A. ADDRESS BY KUMBLE R. SUBBASWAMY, CHANCELLOR

Kumble R. Subbaswamy, Chancellor: I want to begin by, first and foremost, thanking the Senate leadership for this opportunity to take stock of the state of affairs on the campus 2½ years after I arrived here. More importantly, really, I want to thank the Senate leadership, as well as the faculty at large, for the enormous amount of collegiality, collaboration, and cooperation I have had in trying to move this campus forward. What momentum we have achieved, I think, you will hear as I go through a litany of things we can brag about on this campus that has been accomplished because, not only have you individually worked hard, but we have collectively been able to do certain things together. So this is an opportunity to take stock, to go through a little bit of what we have achieved in thinking about forward motion.

I also want to say at the very outset – something you already know – that I am an optimist. I see glasses as half full, not as half empty. So, from my perspective, when there is something that is not working quite right, that means that there is room for improvement and cause for excitement in terms of how we can attack those problems and make ourselves better. With that in mind, I just want to also note that, like all endeavors that are heavily dependent on human resources, a campus like ours really thrives when its constituents feel positive and have confidence in its leadership. From the very beginning, when I came – and those of you who were there know the set of circumstances that brought me here – I saw my job, number one, as restoring relationships and trust between campus administration and campus constituencies – from campus administration, system administration, the Board of Trustees, local legislators, alumni, town government leaders, the Office of the Governor, and the business community.

So there was a whole series of relationships that needed to be rebuilt that were frayed. So that was my number one job, and I believe the evidence shows that I have largely succeeded in this important fundamental task.

UMass Amherst is clearly a campus on the move. Recent progress of this campus has occurred at a time of considerable turmoil in higher education. We have just started coming out of the Great Recession, are in the midst of a national debate over the value of going to traditional college and even some questions about the purpose of college, and are confronting long-term constriction in the availability of federal research funding. There was every reason for campuses like ours to falter, and many did. But, working together, this community here outperformed expectations across the board.

Let me go through a litany of achievements that we can all brag about. In the areas that are most important to demonstrating the value of the Commonwealth’s investment, our campus stands out in terms of accomplishment and, equally importantly, in momentum.

We are ranked 30th among national public universities by U.S. News and World Report. Over the past ten years, UMass Amherst has moved up farther and faster than any other leading public university, one of only eight public universities with a double-digit improvement in ranking. Let me be clear, while we keep an eye on such rankings, I don’t want them to become an obsession, nor an end unto itself.

These striking improvements have come through effective and efficient use of resources. I am really proud of this new ranking that just came out a few days ago, in which U.S. News and World Report named UMass Amherst as one of the top twenty-five most efficient national public universities in America. This ranking recognizes campuses that have
placed high in the quality score with the least annual expenditure. So, really, we are not only high quality, but that quality comes as one of the most efficiently-run campuses. I think we should be really proud of that.

The campus has made steady progress in improving its research profile. One measure – albeit an imperfect measure – we have moved from 32nd to 27th in Research and Development [R&D] expenditures among peers without medical schools, and exceeded the national growth rate in National Science Foundation expenditures in six out of the past seven years. This is a tremendous statement about the quality of our faculty and the quality of the proposals they write. For the first time, in 2014, the campus’ R&D expenditures exceeded $200 million. That is a big milestone in terms of getting to the level of the top 20 or so universities, which is what I think we are poised to be in all measures going forward – and that should be, in fact, our goal.

This past year, national and international faculty awards, as tracked by Academic Analytics, rose to 337, exceeding our targets. These are the kinds of things that the System Office actually monitors, so we have to pay attention to them.

Finally, in this litany, UMass Rising, the most significant and ambitious fundraising campaign in our history, formally kicked off in April 2013 as a part of our Sesquicentennial celebration. To date, UMass Rising has achieved more than 94% of its $300 million goal. We will continue until the end date, which is June 30, 2016 – so another 16 months left in this – in order to make sure that all targets in the various categories are met, rather than just the total. So this campus is doing really well.

In undergraduate education, over the past three years, undergraduate applications rose more than 15% to approximately 40,000 for an entering class of 4,700. Concurrently, the academic profile of each first-year class continues to climb. This past fall, we welcomed the most academically accomplished entering class in our 151-year history, and the same thing will happen this coming fall for sure.

While we are gratified that the campus is increasingly a destination of choice for the best and the brightest, obviously I am very cognizant of our responsibility to ensure access to all deserving students. To ensure that UMass Amherst continues its emphasis on access, I involved all campus constituencies in developing strategies to increase recruitment and graduation of under-represented minorities, first-generation, low income, and international undergraduate students as a part of a comprehensive diversity strategic plan, which is currently in circulation for general comment. In terms of this inclusivity, we are proud of certain measures, such as in 2014, we were recognized as one of the best campuses in the country for LGBT students, as well as for being a military-friendly university in terms of returning veterans and how they are treated on this campus.

In terms of outcomes, over the past two years, we have made a concentrated effort to improve undergraduate retention and graduation rates, including closing the gap between underrepresented minority retention and graduation rates. Our four-year graduation rate currently stands at 66%, and six-year rate stands at 76%. While these are the best among public institutions within the Commonwealth, there is still obviously a great deal of room for improvement. I know that the Provost, the deans, and all of you are working hard to do even better.

