

UNIVERSITY OF MASSACHUSETTS AT AMHERST
OFFICE OF THE FACULTY SENATE

MINUTES

Presiding Officer Jerome Mileur called the 623rd Regular Meeting of the Faculty Senate to order on Thursday October 16, 2003 at 3:30 p.m. in Herter Hall 227.

A. ADDRESS BY JACK M. WILSON, INTERIM PRESIDENT, UNIVERSITY OF MASSACHUSETTS
(See Attachment)

QUESTIONS

Senator Eric Einhorn brought up the subject of undergraduate programs, noting that they are not the most "money-making propositions" in terms of fundraising. He wondered if President Wilson had any ideas on how we could reverse some of the damage that has been done to the undergraduate programs here at UMass Amherst and the system in general.

Interim President Wilson replied that in order to reverse the damage, we have to restore funding. In order to restore funding, we have to build an appreciation for what UMass Amherst can do for the Commonwealth of Massachusetts. We have to build a case for UMass in the press. We have to solicit funding from the State, but also from alumni groups and members of the business community because funding from the State continues to decline. Among business professionals, there is growing concern for workplace development. Massachusetts is a net exporter of talent to California, which hurts the state's workforce. But it's also true that two-thirds of the students that graduate from the UMass undergraduate programs stay in Massachusetts. So we have to show the CEOs and industry groups that, in order to solve the workforce problem, the investment needs to be made here in Massachusetts -- in UMass.

Senator W. Brian O'Connor commended President Wilson's effort in getting the UMass story out there, but he also noted that it has seemed old and fruitless thus far. Predecessors have been doing the same thing and had the same unexceptional luck. He wondered if there might be a new technique that could be used to get the word out there.

Interim President Wilson replied that getting the word out requires consistency, persistence, and everyone working together. People give to quality, not need. Arguments need to be made for the quality of UMass. Also, as someone who has spun a company out of his research lab, gotten it on the NASDAQ, and later returned to the university setting again, President Wilson noted that he could dually relate to the CEOs or entrepreneurs when he talks to them about funding for UMass. This is something past presidents might not have been able to do. The UMass story has also been obscured in past years by "other issues" -- namely, the budget. But it has recently been turned around a little bit in the press. The key now is to parlay that positive energy and continue focusing on UMass as a quality institution contributing back to the Commonwealth.

Senator Roland Chilton asked President Wilson if, in his meetings with various people, he comes away with a sense that we will have any success at getting supplemental funding to make up for the hit UMass took which was much greater than what other higher education institutions took.

Interim President Wilson replied that, yes, he does get a sense of tremendous support out in terms of supplemental funding. Individuals from the legislature have agreed. He remains hopeful that there will be supplemental funding this fall and that, given the budget situation, UMass will do better than one might expect in the Spring.

President of the Graduate Student Senate Jose Perez raised the issue of race on campus, especially as it pertains to budget cuts and programs for the disenfranchised on campus. He asked President Wilson to offer his perspective on "color-blind" tactics and the question of whether or not there is still racism on campus and still a group of people who might need to be "protected" as a result.

Interim President Wilson replied that he believes there is still racism, thus still a need for programs that address that. As Vice President of Academic Affairs, he opposed the idea of adopting a "race-blind" approach. He worked with Council to develop a model which is being used here at UMass Amherst -- a model which, he believed, Perez proposed. The way it works now is that race can be considered as part of a holistic examination of applications. President Wilson also added that one of the things very important to UMass is its

five campuses with different missions, which is an advantage to the Commonwealth. UMass Amherst is the flagship campus, so it must provide very diverse experiences for everyone on campus and boast itself as a heavily research-based campus. Other campuses, however, focus on other issues. For instance, UMass Boston is an extremely diverse urban campus. Immigration is what is keeping the workforce up in Massachusetts. UMass is the university best suited to serve the needs of that population. This is an important fact to mention when talking to CEOs about funding UMass as such a major contributor to the Commonwealth.

Senator Marta Calas asked, in follow-up to President Wilson's remarks on racism / diversity: up to what point is the taking into account of the differences at the different campuses problematic in a way which can create racially-divided campuses in which the minorities or the diverse populace go to Boston, while Amherst becomes a sort of "elite" campus that ends up with a "white, middle-class, wasp-y" reputation -- not so much by design but by default.

Interim President Wilson replied, in agreement, that this is a problem that needs to be avoided. There are celebratory differences in the demographics of the various campuses and their mission. It is a strength that UMass has such a diverse system, able to serve different regions. Each campus has its own (academic) profile, different assets it emphasizes, different kinds of research it does -- each suitable to the demographics of that student body. But the University must also be careful not to get to the situation that Marta talked about -- especially here at the Amherst campus -- which is why it's so important to have the kinds of admissions policies administrators have fought so hard to gain legal approval for this past summer.

