I wonder if I know him  
In whose speech is my voice,  
In whose movement is my being,  
Whose skill is in my lines,  
Whose melody is in my songs  
In joy and sorrow.

I thought he was chained within me,  
Contained by tears and laughter,  
Work and play.

I thought he was my very self  
Coming to an end with my death.  
Why then in a flood of joy do I feel him  
In the sight and touch of my beloved?

This I beyond self I found  
On the shores of the shining sea.  
Therefore I know  
This 'I' is not imprisoned within my bounds.

Losing myself, I find him  
Beyond the borders of time and space.  
Through the Ages  
I come to know his Shining Self  
In the life of the seeker,  
In the voice of the poet.

From the dark clouds pour the rains.  
I sit and think:  
Bearing so many forms, so many names,  
I come down, crossing the threshold  
Of countless births and deaths.

The Supreme undivided, complete in himself,  
Embracing past and present,  
Dwells in Man.  
Within Him I shall find myself -  
The I that reaches everywhere.

A. WELCOME FROM CHANCELLOR KUMBLE SUBBASWAMY

Kumble A. Subbaswamy, Chancellor: I was going to give my “State of the Campus” address, but in light of the Senate President’s presence, I think I will go right into introducing him. Indeed, Stan Rosenberg does not need any introduction in this community; however, I will do so anyway. In particular, I think this is the first time we are greeting him as the Senate President. And, of course, we know him as our Senator here in this district. For the last 30 years, he has represented us in Boston in one capacity or another, his current position being the highest of those honors. We are thrilled for all the accolades he brings to us because, of course, he is our alumnus. We are very proud of him. He has been an incredibly strong supporter of public higher education in general. Certainly, as Senate President, we have already seen his impact on UMass. In particular, I refer to tuition retention. For those of you who understand the issue, it is so logical and so rational, but he had to fight for 20 years to actually make it happen. We really appreciate it, and the Commonwealth’s families also appreciate that there is finally transparency in terms of where the money goes and how the increases are tracked, and so on. Thank you for that.
Speaking of transparency, I really applaud what Senator Rosenberg is trying to do for democracy in this state, in the sense of opening up Senate process so people don’t view deliberations any longer as smoke-filled rooms or any of the opacity that is associated with decision-making. This transparency is something that resonates with us, or least with me, because, as you know, I have been trying to share information about the University administration as much as I can. I look forward to working with you to achieve even greater transparency in terms of University operations as we work together to advance this campus that we all love.

B. ADDRESS BY STANLEY ROSENBERG, PRESIDENT OF THE MASSACHUSETTS SENATE
(Questions and Discussion to Follow)

Stanley Rosenberg, President of the Massachusetts Senate: Good afternoon. I am appreciative that sometime each semester, I get to come by and give an update to this body.

Basically, where we are at this point is that we have concluded the FY16 budget debates and negotiations, but the job was not completely done. So we’re going to continue to work on getting more money into the system and back here to the campuses. I wanted to reflect on the fact that, even though that budget process is just about complete, we actually have started work on the next cycle, the FY17 budget. My message and my hope is that, with my visit, I can inspire and motivate you, the Faculty Senate, to join in the effort and the budget process for next year. We have had pretty good results since FY12. We haven’t gotten exactly everything we’ve wanted, but substantially more since FY12. We’ve had some good success. But we have players in place now, and we’re trying to assess the dynamics of how we’re going to move forward. One way to capture it is to look at what happened in the budget debate that we just concluded. If you start at the FY15 spending of $513 million, the UMass ask was for a $65 million increase. The Governor’s proposal had a $13 million increase, and the House gave a $5 million increase. The Senate went up to $24 million, the Conference Committee took it down to $18 million, the Governor took $5.4 million out and brought it back to his original number of $13 million. The House and the Senate overrode the Governor, bringing it back to $18 million. We still have a $10.9 million hole from FY15 for collective bargaining. We are committed in the Senate, and I believe some of my colleagues in the House as well, to working to get that $10.9 million. This would bring us in the neighborhood of roughly half of what the University asked for.