In terms of graduate education, we recognize that the strength of any research university is in large part defined by its graduate education, and we have recently implemented a series of steps to strengthen programs: doubling our investment in graduate student fellowships, and continued emphasis on increasing participation of members of underrepresented minority groups in graduate education. Also, creation of an Office of Professional Development in the Graduate School, charged with developing core competencies critical to success before and after graduation.

Sustainability... I am proud to be associated with a campus which is a national leader in environmental stewardship. The Princeton Review has lauded our campus as a 2015 “Green Honor Roll School,” placing it among the nation’s top 24 colleges for environmental awareness and responsibility, and we have received the prestigious 2014 “Climate Leadership Award” by Second Nature, which is a national nonprofit organization. And, of course, our Northeast Climate Science Center and other research clusters are world-renowned.

Speaking of world-renowned faculty, our tenure-stream instructional faculty has continued to grow. For the first time since 2001, we now have surpassed the 1,000 mark in tenure-system instructional faculty members, and that will continue to rise. Concurrently, we are working to improve gender balance and diversity as we build a world-class faculty across all disciplines.

Another measure... UMass Amherst ranks among the top 200 programs worldwide in 17 academic disciplines, according to the 2014 QS World University Subject Rankings. Notably, for a second straight year, our Linguistics Department is ranked 8th in the world. The University ranks 11th in the world in Agriculture and Forestry, reflecting
the campus’ strengths in the Stockbridge School...Resource Economics, Environmental Conservation, Food Science, and Veterinary and Animal Sciences.

In terms of infrastructure, that obviously is essential for building a great university, we have had much success in the effort to revitalize our facilities with the opening of significant new buildings, such as the Life Science Laboratories and the Commonwealth Honors College Residential Complex. The momentum continues. In just the past year, we opened the Integrative Learning Center. This $93 million facility, which I hope all of you are enjoying as well as our students, provides 2,000 seats of new classroom space, as well as facilities for several academic departments. It has wonderful new technology available, and it is up to us now to make sure that these investments lead to improved learning outcomes for our students. Three more critical projects: the replacement for Bartlett Hall, forming an addition to historic South College; a new home for our architecture and design programs; and a new state-funded Physical Sciences Building are about to enter the construction stage. We still have more to do to prepare this campus fully for the next 50 years. Let me mention my pet project which is the renovation of the Old Chapel. That is also going to be entering its construction phase in the next few months.

So looking to the future... I am going to say what is obvious by now, which is that I am a firm believer in working in a culture of planning, assessment, and intentional improvement. The growing demand for accountability in higher education may require that direction, but, to me, it is a way of life regardless of whether it is mandated or not.

Like most of its peers, UMass Amherst’s approach to planning was neither rigorous nor ground-up when I arrived. My task was made easier by a mandate from NEASC, our accrediting body, that our Five-Year Report, due August 2013, should include a strategic plan whose preparation engaged the campus community broadly. Accordingly, in full partnership with the Faculty Senate, I charged the Joint Task Force on Strategic Oversight, popularly known as JTFSO, with overseeing such a planning process. The Phase I Report, which you have all seen and endorsed, summarized the rich conversations about the changes facing academia in general, and our campus in particular, which led to the establishment of three overarching goals underscoring our status as a Land Grant institution, and as the flagship of the state system.

NEASC, in its response, noted with approval “The University’s success in collaboratively establishing its new strategic plan...” Likewise, this body, in its endorsement, talked about “the first strategic planning process in the institution’s history that was genuinely collaborative.”

Of course, planning by itself cannot lead to improvements if resource allocation does not follow strategic priorities. I, therefore, simultaneously launched a reexamination of the campus budgeting processes. A Joint Task Force on Resource Allocation, popularly known at JTFRA – again, reflecting a true partnership among faculty, students, and administration – has worked for almost a year to propose a more transparent, decentralized, data-driven, and incentive-based budgeting model which preserves campus core values. This model is currently in the final stages of development for a trial run, and will be presented to this body in due course.

Other related initiatives pertain to changing the view of Information Technology (IT) as a service or utility into a strategic partner in innovation for all sectors of the campus. I hired the first full-time CIO (Chief Information Officer) for the campus, who is systematically implementing this change, working closely with the campus community. The first steps in increasing our investment in IT have been taken, such as improving band width in various places and installing Echo 360, a recording and rebroadcast system.

Our academic departments and colleges have long had a periodic academic quality assessment and development process in place. I have implemented a corresponding periodic review process for administrative units as well. For instance, this has led to considerable reorganization within the Student Affairs and Campus Life Division to improve and streamline services to our students. Our Office of Grants and Contracts Administration now routinely collects customer satisfaction data and presents it on its website. We also have undertaken an external review of our Human Resources operations and are working to improve its customer service. Finally, I appointed a Diversity and Inclusion Steering Committee, as you know and as I mentioned earlier, which has now circulated a first draft of a plan for campus and community comment and involvement – a plan that actually has a plan of action to re-dedicate our commitment to inclusive excellence.