Senator Calas shifted focus to another topic and raised the point that, as a university, we are not just the sciences and technology that may be seen as more "sexy" these days. Therefore, she wondered, how was President Wilson going to make sure that all the areas of the University are of the excellence and quality he talked about and are, therefore, seen as a good investment no matter what area they are in.

Interim President Wilson replied that, in order to be a great university, there must be funding in both those areas that are "popular" and those that are "unpopular." Meaning that some areas can attract a lot of external funding, so it is important to support that because that is what makes other parts of the University healthy. But that doesn't make it ok to neglect those areas which can't attract that kind of external funding. Internal funding must be done in those areas to make sure they are appropriately supported, because in order to be a great, comprehensive university, there must be diverse program funding to enrich all areas of the institution. The Humanities are absolutely as important as the Sciences, the Social Sciences, or the Arts. They all fit together to create a great university. In the Sciences and Engineering, funding is often generated through research projects. In other areas, there are outreach or professional programs to generate revenue. But there are also some areas where that kind of funding just isn't possible. So it's the responsibility of the university to make sure that all of those areas are addressed and kept healthy.

Faculty Senate Secretary Ernest May wondered if President Wilson had any thoughts on how to help the University's library. Given the changes in library technology and the use of electronic resources, perhaps something could be worked out where it becomes a system responsibility to have a first-rate research library which is then accessible to all the campuses so that it isn't just a local campus problem.

Interim President Wilson concurred, saying it is a "rough area." Efforts have been made in the past -- collaboration, sharing of resources, Draconian funding, collective bargaining, and the joining up with various consortia -- but this is also really an unsolved problem for the nation. It's a particular problem for UMass. Leadership is going to work on it and try to get back to that point where we were three years ago before the "crash."

B. ANNOUNCEMENTS

1. Principal Administrative Officers

Vice Chancellor of Student Affairs Michael Gargano reported that UMass Amherst has a record attendance this weekend for Autumn Event -- 4500 families, which is about 800 more than those attending last year. The overwhelming response has enabled the campus to have a subsequent follow-up on October 25th and November 1st. Also, the Visitors Center for the months of August and September welcomed over 3000 families to the campus, including international families from Japan, France, Switzerland, and Argentina.

2. The Faculty Delegates to the Board of Trustees

Faculty Delegate W. Brian O'Connor stated that on October 4th, Governor Romney introduced three new trustees at a press conference. These might be the first trustees ever appointed from outside the State of Massachusetts. They are all excellent choices. Christine Cassel is an alum of the Medical School and had been a Dean of the University of Oregon Medical School. William O'Shea is an alum of UMass Lowell. John Dibiaggio was the President of UConn, Michigan State, and Tufts. In terms of the presidential search committee, there are several forums that are still ongoing. Forums in the greater Boston area are dealing primarily with the professional community. The next official meeting is in Boston on November 4th.

3. The Representative of the Massachusetts Society of Professors

Vice President Dan Clawson reported that, in the last month, a lot has happened to transform the contracts funding situation. Out of 160 members of the House of Representatives, 123 of have signed a letter to speak to Finneran, asking that the contracts come to a vote. There is a strong need for people to show up next Wednesday, October 22nd in Boston to lobby the legislature so that those 123 signatures get turned into votes. The contracts are unquestionably closer to getting funded now than at any other time in the last two years. Buses bound for Boston will leave from Haigis Mall at 8am on Wednesday, October 22nd. Contact the MSP Office or Dan Clawson if interested in attending.

4. The President of the Graduate Student Senate

President of the Graduate Student Senate Jose Perez introduced himself to the Faculty Senate, as this was his first Senate meeting. He also announced that the Graduate Student Senate is holding meetings on the second week of every month which anyone at this meeting is invited to attend. The major issues on the table at this time are the reopening of the Graduate Lounge and the housing problems. International students are suffering from flat-rate housing costs and labor law enforcement that prevents them from working more than 20 hours per week. This is a serious, campus-wide issue. The next meeting is on the second Wednesday of November.

5. The President of the Student Government Association

Secretary of University Policy Brian Long announced his great feeling of accomplishment, as he felt that one of his initial goals of building a good relationship between the Student Government Association and the Faculty Senate was being met. Two meetings ago, the Faculty Senate sent a representative to one of the SGA meetings. Yesterday, eleven students were appointed to eight various Faculty Senate councils and committees. Nine of the eleven students had not been involved in Student Government Associations before. A memo of the appointments went out to the Undergraduate Student Senate. Emails have gone out the appointed students, and contact will be soon be made with chairs of the various councils and committees to notify them of the appointees.

C. QUESTION PERIOD

Senator W. C. Conner asked why Homecoming and Autumn Event had been scheduled for the same weekend, commenting that it was a bad idea because people wishing to help with both events would not be able to.

