

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

MINUTES

Presiding Officer Jerome Milleur called the 621st Regular Meeting of the Faculty Senate to order on September 18, 2003 at 3:30 p.m. in Herter Hall 227.

**A. ADDRESS BY SENATOR STANLEY ROSENBERG
(See Attachment)**

Faculty Senate Secretary Ernest May asked Senator Rosenberg if he could give the Senate his impression of the political priorities of the House and Senate leadership, and the Governor.

Senator Rosenberg answered that both the House and the Senate are supposed to be meeting in a joint process to come up with a new Chapter 70 formula for K-12 education. So far, the House has not made its appointments. The Senate is on the verge of operating unilaterally outside of the language of the budget provision that created such a commission because they are not convinced that there will in fact be a joint effort. Whether in an election year, with the economy still as bad as it is, or let's say the state tax revenues are as bad as they are, we will engage in another active debate on a multi-year financing commitment and a new formula is questionable at best. As to public higher education, I think that, having gone through what we went through last year, most people will say, "Well we dealt with higher ed, let's just worry about their number – what's their budget number." Issues relating to structure and organization and all of that sort of stuff, I suspect, at least in the House and the Senate will not rear themselves again. The Governor might, who knows. He may put forward a few more proposals, either to position Democrats because he's going to run against Democrats in the legislature to at least try to get control of a veto-proof minority in the Senate. Maybe he will float a few more things, I don't know, but I think, for the most part, what we should be looking forward to and be concentrating on is money issues, the contracts and the supplemental budget now, and the state appropriation for next year.

Massachusetts Society of Professors President Jenny Spencer thanked Senator Rosenberg for the work that he had done for the University. She stated that he didn't really mention the contracts and wished he would talk a little bit about that, especially in terms of what he thought we might do to help get this issue back on the radar screen of the House.

Senator Rosenberg replied that the Governor could have been filing it in his supplemental budget request, so it's off his radar screen. The Senate, twice in the last eighteen months or so sent the contracts over. The House Ways and Means Committee didn't take them up. I have to say honestly that fewer and fewer people on both sides, the House and the Senate, are talking about the contracts. At least at every other Democratic caucus in the Senate, I bring it up. They are sick and tired of me talking about it, but I bring it up at least every other time and the last couple of times I brought it up, some people started pushing back and started saying, "Hey, don't those people still have a job? You know, my people are losing their jobs. I have x-people laid off. My priority is court houses or my priority is DSS or my priority is this." So, it started even in the Senate privately, no names, but in the caucus, some of the Democrats are starting to push back. We are now at the point where, in order to fully fund all of the contracts that are now pending for higher ed and non-higher ed, most of them are higher ed and most of them are university, but there are a few non-university and a few non-higher ed, we would need about \$150 million. In the next fiscal year, we are looking at a \$1.5 to \$2.5 billion shortfall. That's the gap, the structural deficit, that we have to deal with next year. So, we will keep pushing. You are in the third year of most of these contracts. A lot of people are saying "well they'll be back at the table soon" and what a lot of the union people are telling me is "we're not going back to the table. We don't have any faith in the process." That will shift the paradigm but not the dynamic.

**B. COMMENTS BY CHANCELLOR JOHN V. LOMBARDI
(See Attachment)**

Professor Emeritus Joseph Larson stated that private fundraising has increased significantly in recent years, but this is the third year, Stan, that this institution has been cut more than any other part of public higher education. Given someone like myself, who is starting discussions about trying to raise money for an endowed professorship, what do you say to people, particularly from the classes that I've graduated with, who say that every time that UMass is successful in raising private money, the legislature responds by cutting the budget?