Part of the problem, and remember that this was President Caret and the Board of Trustees’ strategy prior to President Meehan coming in, is that what the University asked for was essentially collective bargaining, a little bit more, and a line for $26 million that was defined in one sentence that was so non-specific that no one in the legislature had any idea what the money was for. Then, the Board of Trustees voted for a tuition increase of upwards of 5%, which, coincidentally, is about $25 million. They were making the assumption that they might get level-funded, and if they got level-funded, they would need the 5%. They said that, if they got an increase, they would revisit student charges. We’re now in the situation that we need to get that $10.9 million into the pot to fill the collective bargaining hole, but we know that the University wanted another $25 million above that. The Legislature didn’t know what you wanted that for.

In recent conversations with President Meehan, I indicated that the watchword of the day is transparency. Tuition retention is about transparency, as the Chancellor just said. Now, the parents and the students know what it actually costs to go here, and they can compare it to other institutions. Similarly, when the budget requests are filed, they need to be transparent. So, it’s a new day; we have a new Governor, a new Senate President, a new Senate Ways & Means Chair, and a new University President. If you saw what President Meehan wrote in The Boston Globe, three cheers for him. That was right on the heels of his first month in office; he put his shoulder to the wheels and he did his part to win tuition retention and to win the budget override. He is doing his job from day one, and he wants to put forth a vision for what this University needs. It has to be clearly spoken and it has to be in enough detail so we can understand what we are fighting for and so the Legislature will understand. If we reach those goals and the kind of money that he envisions, we will know what the we are going to get, the students will know what they are going to get, and the families are going to know what they are going to get. I want to encourage you, as a body, to support President Meehan's objective here of really engaging in a robust discussion with the Governor, since the Governor comes first. If that happens, when the Governor writes his budget, there won’t be a $13 million increase in the face of a $65 million ask. I’m not saying that $65 million was the right number. I’m saying that we in the Senate wanted to get as high as we could, which was $24 million. Part of this was that we cut $1.5 billion out of the budget in order to put it into structural balance, but another part was that we had no ability to argue what the $26 million was for.

I want to urge you to join with President Meehan, your Board of Trustees, and your allies in the Legislature to impress upon the Governor the importance of presenting a good start to the budget debate because that was woefully inadequate, in spite of the difficulties. When you have to cut $1.8 billion out of the budget, a lot of people got either level-funded or cut, so a 4% increase is not too shabby under these circumstances. The increases since FY12 show that we're doing pretty well, but we still don’t have enough momentum and we don’t have the resources to get everything...
done that we need to get done here. We’ve spoken in the past about how the Connecticut Legislature set a goal to put UConn on the map, and they provided significant amounts of money for both capital and operating. UConn rose dramatically through the rankings, both among public and private universities. We’re doing pretty well, too, but we don’t need any competition just a few miles away. We need strategies for Massachusetts, because we are a knowledge-driven economy, and we have a lot to lose if we don’t do it right. This campus and this UMass system educate the vast majority of people who go into our economy with degrees, associates, bachelors, masters, and Ph.Ds.

So we have to redouble our efforts, and we have a new opportunity. I served as chair of the Ways & Means Committee in the Senate almost 20 years ago, and, during that period, we were able to deliver an almost 7.7% increase each year for three fiscal years. It was a dramatic change moment for the University. We have this opportunity again. For the first time, we are now positioned again with someone in a key leadership role on the Senate: we have Steve Kulik who is on the Ways & Means Committee in the House, we have a new President, and we are coming out of this recession in the economy. Once this budget is put into balance and we have the opportunity to grow budgets, we want to make sure that we have the case, that we have the transparency, and that we have a legitimate and defensible request. There is a report out there that was done by a commission that is calling for nearly $1 billion increase in public higher education for the whole system. That will be a very huge lift. But we have to aspire to something on that scale. We need to put our ducks in order and take advantage of the opportunity that we have today, which we have for a period of time. I invite you to get behind President Meehan, get behind the Trustees, get behind your allies in the Legislature, and work to advance a robust and visionary program for advancing this system, this flagship campus, and public higher education in general. I was at the press conference for the release of the report that I just mentioned, and I concluded my remarks with words that are familiar to all of us. I quoted President Clark—rather, I paraphrased President Clark and took out the sexism. Instead of “Boys, be ambitious!” I said, “UMass, be ambitious!” This is a moment that we have a chance of doing something, we have to make the changes that are necessary around transparency and clarity and partnership, and we have to advance on the same agenda. With that, I’ll stop and leave some time for comments, questions, etc.