Vice Chancellor of Student Affairs Michael Gargano replied that the comment would be noted and taken into consideration for next year.

President of the Massachusetts Society of Professors Jenny Spencer added to Dan Clawson's earlier announcement, saying that there are generic postcards available in the back of the room for students to fill out. There's a place where they can click online to find their legislator's name. The postcard campaign is being done in addition to all the other efforts being made at this time.

D. PRESENTATION BY DR. ROBERT LEVIN, CHAIR, SERVICE DEPARTMENTS COMMITTEE

Dr. Robert Levin reported that the Service Department Committee had met several times during the past year and addressed what it felt were a number of critical problems on the campus. One of the major areas addressed by the Committee was the status of large lecture halls scheduled for deferred maintenance and general status of housekeeping in many of the buildings and lecture halls on campus. Over the past decade,

the custodial staff has been numerically reduced by 40 percent. There was a general consensus among the members of the Committee that the Physical Plant couldn't be expected -- nor should they be expected -- to address all of these issues unless a significant awareness of certain housekeeping problems on campus was brought to the attention of the entire campus community and, in particular, the thousands of individuals who daily use some of the large lecture halls throughout the campus. One of the more acute aspects of the problem concerns the uncontrolled scattering of hundreds of copies of the *Collegian* and advertising pamphlets nested into copies of the campus paper. In attempting to deal with the problem directly, the Committee met with the members of the *Collegian* staff, presented the magnitude of the problem, discussed possible solutions and, as a result, the Physical Plant will be procuring new retainers for housing stacked copies of the *Collegian* throughout the campus in an effort to reduce the problem which would alleviate the additional burden of the problem it poses on the custodial staff.

An additional item that the Committee dealt with was a detailed discussion with Physical Plant personnel focusing on the status of cost estimates regarding work requests. Such work order requests encompass the cost involved for the installation of window air conditioners, installation of electrical lines, plumbing, carpentry, etc. As a result of these discussions, any faculty member or administrator -- upon request -- will be furnished with a detailed breakdown of any cost estimate involving a work order. There was general agreement of the Committee that the availability of such detailed information regarding cost estimates would greatly alleviate misunderstandings regarding such.

QUESTIONS

Senator Richard Bogartz wondered how the new containers were going to solve the *Collegian* insert problem since the problem seems to be not that the inserts are falling out of the papers but that people are being inflicted with something they don't want, tucked into something that they do want, so what they do is pull the newspaper away and let the insert fall where it may.

Dr. Levin replied that the new containers would be designed to retain more efficiently the *Collegians* themselves. The problem of the pamphlets will have to be monitored closely. The *Collegian* staff is aware of this and, if need be, the Committee will take the matter up again with them in an effort to alleviate the problem. Because of the extra effort needed to clean up the inserts, there is money going out from the Physical Plant, while advertising income continues coming in to the *Collegian*. One obvious solution is to hire additional custodial staff and bill the *Collegian*, if necessary. Not a very satisfactory approach, though. The situation will continue to be monitored closely.

Senator O'Connor commented that, about two weeks ago, he tried an experiment in which he placed a recycling container at the east entrance of Morrill, near a stack of *Collegian* papers; he removed the lid of the container and threw some inserts into the bin. When 300 students came out of the classroom and picked up copies of the *Collegian*, they, too, threw their unwanted inserts into the bin. This might be one obvious solution to the problem.

Dr. Levin agreed that a creative approach such as that is a constructive example of how the campus should be functioning in this area.

Senator W. C. Conner commented about the issue of work orders, saying that cost-efficiency and excessive hours spent on certain work orders -- in particular, the recent installation of window air conditioners -- still seems to be a problem.

Dr. Levin replied that the simple expedient of asking for a detailed cost breakdown invokes a certain psychological response that will tend to diminish these problems, stating simply: it works.

Senator W. C. Conner offered a follow-up comment, saying that there is no question that the work hours will be rationalized, but costs will remain the same because income still goes back into the workers' / department's pockets regardless of whether or not the time spent on a job is reasonable.

Dr. Levin replied that that sort of approach -- that climate -- seems to have dramatically changed during the past year.

Vice Chancellor Joyce Hatch added a comment about the air conditioners, saying that last Spring, a list was put together which tracks all the costs of air conditioners done by the campus' Alterations Department. It cost the campus nowhere near what it used to, nor did the figures match some of the quotes that are out there. She offered to share that information with Senator Conner at a later date.

