

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

MINUTES: Presiding Officer Frank Hugus called the 595th meeting of the Faculty Senate to order October 4, 2001 in Herter Hall 227.

A. ADDRESS BY JOYCE HATCH, ASSOCIATE VICE CHANCELLOR FOR FINANCE AND BUDGET AND BUDGET DIRECTOR: "A COMPARISON OF REVENUES AND EXPENDITURES AT THE UNIVERSITY OF MASSACHUSETTS AMHERST AND SIX PEER INSTITUTIONS"

Vice Chancellor Hatch's presentation can be viewed online at:
www.umass.edu/af/systems/peer.pdf

QUESTIONS:

Senator Joseph Donohue asked to see how the money UMass devotes to Financial Aid correlates with the cost of tuition.

Vice Chancellor Hatch responded that that would be a next step to look at. She then added that you also have to take into account in-state vs. out-of-state tuition and tuition waivers that don't show up as scholarships.

Senator Marta Calas showed concern for the institutions that were chosen as peer institutions. She noted that the institutions were being compared across the board and wondered if the comparisons might be more meaningful if they compared areas that shared similarities with those of other institutions.

Vice Chancellor Hatch agreed that that was a good point. She then explained that in order to account for every dollar that every institution spends, they had to use every category, and include all of their costs or the total wouldn't be meaningful.

Senator Richard Bogartz thought it would be helpful to see this same information over a number of years rather than for just one year. He then wondered how money was broken down as far as intramural and extramural activity. He wanted to know how much was being spent on intercollegiate athletics as compared to student athletics.

Vice Chancellor Hatch explained that intramural activities are included in Student Services, and that the athletic budget serves the competitive athletic program. She then stated that they would like to look at the comparisons over a longer time period, and mentioned that the year 2000 data wouldn't be available for another month.

Senator Brian O'Connor recalled at least 6 academic programs being cut in the last ten years, while, on the athletic side, the Hockey program was reinstated and no programs were cut. He believed it to be unacceptable that the University is increasing athletic programs at the cost of academic programs. He thought that this situation should be brought to the attention of the Trustees and President's Office.

Senator Roland Chilton wondered if it would be reasonable to analyze the numbers presented to see what could be shifted to reduce any imbalances present.

Vice Chancellor Hatch responded that that task will be at hand, but that any shift of resources will need long-term planning, because items like Financial Aid and athletic programs constitute already made commitments to existing students.

Senator Juan Zamora stated that UMass should not try to become competitive at a level that they're not going to reach. He suggested reducing spending in athletics to a situation that won't be able to compete with Ohio, Indiana, California, Wisconsin, or Michigan.

Senator Robert Wilson thanked Vice Chancellor Hatch and her staff for putting the presentation together. He then asked: "What is the mission of our university? What is the academic mission and how does the spending of funds either fall in line with what we're trying to do or are contrary to what we're trying to do?" He also asked: "Given the spending imbalance per student on athletics, and UMass doesn't really spend a lot more on athletics than its peers, what would be the rationale that somebody in support of the continuation of this type of spending would use for its continuation rather than for its shifting?"

Interim Chancellor Marcellette Williams responded that they need a graph with the same set of peers for athletics as there are for academics. The dollars going into athletics are substantially different from the dollars that are going into athletics in the academic peer programs of the peer set that we used in this study. In terms of the rationale for continuing the program, the rationale, from my perspective, would need to be from the position of mission. The last approved mission statement of the Board of Trustees that we have on record makes a reference to athletics in a specific way. Our trustees recently have been talking about reviewing and renewing the mission for the system and for each of the campuses, so the relationship between how dollars are spent and the mission itself is a critical one.