Sen. Frank Hugus: Thank you for your remarks and hard work, Senator Rosenberg. I really appreciate that. I have a concern, which is based on money as most concerns are around here, but it’s not about running the place, it’s not about faculty salaries, it’s about student debt. In the past number of years, we’ve seen such an increase in student debt. I think we could all give examples of problems that our students have, either with staying in school or working three jobs and not being able to study properly, and then getting out under crushing debt. We need to do something about that, not just for ourselves but also for the future students. It’s not just a question of qualified students, it is also a question of access. I would like to hear your thoughts on that.

Sen. President Rosenberg: I have two general areas of thought. The first is we have a task force in the Legislature. It is a subcommittee of the Higher Education Committee looking at student debt, and trying to come up with some strategies to help us stop the growth of debt for incoming students and students who are here now. We are also trying to figure out if there are any strategies to help those who have come before. The biggest program that we can do, the quickest, is to increase state appropriations for public higher education. That’s why the second thing is so important to me at this point. Even though we didn’t hit the number that UMass wanted, when they made the decision to increase student charges on the assumption that it would be a level-funded budget. If we deliver that, and, as we were able to do, deliver even more, which, both symbolically and in the real world, showed that we were addressing the increase that they put in place. It sent a message both to the Legislature and to the families that we’re all on the same page, and we’re all playing by the same rules. Although it might be a modest amount, it ought to be revisited based on commitments made by the University earlier. That’s only a one-year thing, and it’s a small thing, maybe more symbolic than effective in the pocketbook, but whatever help is provided, it’s something.

Sen. Steven D. Brewer: I’ve heard it discussed in several contexts that the University system has been in place for 25 years, since the Saxon Commission. I’ve also heard proposals that perhaps there needs to be another commission to assess the University system now that a quarter of a century has gone by. Have you heard anything like that? Do you think that something like that is likely to happen?

Sen. President Rosenberg: I’ve heard about it, and I think there is some momentum behind the idea. I don’t think it is a bad idea. I do have some fears, because the Saxon Commission’s focus was “What do we need to do to make these three campuses excellent?” The result of the Saxon Commission was a series of policy proposals, which made sense for the system. But it also resulted in a war between four campuses trying to be added to the system, and it ended up with two new campuses added. So, instead of under-funding and under-supporting three University of Massachusetts campuses, we ended up with five to worry about. My biggest worry would be, if we are really going to focus on what it will take to make each of these campuses excellent in their mission, starting with the flagship campus, honoring and supporting the mission of the flagship campus to advance in whatever strategic means that might be available to us. Or is this going to be a nice policy exercise, and we’re going to have more arguing? Could some combination of the
state university campuses step up and say, “we’re ready, why can’t we be part of the UMass system?” That would be my fear.

**Senator John Reiff:** I would like to follow up on the question from Senator Hugus about student debt. I understand that, several years ago, state funding for need-based financial aid was in a bucket with several other forms of financial aid and that, over the last 20 years or so, the size of the bucket didn’t change much but the proportions that went to the different kinds of financial aid did change. It was the need-based financial aid whose proportion shrunk. I don’t know what has happened over the last few years, but my sense is that, if we’re concerned about student debt, then state-funded, need-based aid is the place that we should really be looking to build. What are your thoughts about that?

