  
(ACTIONS TAKEN BY THE RULES COMMITTEE, ON BEHALF OF THE FACULTY SENATE, OVER THE SUMMER 2012)

Special Report of the Academic Matters Council concerning the 2012-2013 Academic Calendar, as presented in Sen. Doc. No. 10-027D with Motion No. 29-10.

MOVED: That the Faculty Senate affirm the actions taken by the Rules Committee over the Summer 2012, as listed 01-13 on this agenda, items B, C and D.

Senator Joseph Bartolomeo, Chair of the Rules Committee, moved to amend Sen. Doc. No. 12-050B, the Special Report of the Committee on Committees, to add Donna Zucker of the School of Nursing to the membership of the Program and Budget Council.

The amendment was seconded and adopted.

John Lenzi, Registrar, explained that the change to the 2012-2013 Academic Calendar is to add a missing notation. On November 14, 2012, a Monday class schedule will be followed. This was left out of the original document.

The motion was seconded and adopted as amended.

E. ELECTIONS

One At-Large Member of the Rules Committee  
Nominee: MJ Peterson, Political Science

Senator Max Page nominated Senator Steven Brewer of Biology. Senator Page worked closely with Senator Brewer when Senator Page was President of the Massachusetts Society of Professors. Senator Brewer is a board member of the MSP. As a Senior Lecturer, as a specialist in computers and online education, and in a host of other ways, he brings unique perspectives that would be especially beneficial to the Rules Committee.

Senator Steven Brewer spoke on behalf of his nomination, stating that it is his third term as a Faculty Senator, and that he has served on a number of Faculty Senate councils and committees, giving him extensive knowledge on the important decisions the campus needs to make. The Chancellor has identified the need to document the value of a face-to-face education. Senator Brewer co-chaired the committee where the Biology Department developed and adopted learning goals for the major. These learning goals have been influential to pedagogy in the Department and a model for other departments across campus. He has long advocated this approach as the foundation of a grassroots assessment strategy that could document to external constituencies the value of a UMass education. We must move in this direction before a countdown is imposed upon us. Furthermore, as a science educator, instructional technologist, and internet strategist, Senator Brewer is familiar with the technologies and approaches being used to develop MOOCs and has insight into their strengths and limitations. He has been a champion of the campus' growing use of free software. UMass has adopted Drupal and now Moodle to build network infrastructure. A key facet of this approach is having the intelligence, i.e., people, to adapt the resources to the particular needs of this campus. Senator Brewer, as a non-tenured faculty member, is interested in assuring that the academic rights and freedoms of all UMass faculty are protected. The current events surrounding Barbara Madeloni remind us that attention to this principle is both important and necessary. Finally, as many know, Senator Brewer is committed to open and transparent faculty governance.

Senator MJ Peterson noted that there are clearly areas where she and Senator Brewer's positions overlap. She is also strongly interested in being in the open source world, following these issues because of her interest in technology and politics. She is also concerned in demonstrating the value of in-person education. There has already been some reduction in public enthusiasm for online education, but the point needs to continue being made that there are things that you can do online, but some things can only be done face-to-face. As a tenured full professor, there are areas where Senator Peterson will not have identical perspectives with Senator Brewer, but the fact of being a tenured full professor does not make Senator Peterson any less committed to academic freedom, to the rights of individual faculty members and individual research clusters to pursue their agendas and engage in the research they choose, or to the public transmission of research and conclusions from research. Senator Peterson was originally elected to the Rules Committee as a temporary replacement, on short notice. She has not been in the Senate as long as Senator Brewer, but she has been active on a number of Senate Councils, including being a member and co-chair of the Athletic Council. She has followed University athletic issues very carefully and

understands the forces that have led people to be interested in moving to the FBS Football subdivision, but she is also very attuned to the idea that this could be financially disastrous, and that the University is on the right track by saying that it is moving forward with football while keeping it under constant review; if it turns out to be a financial disaster, we have to come to a “fish or cut bait” situation, and may end up cutting bait. Senator Peterson taught at a number of universities, public and private, for ten years before arriving at UMass. She has a sense of types of campuses, the differences in dynamics between publics and privates, and what it is that makes a public university a special thing that does need particular political defense. Finally, Senator Peterson brings to the Rules Committee her continued willingness to learn; she is learning everyday, is happy about it, and will continue to do so.