All in all, while there is still much left to do, we are moving systematically to an organization defined by planning, assessment, improvement, and accountability. No campus is without controversies and crises; we have had our share. I believe, in each case – whether it is sexual assault in our residence halls or unruly celebrations in town – we have used them as occasions for careful review of our policies, processes, culture, and for making improvements going forward.
In conclusion, my primary priority during the past 3½ years has been to build community around common purposes, and putting in place the systems, structures, processes, and practices needed for successful competition for our campus in tomorrow’s education marketplace. Looking to the next few months, we face many challenges as we adjust to a new governor, a new Board chair, and a new President of the System. We are quite busy right now trying to build a close relationship with the new Governor and his team. As you know, the new Governor, when he was just elected, already visited our campus after his election. We are setting up meetings with his cabinet. And, of course, our close relationship with House Speaker DeLeo, and even closer relationship with the new Senate President, Stan Rosenberg, and are of great value to this campus. The old Board chair, Henry Thomas, was a great champion for western Massachusetts and this campus. The new Board chair, Victor Woolridge, is all that, and also a proud alum of this campus. I am confident that this campus is well-poised to assert its role as the system flagship through these transitions. I have full faith in the presidential selection process being conducted by the Board. Because our campus is in such a strong position, we will thrive under any new President, whether internal or external. Any new President will understand that continuing the positive momentum of this campus is essential for the success of the System.

Thank you.

B. PRESENTATION BY JUANITA HOLLER, ASSOCIATE VICE CHANCELLOR FOR FACILITIES AND CAMPUS SERVICES – “CURRENT CONSTRUCTION PROJECTS: IMPACTS TO CAMPUS”

Juanita Holler, Associate Vice Chancellor for Facilities and Campus Services, presented the following PowerPoint presentation:

Juanita Holler, Associate Vice Chancellor for Facilities and Campus Services: I couldn’t think of a better way to introduce the construction projects that we have underway than what the Chancellor just indicated. This a really robust time on campus, and I think it shows the advancement that the University is making.

One of the greatest impacts, though, of any construction project is that it is going to curtail, for periods of time, your ability to get around campus. While I am going to go over many of the projects that Vice Chancellor Sheehan identified in the November meeting of the Faculty Senate, I am going to try to focus on what the impact will be to you, students, staff, faculty, as the projects go through.

Very briefly, these are the major projects that we have going on: the Champions Center, Furcolo, South College. Those are all either under construction or about to begin at any particular time. Then we have a list of future projects that are on the boards that will be coming up in the near future. Not listed here are those that we know are coming down the line that are even beyond these.

John Francis Kennedy Champions Center. The first one that really doesn’t have a lot of impact on campus, other than the fact that it’s a big fenced area, is the John Francis Kennedy Champions Center, which is directly south of Mullins. Unless you are walking around through, trying to get to the fields, it really doesn’t have a major impact. You can read all of the things that it includes. I have included some visuals for these projects because I think that is a great impact as well, as to what the projects are providing to the University. So here is the site fence that goes around the site of the Champions Center. This is Mullins; there is a site fence that goes here and goes back to the parking area. This is North Pleasant Street along here; the fence goes all the way out to the roadway. It is cutting off the access that goes down to the practice fields. There will be a connection to Mullins itself. This is the finished landscape plan that shows the Champions Center here. There is a direct link to Mullins. The parking to and drop off for the Mullins will not be disturbed at all. The next slide shows what the facility will look like. The interior – we are really doing a lot – two basketball courts, male and female...upper level. One thing I did fail to mention was that there will be some crosswalk work on Commonwealth Avenue later on this spring. We will be improving the intersection as a crosswalk for the band and other people going into the Champions Center. We won’t have the street closed in both directions at any one time, but we will be posting notices as to when it will be down to single lanes.

In addition to what I am showing you on the particular projects, at the conclusion, I am going to be going over the communications of how my organization reaches out to let the campus community know what we are doing and what impacts it will have on you. There may be some things that you are not aware of that you can sign up for to get direct information.

Furcolo Renovation. The second project is the Furcolo renovation, which is north of campus. It is essentially for the home of the College of Education. Its interior renovations will consolidate all of education within this one building, and will allow us to demolish the Hills complex. From a site disruption standpoint, we have construction fencing that
goes all the way around the east side of the facility. It does not impact parking at this point in time. It is all interior renovations. However, during the summer, there are some areas on the north and south of the facility where we will be closing off entrances, but there will always be accessible entrances. The project will work very closely with the College in determining when those closures will take place and how long they will be for. This is the current schedule. From June 2014 to June 2015, this area is being concentrated on. From June to September 2015, we have the interior renovations of Furcolo itself, as well as some of the northwest corner. There will be a new entrance coming in here, so there will be some deviations for people who are used to using different entrances; they will have to work themselves around the building, but that will all be described in more detail. The interiors: nice new classrooms that will be available – different types – and just a complete interior renovation that will upgrade the entire complex.