Senator Craig Moore suggested that the presentation wasn't necessarily to be used as a tool to make policy changes relative to other institutions, and caution people about using it for that purpose. "First of all, we're talking about a sample size of six other universities. The fact that we only have six that we're being compared with in this study should tell us we're not like other universities. We're not organized in a way that we can fit into a much broader group of universities that have similar characteristics. So, to take those six, draw an average, and compare us with an average of those six, I think you have to be very skeptical about using the outcomes to understand how we're different. Second of all, the numbers that come out of this reinforce some of the things that came out of the study of the Program and Budget Council last year. It highlighted differences in student aid and athletics. It reinforces the kinds of questions that were raised, and indeed I think we have some important homework to do about focusing on those particular areas, and asking ourselves, to what degree are these things out of balance for our campus? To what degree does there have to be some reallocation of resources and expenditures? To what degree do we have to redouble our efforts to find new and different revenue resources on the revenue side? What kind of a plan do we need? My own personal opinion is that until the faculty, through its deans and colleges, has a vision of what it wants this campus to be, and begins to formulate and craft a plan to achieve distinction in those areas that are important, we're not going to go anywhere."

Vice Chancellor Frederick Byron agreed with Senator Moore and stated that another interesting thing that could be added to the charts is the deviation from the average. He noted that UMass' difference from the average in many columns was within that mean square deviation, and that the differences may not be enormously significant.

Senator Calas agreed that the small sample was a problem to take into account, but that there was still some value in these numbers if you compare the relationships of elements of the chart within one institution rather than among the peer institutions. In this way, you can see which areas are funding preferences at any of the universities.

Faculty Senate Secretary, Ernest May mentioned that several Faculty Senate Councils and Committees should get involved with this study to look behind the numbers and see what the circumstances are, why averages may be above or below, and discuss it with administrative officials involved to see if it has some message for improving the quest for excellence. "For example," he stated, "I think our Service Departments Committee is about to be resurrected, and Physical Plant comes out a bit high on this chart. We know our Physical Plant is in poor physical condition, which makes the maintenance of it much harder and we are in a relatively high cost area here in the Northeast. However, I think the question still needs to be asked, are we getting a good bang for our buck in terms of what we're spending there, since it is above the average?"

Senator O'Connor asked how he should defend the University's decision to spend more money on athletics than on academics.

Vice Chancellor Hatch explained that if you look at the actual dollars spent on athletics in comparison with academics, rather than the variance, you'd see that there's much more being spent on academics than athletics per FTE student.

MOVED: 01-02 **That the Faculty Senate urge the University and campus administration to commence immediately to correct the imbalances shown in the report "A Comparison of Revenues and Expenditures at the University of Massachusetts and Six Peer Institutions" by shifting expenditures back to core academic categories.**

This motion was seconded.

Senator Chilton stated that with this motion, the Rules Committee hoped to show that no more data is needed to show that academic programs have been cut and faculty positions have been consistently lost. The faculty just needs the will to say it's out of balance and it needs to be corrected.

Secretary May referred to the conditions surrounding the closing of the Consumer Studies department, noting that at least seven departments on campus have faculty of seven or less, and another eight or so have ten faculty or less. This makes them all close to not being able to deliver their curricula, and puts them at risk for termination as well. He then stated that it becomes very difficult, given UMass' budgeting model, to get a program back into viable condition once it has become marginal. Secretary May spoke in favor of the motion as a way to prevent money being taken from Academic Affairs to support other areas of the University, leaving positions unfilled and departments marginalized.

Senator Daniel Martin wanted to emphasize the amount of teaching being done at the University by non-faculty members. He would like to see the number of faculty members increased.

Senator Bogartz spoke in support of the spirit of the motion, but stated that if he were a member of the campus administration, he wouldn't know what it means to immediately correct the imbalances. He wouldn't know which imbalances needed correction because he didn't feel there was any guidance in the motion.

Senator Chilton stated that we need to look back at the chart to see the above-average expenditures for Financial Aid, athletics, Physical Plant, and the decreasing, below-average expenditures for the academic programs as areas that need to be looked at and changed. He suggested that the Senate must set the tone, and ask for money to be put back into academic programs.

Senator Gordon Wyse stated that he doesn't think the administration has significant doubts about the sense of the motion, that expenditures should be shifted back into core academic categories. He spoke in favor of the motion and noted that the Senate would continue to advise the administration about ways that might and might not work in order to follow through on the sentiment of the motion.

Senator Calas wanted to make sure that the Senate would be making a very good consistent argument with the intention of the motion, and thought that the data on academics should be more forceful than what appeared in the report.