While ballots were being counted, Senator Richard Bogartz offered a comment on football at the University: So far, all of the discourse has been about whether it is a financial success or a financial ruin. There is much more to it. There are the consequences to the bodies of the people who engage in the sport. There is the separation of the alumni from the campus by moving football east. There is the risk of accident as we have students traveling, accompanied by alcohol, to Foxborough. There is much that goes on besides the financial business, and we ought not lose sight of that.

Nominations were closed and Senator MJ Peterson was elected to the Rules Committee.

Chair of the Rules Committee

Nominee: Joseph Bartolomeo, English

There were no further nominations from the floor.

Senator Joseph Bartolomeo was re-elected as Chair of the Rules Committee by acclamation.

**F. BYLAW CHANGES**

Special Report of the Rules Committee concerning Bylaw Changes, as presented in Sen. Doc. No. 13-001 with Motion No. 02-13.

**MOVED:** That the Faculty Senate approve the Bylaw Changes, as presented in Sen. Doc. No. 13-001.  
**02-13**

*(Inasmuch as these are changes to the Senate’s Bylaws, this is the first of three readings of this motion. It will be read again at the 720<sup>th</sup> and 721<sup>st</sup> regular meetings of the Faculty Senate and voted on at the 721<sup>st</sup> meeting. The motion may be debated and amended at all three meetings.)*

**G. NEW BUSINESS**

1. Special Report of the Academic Matters, Academic Priorities and Program and Budget Councils concerning a Concentration in Sports Journalism, as presented in Sen. Doc. No. 13-002 with Motion No. 03-13.

**MOVED:** That the Faculty Senate approve the Concentration in Sports Journalism, as presented in Sen. Doc. No. 13-002.  
**03-13**

The motion was seconded and adopted.

2. Special Report of the Academic Priorities, Program and Budget and Research Councils concerning a University of Massachusetts Innovation Institute (UMII), as presented in Sen. Doc. No. 13-003 with Motion No. 04-13.

**MOVED:** That the Faculty Senate approve the University of Massachusetts Innovation Institute (UMII), as presented in Sen. Doc. No. 13-003.  
**04-13**

The motion was seconded and adopted.

3. Special Report of the Rules Committee concerning the Establishment of an Ad Hoc Committee to be named the Joint Task Force on Strategic Oversight (JTFSO), as presented in Sen. Doc. No. 13-004 with Motion No. 05-13.

MOVED: That the Faculty Senate approve the Establishment of an Ad Hoc Committee to be named the Joint Task Force on Strategic Oversight (JTFSO), as presented in Sen. Doc. No. 13-004.  
05-13

Secretary May noted that this Joint Task Force is an example of Chancellor Subbaswamy's collaborative approach. The University is required to create a response to NEASC by next August, addressing the Framework for Excellence. Rather than creating a solely administrative group, Chancellor Subbaswamy has decided to create a joint group with the faculty. There will be ongoing strategic planning, as it is impossible to have a strategic planning exercise that reaches into the depths of the organization with such a short timeframe, but this group represents the commencement of an ongoing effort. The Rules Committee will continue to talk directly with the administration as this process progresses, but this is a salutary opening initiative in the area of ongoing strategic planning.

The motion was seconded and adopted.

Secretary May moved to suspend the rules in order to make a minor adjustment to a document that was just adopted, adding one member to the Joint Task Force on Student Learning Outcomes.

The motion to suspend the rules was seconded and adopted.

Secretary May moved to amend Sen. Doc. No. 12-053A to add to the membership the Dean of the Commonwealth Honors College and the Vice Provost for Undergraduate and Continuing Education.

The amendment was seconded and adopted.

## H. ANNOUNCEMENTS

1. Principal Administrative Officers

Chancellor Subbaswamy thanked the Senate for its welcome. He looks forward to working with the faculty.