Chancellor Lombardi replied first by saying that this is a conversation we hear a lot in public higher education with the assumption that if you raise private dollars, the public support for higher education will dissipate. Actually that's not what happens. They are independent variables that sometimes come together and sometimes don't, but they're not driven by the same conversation and there's a reason for that. The reason is that the money you raise out of private giving does not go to pay for the baseline. You can't go out there and raise private money to manage the utility system. You can't go out there and get somebody to be the principal donor for the sewer pipe. It's not a good naming opportunity! People who make private gifts invest in the quality that is put on top of the baseline that is constructed out of the student payment and out of the state payment that creates the University in the first place. They create a baseline university that is OK and the donor comes along and says OK isn't good enough, I want to invest in working up to being first rate and not only that, but I want to invest in a specific thing. Donors don't write me a check. You see the donor and the donor says what I love is Chemistry, not just Chemistry but a certain kind of Chemistry and I say well what about History, Venezuelan History, a lot more important. No I love Chemistry. So we talk them into Chemistry, and they give an endowment for a Chemistry professor. Now that endowment doesn't pay the salary of the Chemistry professor, that's on the baseline of the university. What it pays for is an additional amount of money to bring in a superstar, it pays for an additional amount of money for graduate students and research support, it pays an additional amount of money to sustain a lecture series and it's identified and specific to those purposes. And the donors understand this perfectly and the legislators do, too, although from time to time they might try to pretend they don't, but they do understand this. Now in universities like ours that are new in this game of doing private fundraising on a base of state support, this story is not fully developed and fully accepted. It takes about three to five years to get this story and this truth fully engrained amongst our alumni and friends. You have to be investment oriented and you have to tell the donor "you give me a million bucks and here is the result you will get." Not you just make us feel better which you will, not just that we feel fulfilled because you gave us a million dollars, although we will, but that if you give us a million dollars, that's three more faculty members in the area of Humanities and the Social Sciences that are going to go out and do these specific things that they couldn't have done before. Now they'll say how's that possible. Well, we need a library collection to fully develop this expertise we have in Venezuelan history, a pathetic library collection in Venezuelan history, got to get it better. You want to endow the Venezuelan chair, you can endow the chair but unless you put money in the library to buy Venezuelan books, unless you put the money in there for trips to Venezuela to study the ancient archives, we're not going to have a first-rate program, no matter what the program is. So people will invest. Now will the state bail out? Stan can answer that but I can tell you that the history around the country is that's not what happens. The state only bails out when it wants to bail out. It makes no difference whether you raise the money or not raise the money. They bailed out on us this year, amounts of money that are beyond anything we have raised in recent memory: \$41 million is a lot of money because it came out permanently and forever. Do you want to figure out how much endowment it takes to raise \$41 million at current income? I can't do the math. It's just too many things, but divide it by .045 and you'll get the number of the endowment that's required to generate \$41 million. It is not a trade.

Senator Rosenberg then stated he had three answers. The first two are on the record, the third will be off the record if the reporters in the room will agree to going off the record. The Chancellor is absolutely correct. The only time you're cut is when we're in a fiscal crisis and, in the Budget Committee and in the meetings between the Speaker and the Ways and Means Chair and the Senate President it is never discussed how much is in the endowment, how much money did they raise. The problem is we've got this hole, how are we going to close it. You look at public higher education. It's a billion dollars, round figures, in the budget. It's a huge piece. If you take all of the mandated costs and you put them in one pile, that's almost 70% of the budget. Higher education is not. The second answer is the most successful period of fundraising, this year was the second most successful year of fundraising in the history of the campus, but the most successful period was the five years of the first capital campaign and, during that period, your budget went up each and every year rather dramatically, not down, because we had the money and the right people were in the right place at that time. (Off the record . . .).

Senator Robert Wilson asked Chancellor Lombardi how he is doing with tuition retention for in-state students.