Senator Wilson asked the administration to answer whether or not they felt there are any imbalances.

Interim Chancellor Williams stated that the short answer was probably yes, and that to correct the imbalances, they would begin by generating the necessary data that would allow them to better take the next steps.

Motion 01-02 was adopted unanimously.

B. ANNUAL REPORT

Annual Report of the University Press Committee, Academic Year 2000-2001, as presented in Sen. Doc. No. 02-004.

This report was received by the Faculty Senate.

C. ANNOUNCEMENTS

1. Principal Administrative Officers

Interim Chancellor Marcellette Williams announced that in an effort to protect the rights of the campus community, the University has been in touch with the General Counsel's Office regarding FBI requests for record information. She also mentioned that a statement made by the Board of Higher Education about immigration and naturalization notification should have been available by October 5, 2001.

Interim Provost Charlena Seymour thanked Deans Glen Gordon, Lee Edwards, Senate Secretary Ernest May and members of the Rules Committee for helping organize a series of panel discussions in response to the tragic events of September 11. She then announced that the Provost's website is now online at www.umass.edu/provost.

Vice Chancellor Javier Cevallos reminded faculty that students are still dealing with the events of September 11 in a variety of ways, and that any student who needs somebody to talk to should be referred to the Dean of Students Office for assistance. He also stated that the Faculty/Staff Assistance Program is available for all faculty and staff who need help in dealing with those issues.

Vice Chancellor John Mullin, in his first announcement before the Senate, stated that he had three objectives for the coming year for Outreach: 1) To find out what the University is doing in terms of outreach that is beneficial to the people of the Commonwealth; 2) To work closely with the legislature in terms of programs and initiatives to be sure that the University is providing all the support to the Commonwealth that it should; and 3) To put the Outreach Program in place for long-term action.

2. The Secretary of the Faculty Senate

Secretary Ernest May began by reading a letter from Vice President Selma Botman, noting that the Senate approved the Intercampus Graduate School of Marine Sciences and Technology last year on the condition of a review in one year from now:

"I'm writing to pass along good news. The Board of Higher Education approved the new masters and doctoral degrees in Marine Sciences and Technology today. Representatives from all participating campuses attended the Board meeting to show unanimous support for the program. We deeply appreciate that cooperation and assistance and we thank you for helping us achieve this important milestone."

Secretary May then thanked everyone for the tremendous turnout for Chancellor Lazare's report. He suggested that they owe Chancellor Lazare a great debt of gratitude for taking so much time to help the Amherst campus narrow and communicate its vision at the system level and in Boston.

3. The Chair of the Rules Committee

Rules Committee Chair Roland Chilton stated that the Faculty Senate had been included in a recent meeting where a message from the President's Office estimated how the budget would turn out for this year. He noted that, in consideration of the shortfall the University would face, this would be a good time to think about changing spending priorities so that the shortfalls don't start with academics.

4. The President of the Student Government Association

A liaison for the President announced that the SGA is functioning, and looks forward to working with the Faculty Senate on issues that the two bodies have in common. He stated that the SGA is eager to fill student vacancies on Senate Councils and Committees, and urged the Senate to contact the SGA at any time by calling, visiting their office, or making announcements at their meetings.

D. QUESTION PERIOD

Senator Jack Tager asked the Massachusetts Society of Professors about their vision about the funding of the faculty contract, and asked the Interim Chancellor if there was any information about next year's budget.

Massachusetts Society of Professors President Ronald Story answered that the MSP is cautiously optimistic that the contract would be funded.

Interim Chancellor Williams answered that both Speaker Finneran and the Governor's statement cautioned prudence for the coming year.

Hannah Fatemi, Assistant to the Student Trustee introduced herself to the Senate and explained that she would be serving as a link between the Faculty Senate and the Student Government Association and the President's Office and the Student Government Association. She then thanked the faculty on behalf of the student body for participating and helping the campus during the September 11 tragedy.

**The 595th meeting of the Faculty Senate stood adjourned at 4:53 p.m. October 4, 2001.
Respectfully submitted by Ernest May, Secretary of the Faculty Senate.
The proceedings of this meeting are available on audiotape at the Faculty Senate Office
dated October 4, 2001.**