South College Academic Facility. As you know, South College is one of our historic structures on campus. We have chosen what I would call a very unique way to rehabilitate the facility. We are keeping the existing historic structure intact. As you can see in this drawing, the current building is there, and we are buddy ing it up with a buddy building that allows us to renovate South College and bring it up to standard codes at a much cheaper square footage cost, because all of the code-compliant requirements are being put into the new addition. One very important thing with South College is that it has to go through a number of approval processes. It is very tied in with Mass Historic Commission. We are designing it so that we are being very respectful to the historic nature of the building. We are keeping the exterior as it was back in the late 1800s. The whole new addition – which is a large portion – respects the height, massing, and how we actually attach to the building. We are changing materials – it is a brick structure, and we are wrapping brick around the west side and part of the north side. But where the building actually touches South College, it will be a slate-type of material that will separate it so you will always be able to see South College as a historic structure in and of itself. This gets to be a little more complicated because major utility work had to be done, and this has already taken place. For those of you who were walking by or wondering what the big trench was going on the north side of South College, it was a large utilities tunnel that, essentially, is complete. This provides utilities to the building itself. It did provide a lot of disruption for those who were used to going out on Hicks Way, but that work is now substantially complete. Future disruptions – you have to get oriented – here is South College, and the yellow lines are showing the construction fencing that is currently up. This will take us from essentially last month to the middle of March. We are maintaining access into the delivery facility that feeds the Library; so that will be maintained. Everything else will be taken off. The construction fencing will be rerouted from March 2015 to May 2016, and will take over the entire site. Finally, from May 2016 to July 2016, to get in parking that we need on the north side of Goodell, the site fencing will take over the entire site. It is during this short period of time that it will be the greatest disruption to pedestrians, because they will not be able to do a cut through over from Hicks Way to the central portion of campus. But that will be for a very short period of time. We will also be looking at where and how to relocate the handicapped parking that is needed in this area for the Library and Goodell. So we are still working on this, and all of this is a work in progress. As we go along in developing these construction documents, and we find things that we hadn’t considered, or site conditions change, or the construction manager comes up with a better way to do it, this is all subject to change, making it better for the campus community. So this is just a drawing, looking at it from an airplane, if you will. South College will now be accessible; this will be an accessible pathway over from Thompson, through the building, and over to Goodell. We will have pedestrian and a vehicular service road that will be able to come up, and provide handicapped parking directly to the north of Goodell that will service both Goodell and South College. This is a rendering of what the finished east side of the building will look like. As you are coming out of the Library, we are reestablishing the entrances to South College. These are just some nice pretty pictures of what the final impact to the campus will be. We are going to have a really good-looking building that respects a great historic structure that has a lot of meaning to the University. That is looking at it from Hicks Way. This will be a major entrance that will be used a lot by folks in Commonwealth College, who will be coming up and will be able to cut through the building, using the interior of the building as an accessible pathway to get them up to and over to the Library and other buildings on the east side of campus. From the north side, this is what the north elevation looks like. Here, again, you can see the historic brick structure, and the indentation of where we are attaching the new building to it. Just briefly, the floor plans. The blue indicates that this will include classrooms for general use. You can just look through these – English, Philosophy, History, Women, Gender, and Sexuality Studies, instructional space. One of the nice things on the interior of the building is that we are leaving the north end, west façade of the old South College as the brick structure, and then having a skylight over it with a common area beneath it. So it will also be a place where students – not only from the Humanities and Fine Arts – but anyone can go in there and use it as a common space. I think it is going to be very sought after, and used 24 hours a day. It is going to be a great area.

Tillson Substation. Then we have the Tillson Substation. This isn’t really something that is pretty to look at, but it is costing us $40 million. In order to have all of the other buildings on campus that the University really needs to use for teaching and support and everything else, we need to provide power. While we do generate a lot of power on campus through our combined Central Heating Plant, we have been purchasing power from WMECO. The substation will now take us off of the WMECO grid and make us a fully self-sufficient utility provider ourselves. The outcome of this project, though, because we will no longer be having to pay for electricity, is that it will save us approximate $1
million a year on of our utility bills. The other thing that this does is provide us a lot of reliability in redundancy that we were not able to accomplish with WMECO. We currently have two of their substations, one Codec and one Amherst, that have actually reached capacity. So they were not able to provide us additional power without substantial upgrades to their substations. We had a lot of discussions with them; a lot of cost alternatives. By us providing our own substation, it became a much less costly alternative and a lot more reliable for us. From the standpoint of impacts, there will be digging a duct bank that goes across North Pleasant Street, comes down Eastman Lane, and then comes across campus into the Orchard Hill subdivision. So there will be digging and trenching that will be going on from mid-April to early-May. The biggest impact will be when it crosses North Pleasant Street which may be down to one-lane traffic. Half of the substation will be owned by Northeast Utilities, and they will be maintaining that equipment. The other half, the smaller power side of it, belongs to us.

LSL Mass Life Sciences Fit-Out. Then we have the Mass Life Sciences Fit-Out. This takes place in the shielded half of the Life Sciences Laboratory. Its occupancy is scheduled for Spring 2016. While essentially this is all interior renovation to the lower 3½ floors of the building, there will be some impact to the campus. This will be home to the Center for Bioactive Delivery, Models to Medicine Center, and the Center for Personalized Health Monitoring. Their core research facilities will be used by many centers, as well as off-campus partners in industry and academia. The impacts to the campus – this is the Life Science Laboratory (south) that is being fitted out – there will be a construction laydown area that will cut off some access to parking in this area. We are working with maintaining handicapped entrances and exits to the Life Sciences complex itself. As you can see, this is the south-facing portion of phase two of Life Sciences. We will be removing some of the windows to provide entrance into the building of the heavier equipment and materials that need to get inside of it.

Wilder Hardscape and Landscape. Finally, there is something called the Wilder Hardscape and Landscape project. We had actually hoped to have this done last fall. We ran behind due to some weather issues and some historic issues. This is a 144-foot stone wall that we are rebuilding from the original stone that was put there. It is a drainage issue. It is utility work that was being done underneath that we did manage to accomplish. We have to wait until this spring, when we will be finishing up the paving, installing shrubbery, landscaping, and finishing off the parking. So we expect that to resume in the April-May timeframe and be completed. The impact this will have – if you are traversing from the residence halls on this side, trying to get down to campus or trying to get into Morrill, you are going to have to go around Stockbridge, down into Morrill three. This is an accessible route that goes through Morrill itself, or come down through the bridge way underneath.