Chancellor Lombardi replied that we are not doing tuition retention for in-state students. The legislature is not interested in that. This does not provide the same kind of leverage. The tuition in-state is not huge. The state does a lot of things for us that we don't pay for by virtue of the fact that the tuition goes to the state in terms of fringe benefits and other things. If we were to receive all of the tuition that we receive in-state and out-of-state, it is certain that the state would want to renegotiate that deal and it's not clear that would be to our benefit. The leverage comes from that out-of-state differential of \$8-9,000 a student. We've got the right part of that. We only have it for two years. We need to show two things. We need to show we can increase the out-of-state student population without reducing our in-state student population because this is not a trade off. We're not doing this to hurt anybody's access in state. Secondly, we have to show the additional revenue that we are capable of generating this way gets reinvested in ways that enhance the quality of both teaching and research at the University. We think we can do that. We're going to push real hard to show some really significant results in that two-year frame so that when this comes up for renewal, we'll have a very strong and effective story to tell.

Senator W. C. Conner asked of Chancellor Lombardi that if there is an increase in out-of-state students, how will that affect us with no increase in faculty?

Chancellor Lombardi answered saying that he can tell him what we're trying to do. As you bring in new students who generate a sufficient revenue to cover the costs, that includes faculty, that includes staff, that includes space, that includes materials, that includes computing, and that includes residences and student services. Our model that we're working on shows that, if you increase your out-of-state population by say 200 students in the first round, you will generate enough money to hire the new faculty necessary to teach those 200 students, not add them into our current faculty load, but add the faculty necessary to teach them, create the kind of support services that allow us to absorb 200 students into our student population effectively and creatively and in a high-quality way and address some of the space issues that will be generated as well. Now we have to be careful because some parts of the campus can absorb a few more students because there's some space in certain classrooms. In other parts of the campus, that will be difficult because of restrictions on laboratory space size, restrictions on other kinds of fixed assets that don't expand or contract very easily. This has to be done carefully and with a lot of planning but the numbers work out so that the faculty will grow at more, I hope, than the rate of the students. We believe that will happen. That's why we are going to start out slow. 200 students is not a huge hit. It's significant, but not huge. 200 students allows us to know whether or not we have the numbers right, whether we can recruit first-class, out-of-state students, whether the financials that we have to put together in terms of financial aid and other kinds of support end up with enough cash at the end of the day to buy the high quality faculty support we need and buy the other kinds of support we need to treat these students right and in addition to make sure the campus rises.

C. ANNOUNCEMENTS

1. Principal Administrative Officers

Provost Charlena Seymour stated that she would just like to pick up on the Chancellor's comments about faculty, one of our priorities is to increase the number of faculty on campus. Our theme for this year and thereafter is going to be faculty investment. Last year, we were able to hire 44 new tenure-track faculty, across the schools and colleges at various levels - assistant professors, associate professors, full professors, professors with tenure, distinguished professors. Whatever we are doing, whatever you are doing, whatever the students are doing, everyone is very pleased, very high on the choice they made to attend the University of Massachusetts Amherst. As part of the plan for the next year, I will be visiting the various deaneries along with members of my staff to talk about generating money and, more importantly, about spending money and spending that money on faculty. It is "Faculty First, too."

Vice Chancellor Joyce Hatch made an announcement of a major effort that is underway right now and it actually began this summer. The Physical Plant awarded a contract to a company called Johnson's Control for an energy performance contract. What you will see over the next two to three months will be quite a few energy auditors from Johnson's Control who will be in every building on campus to look at how are energy systems work, our HVA systems, lighting. What you should know is that they will each have a badge to identify themselves. They're managed and coordinated by people in the Physical Plant and the objective is that, at the end of two to three months, they will have an outline of investments to be made over the next two years. The whole point of the contract is no investments will be made unless there is a guaranteed savings and so we will be paying for those investments out of our utility budget. It will not come at a cost to the general budget.

Vice Chancellor Michael Gargano stated that he was indebted to the faculty because they helped to make his job as the new person extremely easy and they have offered their assistance. He also stated that we have this program called "Students First." He pointed out that the admissions staff has been out on the road into New York, right now, into New Jersey and a number of places on the Cape in the state of Massachusetts. They have been in front of a record number of parents and students. So the University of Massachusetts is "hot." One more other point is that on October 18th, we are hosting our annual Autumn event of which we are inviting perspective students and families to this campus and, as of this morning, we already have 1500 yes R.S.V.P.s. We're anticipating we are going to top out at roughly around 3500 to 4000.

