

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

MINUTES: **Acting Presiding Officer Ernest May called the 608th meeting of the Faculty Senate to order on Thursday September 19, 2002 at 3:30 p.m. in Herter Hall 227.**

Professor Frank Hugus introduced Dr. Renzo Castelnovo, a member of the council of administration for the University of Siena in Italy where he teaches courses in economics and monetary policy. He was in attendance to present a medal to Chancellor John Lombardi in recognition of two recent academic agreements between the University of Massachusetts and the University of Siena.

Chancellor Lombardi accepted the medal on behalf of the University of Massachusetts at Amherst, acknowledging the long-standing relationship with the University of Siena and the tremendous cultural benefits that have come to UMass through that relationship.

A. SPECIAL MOTION OF THANKS TO PRESIDING OFFICER FRANK HUGUS

MOVED: **That the Faculty Senate express its sincere appreciation to Presiding Officer Frank Hugus 01-03 for his twenty years of service in the Faculty Senate, seven years of service on the Rules Committee, five years of service as Presiding Officer of the Faculty Senate and two years of service as Secretary of the Faculty Senate. His colleagues congratulate him on assuming a new position in the Campus Administration.**

This motion was seconded and adopted by acclamation.

B. ADDRESS BY CHANCELLOR JOHN V. LOMBARDI

For the full text of Chancellor Lombardi's address please visit our website at http://www.umass.edu/senate/minutes02_03.html.

Senator Roland Chilton asked how the University would be able to reward faculty performance (i.e. those who have obtained grants or have called attention to the university through publishing) since merit raises are part of the faculty contract, which has not yet been funded.

Chancellor Lombardi answered that the first thing to do is to get the contracts funded. However, in the meantime, while there isn't money for merit raises, he stated that performance could be recognized in terms of rewards to programs and departments. Departments that are doing well and gaining wide-spread recognition will have needs for space, equipment, and people. The University may be able to fulfill some of those needs for departments that are performing well.

Senator Richard Burt stated that Chancellor Lombardi once mentioned a shortage of faculty on this campus. He then asked how many faculty there should be ideally, and how Chancellor Lombardi proposes to provide those faculty.

Chancellor Lombardi answered that he didn't know how many faculty the campus needs, but he knows there aren't enough because every competitive university needs more faculty. The goal is to increase the number of faculty by raising revenue in every possible area and investing that revenue in hiring more faculty.

Professor Raymond Bradley asked if revenue to this campus, since it's the flagship campus, might increase over time beyond 50% of the total funding for the campus-wide system.