Future Projects. These are still on the drawing board. These will have a little less defined impact as to where and how we will know they will affect campus roadways and sidewalks.

Chilled Water Plant Expansion and Upgrades. The Chilled Water Plant Expansion is a $30 million project that will provide additional chilled water capacity, particularly in our north and eastern segments of campus. It will definitely reduce our chiller-deferred maintenance. Construction is scheduled from Fall 2015 through Spring 2017. This needs to be done prior to completion of the PSB, which I will be going into in a little while. Our one chilled water plant – this is E-Lab II – is directly west of E-Lab II. We will be looking, at some point, at fencing off the entire area. The addition – we are still looking at where the addition will be; whether it will be to the northeast or north. The one major impact this will have, most likely, is that we will be closing off what I call the cut through street between Service Drive West coming up into here, and then going out into Governor’s Drive. We will maintain access into E-Lab II and the Computer Science Building, but you won’t be able to take a cut through. Anybody parking in these lots will need to enter through the Service Drive, between where the bus transportation facility is to the north.

Design Building. Then we’ve got the Design Building. The Design Building is an exciting new project that is coming down the road. Pre-construction will begin as early as within a few months. It is going to combine the programs for Landscape Architecture and Regional Planning, Architecture and Design, and Building Construction Technology. We are still trying to find a name for the building, so right now it’s just the Design Building. It is going to be a wood structure. I think that, the way the building is being designed, it is going to have a great impact on the campus, and will reflect the fact that it is something different and unique to the design disciplines. It will also enable the demolition of Hills House, which we need to get out of and demolish. The impact – we will have a loss of parking in Lot 62. We are working on mitigating that. We have already installed additional parking where the French Greenhouses used to be, that were to the northeast of the site; that parking is complete. This is a pretty difficult drawing to read. As the site plan, this is the new facility that will be developed. There was a whole parking lot within this area. This is French-Fernald over here, with a small temporary parking lot that was developed when the building starts. So this lot up here will be maintained, mostly, throughout the entire construction. There may be some periods when they need to get in – to subsurface, utility connections – but for the most part, this portion will remain intact. The same can be said for the small lot in front of Fernald. Portions of that may be closed off. But we are trying to maintain as much parking as possible. With the French Greenhouse parking addition, it looks like we are talking about a net loss
of about 50 spaces. We are working very closely with the Fine Arts Center and other users of this lot as to how to mitigate the impacts to those patrons. The interesting thing about this building is that it will be a simulated copper-clad building, which is unique to the campus. It has some canolevers in it, is done in the shape of a U, and it combines all of the studios from the three areas and workshops. I think this is one of the first buildings on campus where we have three different occupants that have come together and agreed to share spaces, which is saving money on the building itself. There was a lot of synergy in putting these three groups together, and I think it’s proving that it’s going to be a terrific building. When you saw the $50 million price tag, there was also $3 million that was identified as state funding. That was actually to help us make this a wood structure. So, with the built environment going in here – architecture, design, and landscape – having a wood facility is going to be unique to the northeast; this will be the first one coming down the line. This shows the entrances through the lobby and the commons area, looking out towards North Pleasant. You will be able to physically see the wood structure throughout. We are doing a lot of collaborating with the future occupants in using this as an academic test or academic project for their students, so they will be able to actually see this being built and participate. The construction manager has agreed to have as many students as possible work with us during the construction of this building. I think that is very exciting as well.

Physical Sciences Building. Then we have the Physical Sciences Building. This is located – here we have Goessmann and the Lederle High Rise and Low Rise; this is West Experiment Station in its new location. Here, again, we are doing a sort of buddy building concept. West Experiment Station is one of our most historic buildings. We are looking at utilizing it much like we did South College, and having Physics offices be within here. This would be the new Physical Sciences Building, which takes Organic Chemistry out of the high rise and moves it, for code-related issues, into the lower levels. The site implications for this building are very complicated. We are fast-tracking, as we do in many cases, the site utility work and construction and demolition work of the site. I am not even going to try to go into this, but to let you know that when sidewalks and pathways are being turned off or re-routed, we will provide updates to the campus as best we can to let you know. For those of you in Lederle, here is where you normally enter the north wing. We are going to try to keep all the entrances open, so we will be providing a direct access into and around the construction fencing. Everyone is trying very hard to make the disruptions as minimal as possible. Here is West Experiment Station in its new location. Here is West Experiment Station where it currently is today. We are looking at how best to move that building, whether it be a move or whether it be a deconstruction and reconstruction, which looks to be the most cost-effective method.

[Please refer to Associate Vice Chancellor Holler’s presentation via the ECHO recording for further details on her presentation: 744th Faculty Senate Meeting ECHO]

C. ANNOUNCEMENTS

1. Principal Administrative Officers

*Micheal Malone, Vice Chancellor for Research and Engagement:* Over the holidays – some of you may have seen this – we appointed Elizabeth Chilton Associate Vice Chancellor for Research and Engagement. We also formed, late in the fall, the Research Administration Advisory Board, and we just had our second full meeting. These are two of the major recommendations from the Huron Study that we did several years ago. The Research Administration Advisory Board is to complement the work of the Research Council. It has a large fraction of staff as well as associate deans for research from the schools and colleges on it. It is focused on a smoother operation in what we do to ease the burden on faculty in conducting their sponsored research.