Undergraduate Registrar Elizabeth Pyle stated that John Cunningham had asked her to give just a couple of updates on add/drop which has just been successfully concluded. She stated that we are at 23,000 students who have enrolled in one or more courses including 18,000 undergraduates and absorbing 4,100 new freshmen and 1,100 new transfers. 97% of our undergraduates who intend to be full time have a 12 or more credit schedule. That 97% includes 34% of the students who have more than 15 credits. Very tight management of resources this year continuing that trend. 94% of all the seats in 100-level courses are occupied.

2. The Secretary of the Faculty Senate

Secretary Ernest May stated that the faculty were grateful that over the summer no faculty blood was shed where we had to cut \$20 million of real expenses out of the budget and that the academic base didn't shrink. 44 new colleagues were even brought in. He stated that you can't take that size of a cut out of the budget without creating some serious issues including the *Campus Chronicle* which, among other things, posted our new courses for the Senate and announced Doctoral Exams and provided excellent coverage of these meetings. Then, of course, he said we are facing the early retirement which seems to be slated to take another chunk of faculty and staff out of the institution and has just heard that these names will become public next week sometime. He thanked those members of the Faculty Senate Rules Committee who did such great work last year, especially Roland Chilton, Chair of the Rules Committee who will be going off of the Committee, Jenny Spencer and Janice Irvine.

3. The Chair of the Rules Committee

Rules Committee Chair Roland Chilton stated that although my term in the Senate continues through the rest of the academic year, this is my last meeting as a member of the Faculty Senate Rules Committee. He thanked Brian O'Connor and Arthur Kinney for their tireless work as representatives to the Board of Trustees. He also thanked the current and recent at-large members of the Rules Committee, Bob Wilson, Alexandrina Deschamps, Janice Irvine, Jenny Spencer and Richard Bogartz for their dedication and divergent views. Thanks also went to two capable presiding officers, Frank Hugus and Jerry Mileur and he recognized the work of Ernest May and his staff. He stated that perhaps, with the exception of Joe Larson, Ernie was perhaps the best Faculty Senate secretary we have had in decades. In addition, he thanked the Chancellor and the Provost in this incarnation on the Rules Committee. Chancellor Lombardi is probably the most straight-forward and open Chancellor we've had since Oswald Tippo. The Rules Committee met with the Chancellor and the Provost every two or three weeks over the summer. The only informal action by the Committee last summer was a vote to endorse the Chancellor's decision to make permanent the interim status of Joyce Hatch as Vice Chancellor for Administration and Finance and Elizabeth Dale as Vice Chancellor for Advancement. He gave his advice to new members of the Rules Committee and to anyone concerned about decisions John Lombardi had to make, and that was to get positions to him in writing before he has to make a decision. He meets with, asks for advice from, and listens to everyone, but once he makes a decision, he's not inclined to reverse it. He mentioned these issues basically in hopes of encouraging Faculty Senators to stand for election to the Rules Committee. Please do not withdraw your name if you are nominated.

4. The Faculty Delegate to the Board of Trustees

Faculty Delegate W. Brian O'Connor stated that there were four Trustee meetings over the summer, two in late July, one in early August and one at the end of August in which the new Interim President was announced. He said that at these meetings, he took an unofficial role of the number of Trustees and there was between a 90 and 95% Trustee attendance which is almost 50% better than it had been.

Some of the highlights – Selma Botman had resigned as Academic Vice President and Jack Wilson was appointed as her replacement.

There was a discussion on the result of the affirmative action admissions ruling of the Supreme Court. Here at Amherst, the way the admissions process has worked, there is a certain category of a group of students who are automatically accepted because they have high grade point averages, high SAT's, high everything. Then there is a low group which don't meet any of the criteria, so they are rejected. There is a middle group in which there are various factors that come into consideration and it's been my

understanding, according to the Supreme Court ruling, that many of these cases in the middle will have to be looked at individually, not as a group. His question always is “where in the world are we going to get the people power to read individually and to make decisions on individual applications?” That will be ironed out during the course of the year. He read a quote, “Massachusetts views higher education as an expense. Connecticut views it as an investment.”