Chancellor Lombardi: Well, the question is perfectly sensible: Can we get more than our share or at least get our share, depending on how we count it from the system? This is a permanent battle, and you can be sure that I'm on this case. I have some experience in this particular warfare, and I'm aware of how it works. Now, there are some costs, as well as benefits to being a flagship. You know that, and I know that. When you're the biggest game in town, you get taxed. You get taxed so that others can grow. And there is no university system in America, with the possible exception of the University of California, in which the invention of a system is not also a process by which smaller campuses prosper and sometimes, depending on how you calculate things, at the expense of the flagship. On the other hand, there is no system in America where, if you don't have a flagship, it's easy to win. You can't win without the system. That's why they invent these systems. They invent these systems because legislators, who are wonderful people, are not eager to receive the requests of every single institution in the state as separate conversations. Our local legislators are, because they love us and they know us, but the legislature at large, in no state, is happy to receive that kind of request. They don't know how to sort them out. They don't have any basis to sort them out; it takes too long. And so all over the country, beginning some time in the 1930s, states have constructed these systems to try to coalesce the higher education conversation and provide a mechanism for one request or at least one or two requests. It's not a happy thing, because on one side it works to do a better job of raising money from the state, and on the other side it doesn't necessarily work for the flagship inside the system. So the first thing you have to do is make sure you really are the flagship. And we're in that process right now. It involves two things. It involves behaving like a flagship. A flagship is better. That's what it means to be the flagship. It means you're better; it means you're older; it means you're wiser; it means you're more productive; it means that you know what you're doing; it means you're a place that people come to for answers and solutions and participation in making things happen. That's what a flagship is: It's the place where direction for higher education has to come. So, consequently, there's a performance requirement that has to come with the name. The second thing that happens is, the institution that was once the University of Massachusetts has to now recognize that it is a flagship in a *system* called the University of Massachusetts. It is no longer the University of Massachusetts. Many of you heard me say this before, and I'll say it again. Just as Cal is no longer Berkeley, except for football, the University of Massachusetts is no longer Amherst, except for football and basketball and a few other things. So we have to capture that and understand that we are UMass Amherst. We are a self-contained, driving, coherent and responsible academic entity that speaks for itself and its own performance and its own faculty and its own work with an independent voice within the system. And through that we then can give to the system a lot of power and authority and strength in its battle to get us more resources from the state. But if we're not sure who we are, then what happens is our story and our message and our achievement gets spread across a conversation about the University of Massachusetts without an understanding that it belongs to us and it *comes from us*. It comes from what *we* do here. It doesn't come from some structure called the University of Massachusetts. It comes from UMass Amherst and the faculty and the programs and the stuff going on here and consequently, if you want more of that stuff, you've got to invest *here* to get it. You've got to invest *here* because that's where it is, and so we have to be coherent in our voice, and once we're coherent in our voice, we enhance the ability of the system to be effective in the legislature. We enhance the ability of the President to be effective in the legislature and bring home, on our behalf, things that are important to us, because they're labeled with our name, and they are related to our productivity and our performance and our quality. So that's what we have to do within the system.

Senator Marta Calas quoted a document written by Chancellor Lombardi, "universities are by nature essentially conservative," and asked him to comment on his remarks, adding that "faculty assume that the status quo is better than an alternative unless the alternative offers more money for less work."

Chancellor Lombardi stated that Senator Calas was correct, but that the campus needs to overcome its conservatism and tendency to want to do less for more. Performance means overcoming that tendency.

Senator Eric Einhorn stated that the Amherst campus has been through many planning cycles, and that one of the problems in planning is that the follow-through is so lacking that it becomes a waste of paper and time. He asked if Chancellor Lombardi has a plan to help the campus become re-motivated, make the planning process into a rational, productive endeavor.

Chancellor Lombardi replied that he is not a believer in strategic planning. He believes in getting things done as they're needed--hiring faculty when needed, building new buildings when needed, cleaning and landscaping as needed. He said, "time is the enemy...what we say we're going to do, we're going to do."

Senator Joseph Donohue: stated that the double enterprise of teaching and research is in great and urgent danger because of the lack of funding for the library. He then asked Chancellor Lombardi what he proposes to do to stop teaching and research from coming to a halt.

Chancellor Lombardi replied that recent budget cuts have left the campus with two problems : one, a low budget and two, no earmark for the library. He stated that the first thing to do would be to put one million dollars into the library, and then to take subsequent steps to build back its support, year by year, step by step, item by item, until the library budget can be reasonably restored.

An unidentified professor mentioned that the number of administrators on this campus has increased while the number of faculty has decreased. He asked Chancellor Lombardi what his plans were for improving the administration.

Chancellor Lombardi replied that he's not in favor of a lot of administration, so he doesn't plan to make it any larger on this campus. He stated that those already in administrative positions are expected to work hard and to work many hours, and that those positions that are currently vacant may not all be filled.

C. ELECTIONS

1. Presiding Officer of the Faculty Senate

Senator Jerome Mileur was nominated from the floor and was elected to the position by acclamation.

2. One Associate Delegate to the Board of Trustees

Senator Alexandrina Deschamps was nominated for this position and was elected by acclamation.

3. Two At-Large Members of the Rules Committee

Senators Richard Bogartz, Jenny Spencer and Janice Irvine were nominated for these positions. Senators Spencer and Irvine were elected to these positions by written ballot.