*Julie L. Buehler, Vice Chancellor for Information Services and Strategy and Chief Information Officer:* I think the last time we were here, Vice Provost Carol Barr and I were here talking about the addition of the Associate Provost for Instructional Innovation. We promised that, as soon as she started here, we would bring her to introduce her. I am going to have Carol do the actual introduction.

*Carol Barr, Vice Provost for Undergraduate and Continuing Education:* Once again, you have heard Vice Chancellor Julie Buehler and I say – we were asked a couple of meetings ago – that, yes, we are far enough along in the search process, but couldn’t quite say yet because things were going on. Then we announced, yes we do have a new Associate Provost for Instructional Innovation and her actual name, but she wasn’t here yet. Now she’s here; this is Dr. Alyson Gill. She was Associate Professor and Director of the Center for Digital Initiatives at Arkansas State University. She is joining us as Associate Provost for Instructional Innovation, and she is also seeking a tenure Associate Professor position in the Department of Art History; we are going through that tenure process right now. We are very pleased to welcome Alyson to the campus. She has already hit the ground running, and has met with numerous faculty. She is collaborating with the Center for Teaching and Faculty Development. We meet on a bi-weekly basis. She is involved in Julie Buehler’s leadership team. This shows you the collaborative effort on instructional innovation – the
technology, the academic side, the pedagogy, the faculty, the students. Here she is; she is going to do it all, and she’s wonderful.

**Alyson Gill, Associate Provost for Instructional Innovation**: I wasn’t expecting to stand up in front of all of you, but I just wanted to say hello. I am absolutely delighted to be here, and hoping to meet all of you soon.

**Vice Chancellor Julie L. Buehler**: I have a couple of other quick announcements. One is – I need your help, which I think I say at just about every meeting, but it’s true. On February 18 from 1:00 to 2:30 p.m., we are going to have a vetting session for policy modernization as it relates to IT. You recall that we were looking at the confidentiality policy and acceptable use. This is the third open forum we have had; you can go out and find the draft policies on the website. If you can’t attend, you can e-mail us your comments, but we would really like to have you in the room so you can ask questions. We are bringing Tracy Mitrano, who is our consultant; she comes from Cornell. She is there to answer any questions you might have, so I really want to invite you to that. I also want to thank the people who have come to the first two sessions; they have been very good meetings.

On another topic – I want to thank, again, the people who are participating in the IT strategic planning. We have had four out of the five committees launched; the fifth one, Alyson will be launching with a co-chair. We have had good participation from campus, but if you want to participate and haven’t been asked, send me an e-mail. We will make sure that we get you involved.

Lastly, I want to talk with you about a difficult conversation I am going to have tomorrow; I just want to make you aware of it. We are starting to get a lot of complaints from our students about networking. For those of you who were here to see our networking current state assessment, you can tell that we have some issues with our network that are pretty big. We are following the protocol. In the Faculty Senate, we have a sub-group on IT, and we have student representatives in that group who have been learning a lot about the network issues. The Student Government Association has also assigned us a student representative for IT, who actually crosses over into the ICTC Council. They have been talking with us about how we can more quickly solve some of the network issues, because the students really care about this. To give you a metric, just before I got here, I saw the early results of our Help Desk calls. Any guess as to the number of calls we had last fall in regards to networking? Take a wild guess. We had 3,000, and actually students don’t call help desks much; they like to solve it themselves. So that is actually a very high number. We are going to meet tomorrow and talk with them about the same presentation we gave here, to tell them why the problems exist. The reason I say it’s going to be a little challenging is that we are going to talk with them about the scope of the problem; the big number, how we can accelerate progress, and what we are thinking about in funding. We are going to talk with them about a potential technology fee. Our peers have one; the others in the UMass System have one. I know it’s a challenging conversation, but I wanted you to hear it from me. That is what we are going to be talking about tomorrow. I will know more after the conversation, but I wanted you to be aware.

**Vice Provost Carol Barr**: Just to add one more quick thing, because I want it in the minutes. I should have said it before when we were introducing Alyson. Our hiring of Alyson is the result of the strategic planning process. Dr. Alyson Gill being hired by this institution as the Associate Provost for Instructional Innovation position was a recommendation coming out of the strategic plan. So that strategic plan – which a lot of you were involved in, and it was a process with a lot of feedback, a lot of collaboration, and a lot of input – is not just a strategic plan that is going on a shelf somewhere collecting dust. It is an actionable strategic plan, and I thank the Chancellor for the funding to support this position.

**James Sheehan, Vice Chancellor for Administration and Finance**: Two things... For those of you who haven’t heard, we have signed an agreement with Amazon.com to be our virtual bookseller; they will take over in July. We will be presenting some detail and giving you more information about that at the February Faculty Senate meeting.

Another point – on a sadder note – Juan Jarrett, Associate Vice Chancellor for Human Resources has taken a position at the University of Georgia, and will be leaving us in a couple of months. We have begun the process of putting a search committee together and will be looking to fill that position, hopefully before the beginning of the next academic year.