Trustee McCarthy urged not only once but at three out of the four meetings support for the faculty and staff increases. The new Trustee Zane was also supportive of support for faculty and staff. At one of the meetings, Chancellor Lombardi had a period of about five to ten minutes to talk about the affects of the budget cut on the campus. He was very vocal in spending time on the absolute need for salary increases. We are currently close to the bottom of research universities. We can sustain it for about a year or two, but that’s it. In answer to a question by Trustee Austin who asked him “what would happen if we did not vote to increase?” Chancellor Lombardi basically said that we would have to go to Category IIIB. He watched the body language of the trustees and that scared “the hell out of them.”

Trustee Mahoney asked about the Recreation Center being put on the back burner. Chancellor Lombardi answered that he hopes to get it back on the table in one or two years. He talked about the fact that there were between 100 and 110 layoffs. Trustee McCarthy asked if there had been any academic programs cut and Chancellor Lombardi said that there wasn’t as of that date, but obviously some programs will have to increase their involvement in teaching. Delegate O’Connor said that when Chancellor Lombardi speaks, they listen.

At the last meeting of August 28th, the governance committee of four trustees commented that about 20 names were discussed as replacement for now-resigned President Bulger. They put forth the names of Steve Lenhardt and Jack Wilson as candidates. Trustee Boyle who is a relatively new trustee from former Governor Swift moved to add Chancellor Gora from the Boston campus and Chancellor Lazare to the list to be considered. When Chancellor Lazare’s name was mentioned, he very quickly withdrew saying he had too many things on the plate. Needless to say, it came down to Wilson and Lenhardt and in a voice vote, Wilson won overwhelmingly.

Finally, he made a brief statement on the President’s Search Committee. Senator O’Connor is the campus delegate. There are ten trustees on the Committee including one student trustee, who is from the Lowell campus but lives in Bernardston. There are five faculty, one from each campus and there are eight from the general public including John Armstrong who is a local person. On September 30, in the Student Union Ballroom, from 3-4:30, there will be representatives from the search firm and the Search Committee, visiting each campus to have an open forum and to basically get your feelings as to what is needed in the Presidency.

5. The President of the Student Government Association

Secretary of the University Policy and Liaison to the Faculty Senate Brian Long stated that the Senate elections will be occurring on September 25. Nominations are open now and close tomorrow at noon. The SGA will be doing a lot more programming this year. We feel we want to cater to the students as much as we can but also attempt to keep students on campus on Friday and Saturday nights to try to avoid reoccurrences of what happened last May. We are hoping to curb large parties by having more large events on campus, comedy shows, concerts, etc. He stated that the Board of Higher Education had their student appointment and he is from the UMass system, specifically Dan Saunders from UMass Amherst, a senior here and the former Speaker last year. He also said that the SGA was looking forward to building communication between the SGA and the Faculty Senate this year through the committees and through talking at each other’s meetings. With that, he gave a reminder that the Faculty Senate now has a spot on the SGA Senate agenda for a representative. This was a motion that the SGA passed last year.

6. **The Representative of the Massachusetts Society of Professors**

President Jenny Spencer stated she thought there was a certain credibility gap that exists right now with the union. We have been doing a lot this summer and, most recently, we did meet with the State Representatives about the fact that our contracts are not on their radar screen. One of the things that they have committed to doing is to try to organize the alums, about 30 of them in the State House, and also a broader constituency of key representatives to meet with faculty in Boston. We need to target different legislators. The other good news is that MTA has agreed to make the funding of the higher ed contracts their absolute number one priority for the coming year and that's in a union in which we are a very small minority because it's a K12 union. To that end, they have released some big bucks for a campus organizer for example, and we are in the process of developing a very comprehensive campaign to revitalize the union and to have a little more clout on campus so that we can at least keep the unfunded contracts on peoples' radar screens.