**Senate President Rosenberg:** It has been a long time since I did research and reading on this, but my general understanding is that this is a national trend and problem, that campuses are increasingly using financial aid as merit-based rather than need-based in order to improve the quality of the student body, attracting students with higher skills, capacity, ambition. The success of the enterprise today and the success of the enterprise in the future depends on them as they succeed and, as alums, support the institution in different ways. That’s my first reaction and my first thought.

The way that we distribute financial aid here in Massachusetts has to be reviewed very carefully because our patterns are not the same as in other states. Whenever I have a chance to fight for money, I say that the next dollar goes into the operating budgets of the public higher education system as long as they spend them efficiently, because that is the best chance to control the increase in student charges.

**Presiding Officer Richard Bogartz:** I try to manage with simple concepts, and when I think about student debt, I ask, “Who is making money from it?” And that is what I think needs to be addressed. The amount of money that the Legislature is coming up with is not really going to address the profit system and who is making money off the student loans. Thoughts?

**Senate President Rosenberg:** You’re right. Why should people be able to get a mortgage between three and four percent, to buy a car from zero to five percent, and get a college education for seven to twelve percent? There is something fundamentally wrong with the system. That debt belongs to the next generation. They haven’t even gotten out of school yet, and they have that debt. When they do get out of school, it affects which jobs they can take, what fields they can go in, and a whole series of other problems. We don’t have control over that because most of the banks are federally chartered, and most of the loan financial aid comes out of the federal government, not the state government. A little bit of it comes out of the state government, but we mostly do grants, which, as I mentioned earlier, are more merit-based now than need-based. This is why I think Elizabeth Warren is beating this drum so hard, because the federal government and the federally-regulated banking system are the biggest sources of the problem of interest on student debt.

**Katherine S. Newman, Provost and Senior Vice Chancellor for Academic Affairs:** As you know, this campus was the beneficiary of a significant state investment in the applied life sciences which we used to great effect, and I think we’re going to see tremendous multipliers from that. Do you foresee any sorts of investments like that, that are true to the land-grant mission, for example in data science or cyber security, that we might look forward to? It is a tremendous opportunity for the University to partner with the Commonwealth in job generation and in advancing the Massachusetts economy. Do you foresee anything of that kind in the future?

**Senate President Rosenberg:** It is the campus and the system’s job to tell us what we need to do in higher education to ensure that we have an educated work force and we have all the supports necessary within the system. The UMass system, starting with this campus as the flagship, has three missions: teaching, research, and public service. You need to tell us what resources you need, how you’re going to use them, and connect them to our work force development and economic development. I think our community does it better now than it has ever been done, at least since I’ve been around, and I’ve been watching this for more than 40 years. There is still improvement that is available to us and possible. You have to tell us what the investments are. New construction tends to come before deferred maintenance, because you can never cut a ribbon at a steam pipe. But if we keep building new buildings and we don’t have steam pipes to support those buildings or faculty to fill those labs and classrooms, then what’s the point of the building? So it’s your job here to identify strategic opportunities. We just got this huge grant, and UMass is the lead for this national effort, for $75 million, and it will end up being about a $150 million enterprise over about a five-year period, in a focused area of advanced manufacturing. That’s one of those tremendous opportunities. I don’t think we need to build a building, but we’ve got the resources, we’ve got the people, we’ve got the labs, we’ve got the people who know how to do this stuff. So find the opportunity, go after them, and where there are deficiencies, you have to let us know. The Chancellor came and told us that the campus was on the verge of winning this grant; can we get about
$20 million from the state? We organized ourselves, we got the written commitment, and that enabled us to get the grant. Now we have to work to get the money released.