2. The Secretary of the Faculty Senate

**Ernest May, Secretary of the Faculty Senate**: I would like to personally congratulate Chancellor Subbaswamy on his highly intelligent, collaborative, prudent, and effective tenure as Chancellor of this institution. He has a great vision for UMass Amherst; we are so lucky to have him. Thank you for all you have done, and all you are going to do.
I would also like to offer congratulations, on behalf of the Senate, to Victor Woolridge, an alumnus of this institution, on his appointment by Governor Baker to chair the UMass Board of Trustees. It has been quite awhile since we have had an alum of this campus as Chair of the Board – I think Gordon Oakes was the last one. I have observed Chair Woolridge in action over the past several years as Chair of the Board’s Committee on Administration and Finance. He is very smart; he is tough; but he is fair. He is a force to contend with. His first task, of course, will be to guide the Trustees in the selection of the next President to succeed Robert Caret.

It is early in the semester, but there is already a lot of activity going on in the councils and committees. I would like to try to keep you updated on some of the leading things that are going on.

The Academic Matters Council has approved a policy on double-dipping between different academic credentials. The policy that they are going to propose at the next Faculty Senate meeting reads like this: “No more than two courses used to fulfill a requirement of any one credential may be applied toward the fulfillment of another credential, where a credential is defined as an academic degree program, major, minor, or certificate. One course may be applied to two credentials...” So we are going to clarify that.

The Academic Priorities Council is deliberating the Campus Budget Planning Council proposal, in coordination with the Program and Budget Council.

Athletic Council Co-Chair Tracy Schoenadel has left the University to pursue other opportunities. Co-Chair Nelson Lacey is our designated representative to COIA, and will be attending the upcoming meeting of COIA. Among many other issues under discussion, there will be the organization and possibilities for the institutions in FBS and FCS that are not aligned with the Power Five Conferences. That is a big problem for this campus and for probably at least 100 other campuses in the country.

The Commonwealth Honors College Council is deliberating its draft planning document.

The General Education Council is now under the chairmanship of Claire Hamilton, after the long service of its previous chair, and will hold its first meeting tomorrow.

The Graduate Council has proposed a revised document on graduate certificates; it is on the agenda today. It will soon be creating guidelines for the review of graduate certificates. Our original legislation mandated the review of all approved certificates every five years, and five years is next year. We need to get ready to do this, but have to figure out how to do it first.

The Program and Budget Council is working on a draft for recommendations regarding college planning and budget advisory councils.

The Research Council has approved a draft Open Access Policy for the campus. It applies only to scholarly articles. There are a few copies of the draft at the back of the room; it is on the website as well. This is something that will affect the entire campus; it is being vetted through legal channels and also going to the Research Library Council. Otherwise, I think the Research Council and Research Library Council are the only two councils that are going to vet it. If you have questions, you can contact me, Marilyn Billings, and the Chair of the Research Council, J. Eliot Moss. What has come out is among the simplest and most direct of these policies. The other one, which is very simple and direct, is the Princeton Policy. We are, as usual, very late in the game on this; we are not leading. There is about eight to ten years of experience with this at other institutions, so we can do this right; we don’t have to experiment. Other institutions, ranging from MIT to Harvard to Berkeley, already have similar policies. One thing about it – if you are concerned, you can opt out automatically if you need to. If the publication of your article will not happen because of the publisher or some editorial intervention, you can automatically opt out.

The Status of Diversity Council will meet next week. I assume it will consider the recently-announced diversity plan. I would encourage people to attend the campus-wide meeting that is planned for next Thursday, February 5 in the Student Union Ballroom at 4:00 p.m.

The Undergraduate Education Council heard from Vice Provost Barr about several plans for improving undergraduate success. We should have a Faculty Senate presentation about that sometime, including, as it gels, putting our first-year students into various areas of interest, basically one per college, rather than the current “undeclared” designation.

The Joint Task Force on Resource Allocation (JTFRA) had a public presentation in December, but a lot has happened since then. They had a meeting this morning – the model has undergone further evolution, and it is clear that the...
model has evolved in very significant ways under the leadership of Chancellor Subbaswamy and the deans and many other people involved. We are getting farther away from RCM and much closer to a model which is uniquely crafted around the practices and unique circumstances of this campus. Provisionally, JTFRA is scheduled to make a formal presentation to the Faculty Senate at the March 12 meeting; that’s what we’re aiming for. As I understand it, there may be a recommendation to test the new model – running it in parallel, but not implementing it as the driver in FY 2016. As far as I know, the earliest time for consideration and application would be FY 2017.

At the next Faculty Senate meeting, Vice Chancellor Sheehan will be making a presentation on the new virtual bookstore, which is another great move forward.

Having seen the incredible amount of construction that is happening, as well as all of these other good things, UMass Amherst is on a great path forward.

7. The President of the Student Government Association

Jacob Schissel, Vice President of the Student Government Association: We had quite an eventful semester last semester. We are certainly expecting some big things coming up this semester – spring 2015. Big on our agenda for the spring semester is to really build and grow town and student relationships. Hopefully, we can do that with the implementation of a Town-Student Advisory Board, to help share concerns and see where we can move forward with how we want to interact with each other and how we can become better parts of the community – how we can find that delicate balance.

In addition, we also want to build and maintain strong admin-student relationships through our advisory boards and sustained meetings, because I do believe that we work better as a team. When we have a mutual understanding of each other and what we hope to accomplish, I believe we can find good dialogue and come together on certain issues.