4. Rules Committee Chair

Roland Chilton was nominated to continue his role as Rules Committee Chair and was elected by acclamation.

D. OLD BUSINESS

Special Report of the Committee on Committees concerning Nominations to Faculty Senate Councils and Committees, as presented in Sen. Doc. No. 02-043A with Motion No. 44-02.

MOVED: That the Faculty Senate approve the nominations to Faculty Senate Councils and Committees, as presented in Sen. Doc. No. 02-043A.
44-02

This motion was seconded and adopted as amended to include 2 additional names to the membership of the University Press Committee.

E. NEW BUSINESS

- 1. Special Report of the General education Council concerning Recommended courses, as presented in Sen. Doc. No. 03-001 with Motion No. 02-03.**

MOVED: 02-03 That the Faculty Senate approve the General Education designations in the curriculum areas, as set forth in Sen. Doc. NO. 03-001.

This motion was seconded and adopted.

- 2. Special Report of the Rules Committee concerning The Name Change from College of Food and Natural Resources (CFNR) to College of Natural Resources and the Environment (CNRE), as presented in Sen. Doc. No. 03-002 with Motion No. 03-03.**

MOVED: 03-03 That the Faculty Senate approve the Name Change from College of Food and Natural Resources (CFNR) to College of Natural Resources and the Environment (CNRE) as presented in Sen. Doc. No. 03-002.

Senator Raymond Bradley objected to the name change, stating that the name, "College of Natural Resources and the Environment" didn't adequately describe the activities of the college. He suggested that the name "College of Biological Resources and Agriculture" might be more fitting.

Dean Cleve Willis spoke in favor of the name change, stating that the college has gone through a very careful process in proposing the new name, and that the title Natural Resources has been associated with the college for 30 years. He also mentioned that almost half of the other land-grant institutions use the name Natural Resources, and that a college doesn't need to be tightly confined within its name--there are other departments that fall outside the boundaries of their colleges' names.

Professor Jack Ahearn, Head, Landscape Architecture and Regional Planning stated that the current name of the college is less favorable than the new name because "Food and Natural Resources" leaves out a large part of the department's work such as environmental design, economic development, social issues, and design issues.

Senator Robert Wilson explained that CFNR initiated the proposal after the transfer of HRTA and Sport Studies to the Isenberg School of Management. He then stated that the college consulted with a variety of other university members asking for comments. The Rules Committee then wrote a report in favor of the change and put it before the Faculty Senate for a vote because there was a very limited response to the proposal.

Guy Lanza, Director of The Environmental Science Program stated that his program has eight departments, seven of which are part of CFNR. There are at least 35 faculty spread across those departments who would identify themselves with Environmental Sciences or Natural Resources. With this in mind, he thinks the name change is strongly supported by the majority of the faculty.

Senator Peggi Clouston spoke in support of the name change on behalf of the Building Materials and Wood Technology Department, stating that it's very well suited to those programs. She explained that Building Materials is actually an applied field of natural resources since they come from natural resources and the program's mission is to promote building practices and building materials in an environmentally responsible way.

Senator Chilton noted that the Rules Committee didn't endorse the name change, but rather just presented it to the Faculty Senate for debate and a vote.

A professor from the Microbiology Department spoke in favor of the name change, stating that his department does a lot of environmental resource work and research, including a recent grant proposal with several faculty from Geology.

Senator Calas suggested that perhaps the name Natural Resources and the Environment might be too narrow a name for a college that houses so many different types of departments. She wondered if there was a broader name that might encompass the life sciences departments.

Peter Veneman, Head, Plant and Soil Sciences explained that, as chair of the name change committee, he researched many names, and of those, the one that was an absolute "no" was Life Sciences. He then stated that the proposed name, Natural Resources and the Environment was by far the most desirable name according to a vote within the college.

This motion was seconded and adopted.