Provost James Staros updated the Senate on two major administrative searches. Associate Chancellor Susan Pearson has retired. She is managing to continue her duties in a post-retirement mode, but will be out of office in January. A search is going on for a new Assistant Provost for Academic Personnel. This person will take over MSP negotiations from Associate Chancellor Pearson. Chancellor Subbaswamy will likely open another new position at an appropriate time. Negotiations have been reopened with the original finalist candidate for Dean of the College of Engineering. Provost Staros was on the telephone with that individual immediately before the Faculty Senate meeting and is hopeful that a new Dean of the College of Engineering will be announced this semester.

Michael Malone, Vice Chancellor for Research and Engagement, noted that his office and the Office of Information Technologies have formed a faculty working group to advise on research computing needs. This is not entirely due to the advent of the Massachusetts Green High Performance Computing Center, although that is certainly a component. There is a representative from the Research Council and each school and college. An announcement of the process for the Research Support Fund and the current MSP contract is in process and will be made no later than next week. Vice Chancellor Malone invited the Senate to look at the main UMass webpage for Research Next, which has been upgraded over the summer in collaboration with Vice Chancellor Kennedy's office. The Life Science Laboratory Building is on schedule for move-in on April 1, 2013. Finally, after a long campaign of support by the other campuses and the President's Office, the state has instituted a grant-matching program for research grants and has guaranteed half of its \$50 million in capital money to the University of Massachusetts system.

Jean Kim, Vice Chancellor for Student Affairs and Campus Life, noted that UMass Amherst had a very successful opening to the new school year with, among other things, a centralized, reservation-based move-in process and—for the first time ever—completely electronic check-in for residential students. The second year of the Fall NSO went well. There has been a robust set of activities. Vice Chancellor Kim thanked all those on campus for contributing to the successful opening of the school year, especially the more than 100 faculty and academic administrators who have helped with the process. Finally, there are about 100 remaining copies of this year's common read, *Ready Player One*, that are available to faculty.

## 2. The Secretary of the Faculty Senate

Secretary May announced that at the next Senate meeting, there would be a discussion of online and blended learning. The panel will include Vice President John Cunningham (who is currently also serving as interim CEO of UMassOnline), Rick Adrion, Marilyn Billings, and John Wells from the online MBA program. The discussion may not get as far as MOOCs, but MOOCs will be addressed at a later date. There has been a review of UMassOnline by an outside group, and John Cunningham can update us on that. UMass had relative success in online education for its first ten years, but this is a fast-developing field. We need to stay on top of this and be among the innovators in the next generation of online and blended learning. Following that, we are hoping to have a discussion on the appropriate incorporation of diversity in post-racial America, especially in higher education. There are a number of cases that have come up, and one before the Supreme Court right now, that might change the landscape. Finally, the Board of Trustees is talking about some pretty heavy stuff that we want to stay on top of.

## 4. The Faculty Delegates to the Board of Trustees

Senator W. Richards Adrion, Faculty Delegate to the Board of Trustees, stated that the Trustees have been busy. Subcommittee meetings were recently held and the full Board meeting is forthcoming at the Worcester campus. The Board of Trustees has a new Chair, Henry Thomas, from Springfield. Ruben King-Shaw, who was formerly Vice Chairman of the Board, is still Vice Chairman of the Board. And Jennifer Healey is our new Amherst campus voting student representative. In addition to the five committees that meet in the two weeks before the Board meeting and the two other committees that meet occasionally (Compensation and Governance), the President has decided that more committees were necessary. There are two ad hoc committees: one on athletics, which is largely focused at football at this campus; and one on online education, which led to the discussion to have a panel meeting at the next Faculty Senate meeting. Additionally, there are two task forces. The Efficiency and Effectiveness Task Force is led by Maria Furman. That task force is looking at efficiencies in four areas: procurement, energy, IT, and academics. They have been moving toward a much more centralized model for managing the five UMass campuses. The Long Range Planning Task Force is chaired by Larry Carpmann, a UMass Amherst Journalism alum who runs a communications company. That task force focused on the UMass Amherst master plan at its most recent meeting, as well as the UMass Building Authority strategy. As Ernie said, the A & F meeting discussed weighty issues such as President Caret's push toward getting a 50/50 plan, which entails getting the state to fund 50% of education costs. The state used to fund 70% of education costs; it is now around 40%. Part of this deal would be keeping fees flat.