Personally, I want to take on some individual projects. As the Vice President, I want to try to create what I am calling the UMass congress, which will be a UMass SGA statewide program. Hopefully, it will be a coming together of all of the SGA leadership, to sit down at least once a semester and maintain good communications with one another so that we can all share our challenges and see how we can offer our support to one another, and how we can give our solidarity to the other UMass campuses.

Lastly, I want to work with our Secretary of Veterans Affairs in the SGA, to build and create a veteran package that will be directed toward incoming veterans during orientation – nothing more than, perhaps, a package and more specialized services to give them an idea of what kind of facilities there are on campus – numbers and e-mails where they can find support; different help to get them better involved with the veteran community and assimilate into the UMass lifestyle.

D. QUESTION PERIOD

Senator MJ Peterson: Looking on the visuals on the Physical Plant Building, it looks like it is going to be very difficult to have buses stopping south-bound in front of the GRC. Are people going to have to walk down to the next stop in front of the Integrated Learning Center?

Juanita Holler, Associate Vice Chancellor for Facilities and Campus Services: [Associate Vice Chancellor’s response was not spoken into a microphone or recorded.]

Senator W. Curt Conner: I am asking what the level of debt would be for all of these new buildings; what he said was $500 million.

Ernest May, Secretary of the Faculty Senate: That is correct. I have been watching the Trustees since 1988. We went through a period when they were doing the “big dig” in Boston, and you couldn’t even get a roof repaired – we had to put canopies over roofs – because the construction on all of the other projects in the state system was being systematically halted. Now it is our turn, and everything is happening.

There is a limit imposed by the Trustees of 8% debt service-to-operations, so there is a guideline which is keeping with Standard and Poor’s, the bond-rating agency, and their recommendations. As we approach that guideline, the new Board chair and, I’m sure, Chancellor Subbaswamy are also very cautious and prudent about how they spend money. But the buildings that we are talking about, as I’m sure you well know, are falling apart and, mostly, we are reacting to emergencies. We really cannot continue, as a University – let along a first-rated University – as we are.
Senator Susan K. Whitbourne: Could we hear a little bit about the plans for Sunday? We have heard the official announcement, but students have had some reactions. It might be helpful just to inform us, and also let us know what we can tell our students. This is about not having guests in the dorm rooms.

Kumble R. Subbaswamy, Chancellor: I think that, when we analyzed and reviewed with Counselor Davis and his team, one of the observations was that our current guest policy allowed for more guests to be in the southwest area than the number of students; a lot more...threefold. Therefore, what might have been a 1,000-student gathering turns into a 4,000-student gathering, for example. So, one of the recommendations was that – and I also want to remind you that, in terms of arrests, there were 51 arrests, of which 28 were our campus’ students and the rest were outsiders – like many other institutions, we limit the number of guests to control it in anticipation of some of these kinds of events. So we are following that recommendation. Recall, when the World Series occurrence happened, there were a lot more people – there were 3,000 students – gathered, which got out of hand. So this will be more like 1,000, which we think is better and which our police are better able to control. So that is really why this policy took place. It is not a popular policy. Technically, the police might have recommended a curfew; we couldn’t accept that either. So we are trying to be as responsible as possible.

One quick announcement that I’d like to make, now that this news is out. Our Athletic Director, John McCutcheon, has accepted the position of Athletic Director at the University of California-Santa Barbara. We will be conducting a national search to find a replacement.

Senator John Reiff: I would like to note that, earlier this month, the Carnegie Foundation announced that this campus was renewed in its elective classification as a community-engaged institution. I want to thank all of the faculty, staff, and students who contribute to the work that gave us that designation once again.

E. BYLAW CHANGES


MOVED: That the Faculty Senate approve the Bylaw Changes, as presented in Sen. Doc. No. 15-003B.

03-15

(This motion was read at the 742nd and 743rd meetings of the Faculty Senate on November 13 and December11, 2014, respectively. The final vote will be taken at this meeting.)

The motion was adopted.

F. ACTION TAKEN BY THE RULES COMMITTEE, ON BEHALF OF THE FACULTY SENATE, OVER THE JANUARY BREAK

ART 685 “Media and Motion Graphics” 3 credits, as recommended by the Graduate Council.

MOVED: That the Faculty Senate affirm the action taken by the Rules Committee, on behalf of the Faculty Senate, during January 2015, as listed on this agenda, Item F.

16-15

The motion was adopted.

G. NEW BUSINESS


MOVED: That the Faculty Senate approve the Revision of Concentrations in Landscape Architecture and Regional Planning, as presented in Sen. Doc. No. 15-023.

17-15

The motion was adopted.

MOVED: That the Faculty Senate approve the Amendment to the Supplemental Guidelines for Graduate Certificate Proposals (Sen. Doc. No. 09-023), as presented in Sen. Doc. No. 15-024.

The motion was adopted with one dissention.

H. OLD BUSINESS

Amendment to the Special Report of the Nominating Committee concerning Nominations to Faculty Senate Councils and Committees, as presented in Sen. Doc. No. 15-021A with Motion No. 15-15.

MOVED: That the Faculty Senate approve the Amendment to the Special Report of the Nominating Committee concerning Nominations to Faculty Senate Councils and Committees, as presented in Sen. Doc. No. 15-021A.

The motion was adopted.

The 744th Regular Meeting of the Faculty Senate stood adjourned at 5:09 p.m. on January 29, 2015.