F. ANNOUNCEMENTS

1. Principal Administrative Officers

Interim Provost Charlena Seymour congratulated the newly elected members of the Rules Committee and announced that there will be two searches taking place this year: one for the Dean of the School of Public Health and Health Sciences and another for the Vice Chancellor for Research.

Vice Chancellor Jo-Anne Vanin referenced a handout entitled "Selected Undergraduate Admissions and Enrollment Statistics" while reporting on the current composition of the entering class for Fall 2002.

Senator Mokhtar Atallah asked if there was any explanation for the drop in enrollment that was suffered this year.

Vice Chancellor Vanin stated that, based on the types of phone calls that came into the Student Affairs Office, all of the media attention focusing on the state budget and its impact on higher education caused some concern for families wondering about the stability of the institution.

Senator Atallah then asked if there were many more students transferring out of the University than before.

Vice Chancellor Vanin replied that she didn't have those statistics.

Senator Atallah stated that a large number of students in his classes last year asked him for projected grades because they were transferring out.

Vice Chancellor Vanin replied that she'll look into that statistic, but that she was not aware of there being a large transfer out.

Senator Calas asked if there were any numbers on the diversity composition of the class.

Vice Chancellor Vanin answered that the total is 18%, but that she didn't yet have the individual breakdowns. She then announced that the upcoming "Autumn Event" would be October 19th this year. She emphasized that the success of the event would fall on the number of faculty who attend the event. She directed any questions to Jean Horrigan in the New Students program.

Senator Wilson stated that HRTA admissions were hurt significantly by a change that limited the number of out of state students. He asked if there was some way that that type of problem could be addressed.

Vice Chancellor Vanin answered that the University's targets are made at the executive level, not by the Admissions Office. She stated that there are meetings to determine the targets for next year, and assured Senator Wilson that that issue would be addressed in those discussions.

2. The Secretary of the Faculty Senate

Ernest May stated that, despite then number of retirements and other changes at the University, changes to the Senate itself, attendance at various councils and committees has been higher than usual. He stated that a lot will be happening in the near future, and that it will be important for the voice of the faculty and the energy of the faculty to be heard as the institution reshapes itself.

3. The Chair of the Rules Committee

Roland Chilton announced that in August, five members of the Rules Committee met with President Bulger and reiterated the Senate's previous invitation for him to come and discuss "the perils that lie before us and the range and nature of remedies that might be possible." He stated that President Bulger accepted the invitation to come to the campus and speak at a Faculty Senate meeting this year.

4. The Faculty Delegates to the Board of Trustees

Brian O'Connor highlighted Trustee committee meetings that took place on the 23 and 25 of July. He first voiced concern over the lack of attendance by key trustees at these meetings, and then spoke of the Academic and Student Affairs meeting mentioning a panel of students put together by Vice President Selma Botman consisting of a representative from each of four campuses, not including the medical school.

Also at that meeting President Bulger commented on the tremendous success of the neuroscience symposium held on this campus in June, and on the fact that there were 106 university scholars accepted to the University, which is substantially low compared with the last two to three years. Vice President Botman spoke of two collaborative task forces created to deal with retirement at UMass. One is dealing with faculty cooperation among the campuses and the other is dealing with administrative cooperation.

In the Administration and Finance meeting, the capital plan was discussed, and they talked about the approval of the establishment of the University Chair in Peace Psychology at this campus.

Secretary May detailed the full meeting, first noting that President Bulger and Chancellor Lazare were both absent. There was an effective presentation by the labor unions across the system coordinated by Dan Georgianna of the Dartmouth campus, and discussion of the Capital Plan projecting 1.2 billion dollars of construction for this campus.

5. The Representative of the Massachusetts Society of Professors

President Ronald Story stated that the MSP is still working on getting the contracts funded. He stated that things have gone well and that he's delighted to have the help of Chancellor Lombardi in that process.

The 608th Meeting of the Faculty Senate stood adjourned at 5:23 p.m. September 19, 2002.

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 September 19, 2002.