## 5. The Representative of the Massachusetts Society of Professors

Randall Phillis, President of the Massachusetts Society of Professors, welcomed the Chancellor, noting that we are actually nice people who are also energetic, smart, and who do lots of good things. The MSP is eager to work with the new Chancellor. He then thanked Susan Pearson upon her retirement. She has been a tireless and dedicated servant to the University. Professor Phillis and Associate Chancellor Pearson have sat across the table and argued and had differing opinions frequently, but Associate Chancellor Pearson has always worked in good faith and with great energy. Finally, the MSP has 17 committees it needs to populate. There is a Workload Committee, Work-Life Committee, Research Support Committee, Continuing and Professional Education Committee, Contract Faculty Committee, Senior Professor Committee (which addresses the issue of how to acknowledge the service of faculty who are promoted to full professor early in their careers), Personnel Committee, Tenure Standards Committee, Voting Criteria for Personnel Committee, PMYR Re-evaluation Committee, Teaching Evaluation Committee. Those are only the committees agreed to in the most recent contract. Additionally, there is the MSP Grant Selection Committee, Political Outreach Committee, Grievance Committee, and a number of representatives on Faculty Senate councils. There is a lot to do. It is hard to get people to do it all, because everyone is busy doing a lot of other stuff. President Phillis argued that the most important committee listed is the Workload Committee. He encouraged the Senate to beat the bushes to find friends and colleagues to populate these committees and engage in this work in a professional and serious way.

### I. QUESTION PERIOD (10-Minute Limit)

Senator Frank Hugus reminded the Senate of the final meeting of the spring, when several senators rose to express concerns regarding the newly-required background checks of all new hires at the University. He wondered if there had been any developments with that issue, and, if no one present could speak on it, if a report could be given at the next meeting.

Provost Staros noted that a representative from Human Resources would have the most accurate information.

Secretary May asked John Dubach, Chief Information Officer, if he could comment on the problems with SPIRE on the first day of classes.

CIO Dubach stated that they are not exactly sure what happened. There were no significant changes that the Office of Information Technologies were aware of. The problem was in the firewall intrusion detection system. At that particular time, SPIRE was being probed by an unusually large number of external computers. This is something that happens all the time, but it was about ten times the usual activity. Still, the OIT experts don't believe that caused the problem. No one probably cares what the problem was, only that it won't happen again. There are two or three theories being investigated. Some early Saturday morning, OIT will see if it can reproduce the situation and remedy it.

The 719<sup>th</sup> Regular Meeting of the Faculty Senate stood adjourned at 4:57 p.m. on September 13, 2012.

Respectfully submitted,

Ernest D. May  
Secretary of the Faculty Senate

UNIVERSITY OF MASSACHUSETTS AMHERST  
OFFICE OF THE FACULTY SENATE

From the 719<sup>th</sup> Meeting of the Faculty Senate held on September 13, 2012