D. QUESTION PERIOD

Senator Seshu Desu asked if the energy audit included the quality of the air?

Vice Chancellor Joyce Hatch answered that she did not know the answer to that. She stated that the whole point is to have a savings to reduce the amount of utilities we do use, whether it's for heat, light, but that isn't to say that some things, while they are looking at the ventilation systems, may not surface.

Senator Rutherford Platt stated that a couple of speakers had mentioned the *Campus Chronicle* which demised last May much to the regret of many of us. He didn't have a sense of what was going on around campus since that disappeared. He was wondering if there was any hope for reviving it as a printed, very convenient information source. He also asked what the purpose was of the Big Dig in front of the Fine Arts Center and what was being done there and who was paying for it?

Vice Chancellor Joyce Hatch replied that the whole plaza in front of the Fine Arts Center was being upgraded and some steam lines in that area are being redone also. She was almost certain all of it was on state funds that were appropriated years and years ago and finally released. She stated the completion date, right now, is the end of November.

Chancellor Lombardi added that there is a corner of that that will be landscaped by the Class of 1954 which has collected a substantial amount of money to pay it. He stated that the *Campus Chronicle* is, of course, one of those activities of high quality on this campus that we lost in the process of the budget cuts and, like so many of those other high-quality things that we lost because of the budget cuts, we lost them so we wouldn't lose something else of higher quality or of greater necessity. We don't, at the moment, have the resources to reinvent the *Chronicle*, but what we do have, of course, is a number of media outlets in our community, some of which are represented right here today. He stated that it was not high on his priority list because he would rather pay for the support of the faculty and the students and the research enterprise first. He also said that we will be expanding the web presence in order to do a better job putting out the "stuff." As a second issue, he said that we have an obligation to publish a number of official announcements and so we will be finding a way to do that, either through the campus newspaper or some other venue where it can be promoted. Finally, it is true that it's probably a good idea for all of us to pay attention to email because, in the near future, we will be using email as the primary mechanism for reaching our students who all now have free email accounts and, consequently, because they have free email accounts, we will now have the ability to provide all notices to students and others through that email process.

E. ELECTIONS

1. **One Associate Delegate to the Board of Trustees**

Senator Arthur Kinney was nominated for this position and elected by acclamation.

2. **Four At-Large Members of the Rules Committee**

Senators Richard Bogartz, Julie Brigham-Grette, Seshu Desu, Robert Faulkner, M. Christine King, and Maria Tymoczko were nominated for these positions. Senators Bogartz, Brigham-Grette and King were elected by written ballot. There was a tie vote between Senators Desu and Tymoczko. The runoff vote was tabled until the October 2, 2003 Faculty Senate Meeting

3. Rules Committee Chair

This vote was tabled until the October 2, 2003 Faculty Senate Meeting.

F. OLD BUSINESS

Annual Report of the University Writing Committee 2001-2002, as presented in Sen. Doc. No. 03-034.

This report was received.

G. ANNUAL REPORT

Annual Report of the Graduate Council for Academic Year 2002-2003, as presented in Sen. Doc. No 04-001.

This report was received.

H. NEW BUSINESS

Special Report of the Academic Matters Council concerning Revision to the Requirements of the Major in Chemistry leading to the B.A., as presented in Sen. Doc. No. 03-039 with Motion No. 43-03.

MOVED: That the Faculty Senate approve the revision of the requirements for the Chemistry major 43-03 leading to the B.A., as described in Sen. Doc. No. 03-039.

(This Special Report was approved by the Rules Committee acting on behalf of the Faculty Senate on May 23, 2003.)

The motion was seconded and adopted.

The 621st Regular Meeting of the Faculty Senate stood adjourned at 5:43 p.m. on September 18, 2003. The proceedings of this meeting are available on audiotape in the Faculty Senate Office.

Respectfully submitted,

**Ernest D. May
Secretary of the Faculty Senate**