E. PRESENTATION BY PATRICK DALY, INTERIM DIRECTOR, PHYSICAL PLANT
"CAMPAIGN TO KEEP THE CAMPUS CLEAN"

Interim Director Patrick Daly began by introducing three other staff members present with him: Pam Monn, Manager of Grounds; Don Sullivan, Manager of Custodial Services; and Larry Snyder, Assistant Director for Grounds and Custodial. Director Daly went on to report that the Physical Plant has been talking with its custodians and the union about the staff members' productivity and quality of their work. There are several studies that say UMass Amherst does not have enough custodians to clean its campus, but for the number of custodians it does have, the campus should be cleaner. Custodial staff members are willing to work to improve their performance. Methodical steps have been taken to remedy the situation. \$40,000 worth of trash containers were put on the campus in the last two years. Workers have started on the east side campus and worked their way to the west side campus with a group of people cleaning buildings on a project basis. Custodial contractors have been brought in to wash windows on the outside and inside of the campus. They have also been shampooing rugs. When the contracted workers leave, campus staff members work to keep the buildings clean. They've accepted the "push" and now they're giving a little push back. They've said: If the University can do something to get people to throw away their personal trash and garbage, then custodial and grounds staff can do a better job and spend time working on other projects, such as building and grounds beautification and keeping the general level of dust and grime at a minimum.

In an effort to achieve this end, widespread support is being solicited from everyone on the campus. The Physical Plant's request at this meeting is that at the end of a class, professors would ask students to throw their trash away. Plant staff will put recycling containers next to every stack of *Collegians*, if that helps, and they will continue to do as much as possible to keep the campus clean, but a conscious effort on the part of University students, staff, and faculty is also needed in order to maintain an acceptable standard of campus quality and appearance.

QUESTIONS

President of the Graduate Student Senate Jose Perez stepped forward to applaud the excellent job that the Physical Plant staff has been doing.

Interim Director Daly thanked him and also added that he would like to attend a Graduate Student Senate meeting soon to offer the same presentation to its attendees.

Senator Calas commended the job of the custodial crew in the School of Management building and also raised the question of a possible connection between "beautiful" and "clean," explaining that when a part of the campus looks beautiful or new -- such as a new Hall and sitting area in the School of Management -- students are amazingly clean in that area. Perhaps having clean, beautiful, well-painted space subliminally encourages people to keep it looking that way, whereas when a place already looks dirty or rundown, nobody seems to notice or care if there is trash around.

Faculty Senate Secretary Ernest May made the suggestion that, depending on a department's specific needs, the Physical Plant could come up with a way of allocating custodial time so that those areas in need of triple attention get triple attention, while areas needing only a quarter of the attention that other areas need get less attention. This might be a better solution than the "one-size-fits-all" approach.

Interim Director Daly agreed. He went on to explain that the University spends 64 cents per square foot on the custodial program. It uses an industry standard scheduling plan so that, for instance, if you have X many bathrooms, then Y is what it takes to clean them -- likewise with offices, corridors, etc. The schedule can also be adjusted to accommodate the needs of a specific building and its occupants. Custodial staff is willing to start working with department officials to tailor a program which will match that department's needs.

Senator Bogartz suggested the idea of a competition, offering some beautification in the way of plants, furniture, etc, and a perhaps some sort of plaque that says "Champion Building Cleaners" or whatever wording is most appropriate.

Interim Director Daly asked if he was talking about a competition among buildings / occupants themselves or competition among custodial crew members.

Senator Bogartz clarified that it would be within the building itself and the people who use the building.

Associate Provost for Teaching and Faculty Development Mary Deane Sorcinelli offered a noteworthy faculty exemplar in Richard Halgin of the Psychology Department. He brings trash bags to every class he has in Mahar, and his undergraduate and graduate TA's go up and down the aisles, cleaning up the room before he teaches. Then, at the end of each class, he asks students to carry their materials out to the trash. It might be an effective, proactive, class-by-class strategy that other people would be willing to take on if they're really serious about cleaning up the campus.

Interim Director Daly responded that, if nothing else, Professor Halgin gets the first prize. Faculty aren't expected to go that far, but simply asking students to take care of their own trash after class would be a much appreciated effort.

Dr. Levin added that Director Pat Daly has a plan this coming year to sit down and meet with the faculty of each department and ask their help in doing just that.

Interim Director Daly concurred, saying that the idea was raised at a meeting a few days ago, but action has not yet been taken between now and then to activate such a plan.

F. ANNUAL REPORTS

1. 2002-2003 Annual Report of the Service Departments Committee was presented as Sen. Doc. No. 04-005.

This report was received.

2. 2002-2003 Annual Report of the Undergraduate Education Council was presented as Sen. Doc. No. 04-006.

This report was received.

G. NEW COURSE

MOVED: That the Faculty Senate approve course RES EC 112, as recommended by the Academic Matters 03-04 Council.

This motion was adopted.

The 623rd Regular Meeting of the Faculty Senate stood adjourned at 5:02 p.m. on October 16, 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