ADDRESS BY CHANCELLOR KUMBLE SUBBASWAMY

Ernest May, Secretary of the Faculty Senate, introduced Chancellor Subbaswamy. Chancellor Subbaswamy received his B.S. in Physics in 1969 from Bangalore University, his M.S. in 1970 from Delhi University, and his Ph.D. in physics in 1976 from Indiana University. He spent the next ten years ascending from assistant professor to full professor of physics at the University of Kentucky. In 1992, he became a fellow of the American Physical Society. From 1993 to 1997, he chaired the Department of Physics at the University of Kentucky. From 1997 to 2000, he served as Dean of Arts and Sciences at the University of Miami. From 2000 to 2006, he returned to Indiana University to serve as Dean of Arts and Sciences, where he experienced Responsibility Centered Management (RCM), a highly decentralized system with rather autonomous schools. He raised \$120 million for A & S and made numerous academic improvements. From 2006 to 2012, he was Provost and Director of the Research Foundation at the University of Kentucky. There, he led the campus effort to respond to a legislative mandate to become a top-20 university by 2020. He has assumed numerous other responsibilities as well, such as being a member of the board of NACUBO, an unusual post for a provost; he was program coordinator for the AAU's annual Arts & Sciences Dean's Meeting; and he was a presenter at the Big Ten Fundraising Institute. Chancellor Subbaswamy has a rare combination of high intelligence and aspirations, a wealth of relevant experience in academia and higher education administration, realistic grounding, a very warm personality, and a wonderful sense of humor. He seems to be as comfortable getting into the weeds of university life as viewing the whole enterprise from 30,000 feet. We have great confidence that he is exactly the right person to guide the Commonwealth's flagship public university to become all it can be.

Chancellor Kumble Subbaswamy thanked the Senate for the privilege and honor for the opportunity to speak and to be the Chancellor of such an outstanding campus. He then addressed the Senate:

Secretary May mentioned the state of Kentucky's mandate that the University of Kentucky become a top-20 university by 2020, and you will notice that I did not stay there until 2020. I like to say that both the president and provost would be arrested if that goal was not achieved, as it was a legislative mandate.

I truly believe that a vibrant and constructively engaged faculty governance body is essential for the well-being of a campus like ours. I am committed to transparency and consultation. You might not always agree with my decisions, but you will know exactly how and why I made them. I have worked closely with the Rules Committee for the past couple of months. I am grateful to Professors Bartolomeo, May, Whitehead, Billings and others who have freely given me their council and advice. I am happy to be here before the entire Senate.

I want to talk about my vision for the campus based on all the conversations I'm having with both internal and external audiences around the University. I am going to share with you what I have learned so far, and it's an evolving picture.

Before that, however, I would like to make a few observations. Some of you have been on the faculty for many years and have seen too many Chancellors come and go. Some of you may not have a full appreciation of the unique nature of the campus on which you serve and the incredible impact it has on the Commonwealth of Massachusetts. UMass Amherst has more in-state alumni, about 117,000, than any other college in Massachusetts, whether private or public. The Amherst campus contributes more than \$1.5 billion of economic activity to Massachusetts. As a newcomer looking at UMass Amherst with fresh eyes, I can tell you that this is an impressive and very dynamic campus. This fall's incoming class is the most accomplished first-year class in the history of this campus. The class of 2016 includes approximately 4,560 students with an historically high academic profile, their old SAT combined mean of 1196 and an average high school grade point average of 3.66. This comes while preserving a very diverse student body. The Commonwealth Honors College allows us to recruit the best and brightest not only of students but faculty as well. Exciting programs attract talented faculty and students alike. No other public college or university in New England has anything quite like it. This fall, over 600 Commonwealth Honors College students arrived on campus with an overall high school GPA of 4.15 and combined SAT scores of 1345. There are a number of programs on campus that are acknowledged national leaders. Food Science, Kinesiology, Polymer Science, Engineering, and Linguistics have

long been ranked among the country's top programs, public or private. Many other programs are emerging as leaders. The Isenberg Online MBA program is ranked tenth in the nation for quality, marketability and affordability. Isenberg's Hospitality program is ranked sixth in the nation. I run into Isenberg HTM graduates at every convention I attend. UMass Amherst is a top-ten school for internships, according to *U.S. News and World Report*. We are third in the nation for Gillman Scholars who win study-abroad scholarships while receiving Pell Grants. We conducted research that led to \$181 million in research expenditures last year. In 2011, the University was selected by the federal government to lead a consortium of seven universities and host a major new center, the Northeast Climate Sciences Center. The Center for Collaborative Adaptive Sensing of the Atmosphere (CASA) receives funding from the National Science Foundation as a coveted engineering research center. Alternative energy research initiatives include microbiologist Derek Lovely's discovery of the geobacter species bacteria and its capabilities for energy transfer; microbiologist Susan Leschine's development of the Q microbe to turn biomass into ethanol; polymer scientist Thomas Russell's work to make less expensive and more efficient solar power cells out of polymer films; and chemist Sankaran Thayumanavan's design of a hydrogen fuel cell that could make that technology more efficient by improving proton conductors. Our commitment to the environment is unmatched by public or private universities across the region and nationally. The campus received a gold and a top-ten rating from the Association for the Advancement of Sustainability in Higher Education's Stars System. The student-led Permaculture Garden, as is well known, was honored by the White House as a campus champion for change.

So what is it about the culture here that has allowed UMass Amherst to thrive at a time when so many public institutions have struggled? This is a place where a spirit of innovation has been integrated into every aspect of the campus, with an eye toward measurable positive impact on students and society as a whole.

Innovation, integration, and impact appear to be the key words that describe UMass Amherst and undergird its leadership role as the flagship campus of the public research university of the Commonwealth of Massachusetts. Some examples: the Center for Teaching and Faculty Development with its various programs and the two new team-based learning classrooms are serving as models for TBL classrooms planned for the University's New Academic Classroom Building. iCons, the Integrated Concentration in Science, integrates scientific expertise across disciplines and gives students the opportunity to work on real-world problems from the very first day; it was developed to produce the next generation of leaders in science and technology with the attitudes, knowledge and skills needed to solve the inherently multidisciplinary problems facing our world. The Integrative Experience requirement of the University's General Education curriculum addresses the challenges associated with educational fragmentation; positioned in the upper-division, the IE provides students with a structured opportunity to look back on their early college learning experiences, reflect upon, and make connections between those earlier experiences and the more advanced work of their major; and use that integrated learning to prepare for the demands of the world beyond the University. The UMass Innovation Institute is finding common ground with industry in the region to find mutually beneficial research and development projects.

Put simply, we *are* a leading public research university devoted to innovation, integration, and impact. But the only way we are going to continue to excel is if we continue to innovate. We are faced with an external environment bringing to us three imperatives: the economic imperative, the demographic imperative, and the technology imperative. With the country's economy still reeling from the recent recession, state appropriations for higher education have continued to decline or fail to keep pace with cost increases to maintain quality, resulting in significant increases in tuition and fees. Universities are under increasing pressure to control costs both from the legislature and also from the public. We are being asked to be more accountable. At the same time, innovative educational models such as the free massive online open courses (MOOCs) are calling into question the value of the more expensive residential, immersive model, particularly on a research university campus. Public flagship campuses like ours have turned to out-of-state recruitment, new construction funded by long-term debt, and other such measures that further call into question the future viability of our financial model. Serious consideration for cost containment must accompany the search for new revenue sources if the essential elements of the flagship research university are to survive. In talking to our various stakeholders—alumni, donors, legislators—I have found that the pursuit of vague notions of prestige that drive up the cost of running the University are not resonating with them. It comes across as a tired, old message. On the other hand, a message of leadership via innovation, integrative education, and increased impact on society excites them. I am confident that we will receive support for our pursuit of solutions to the Commonwealth's educational and economic challenges through innovation, while also advancing our own goals of moving up among public research universities in reputation and impact. If we don't innovate, we will be left behind. If we don't ensure that innovation is integrated into all aspects of our endeavors—educational, research, management—

**we will be left behind. If we don't see that our integrative innovation has an impact on the financial, demographic, and technology imperatives we face, we will be left behind. That impact should be felt in the pathways to jobs we create for our graduates—far too many of our graduates are still not finding their way to employment; the translational research we conduct that leads to alternative energy sources or breakthroughs in the Commonwealth's innovation economy; and in the agricultural advances, such as our Cranberry Station; or the impact we will have in closing the educational and economic disparities in the state. As the flagship campus of the University of Massachusetts, UMass Amherst is a leader in serving the public through innovative approaches to providing access to excellence in education and conducting impactful research that makes a real difference in the lives of the citizens of the Commonwealth and beyond.**

**I look forward to working with you in reasserting that leadership position for UMass Amherst in the years to come.**