C. REMARKS FROM CHANCELLOR KUMBLE SUBBASWAMY (QUESTIONS AND DISCUSSION TO FOLLOW)

_Chancellor Subbaswamy:_ I want to again offer thanks to the Senate President; we couldn’t ask for a better leader or advocate than we have in Stan Rosenberg. I want to speak to the idea of having a window of opportunity on this campus to forge ahead and become even more nationally prominent, as is appropriate for the “Education State” of the United States, namely the Commonwealth of Massachusetts. If you look at the composition of the Board of Trustees now, the largest number of alumni are from our campus, and if you include all of our alumni and you include the Western Massachusetts representatives, we have a really large bloc of trustees. They may not always act as a bloc, but they may, at least when we really need that. We really have an opportunity to make certain decisions or differential investments that may not have been previously possible. President Meehan, from the very outset as he started thinking about becoming the system President, has been thinking very seriously about what he could achieve that would really leave a big mark on the Commonwealth. What impact could he make in four to eight years? Very quickly, especially as someone with eight years of experience as a campus chancellor as he did before he became President, it became clear to him that taking the flagship campus and making it one of the top campuses in the country is an opportunity that Massachusetts needs and has not had the chance to do. Six of the ten campuses in the University of California system, which is generally the model for the UMass system, are ranked in the top 11 _U.S. News and World Report_. None of the UMass campuses is on that top list. We’re ranked in the top 30, which is nicely written and published as a table. We are not really seen in any way as distinctive or distinguished.

We have a lot of momentum on this campus. The term ‘flagship’ is now used freely, even by President Meehan. Incidentally, President Meehan’s presidential car is maroon-colored, much to the chagrin of the Lowell campus. Joking aside, he really is committed to moving the entire system forward and making it prominent, but also understands that, as in the UC system, you really need to work on it one campus at a time. That needs to be the strategy. You won’t really have the resources to advance the system all at once; that strategy won’t work to move you toward distinction, as UConn did. Fifteen years ago it wasn’t even on the map. Even just going by the _U.S. News and World Report_, which isn’t necessarily the most scientific way of looking at it, though it is getting more and more scientific as we go along, UConn is ranked at number 19 among national public universities. We are 29. I mention this because I want to appeal to a sense of competition that naturally exists in Massachusetts, especially in regard to Connecticut and the other New England states. We think of ourselves as the public elite in New England, and we’re knocking on the door, but we need some additional investments to make that happen. Student debt and other issues are also critical.

One of the points I am trying to make is that this is the “Education State.” High-achieving high school students are looking for a high-quality place with impact and prestige. We take in about 3,400 Massachusetts residents each year. The largest private university, Boston University, takes in a total class of 3,400, and about 10% of them are from Massachusetts. So we’re 10:1 in terms of being able to bring in students from Massachusetts. In order to give them an education that is not just simply seen as the state option or the cheap option, but to actually make it the destination of choice, I think that we have an important opportunity here, using President Meehan’s incredible abilities and relying on Stan Rosenberg’s leadership. In fact, the leader of the House of Representatives is also a fan. He comes to the campus for the Academy for New Legislators that we run every January, and understands what the campus is all about. I think that things are really lined up for us to keep the momentum going. As I start my fourth year here, I think we know what we want to achieve and that we have the supporters to make that happen.

Let me also say a few things that you may have read about, and I think are important. Demand for UMass Amherst keeps going up, in Massachusetts, regionally, nationally, and internationally. I am particularly proud of the fact that our international student numbers have almost doubled and this is really without using headhunters, like various universities do. This is particularly at the undergraduate level, which has resulted in people seeing this as a high-quality undergraduate option. So we’re beginning to get lots of applications, and starting to see the results on campus. It internationalizes the campus in an incredibly rich way, and all of our students benefit from having the international students on campus. I think we’re up to about 6% now, and that really makes it look like this is a flagship campus.

I’m very proud of the fact that we have made progress on underrepresented minority admissions. If you recall, last year was a time of renewed focus. Our Provost and the Admissions Office really worked together to do some new things—the Honors College also did some new things—to increase the diversity of admissions. The total percentage of minorities is about 26%. The way I look at it is this: Michigan, for example, is a public university that sets high marks for its commitment to diversity, as you know with the fights they have taken to the Supreme Court to maintain their diversity. The percentage of minorities at Michigan is around 28-30%. So we’re really marching right up into that
category. In terms of underrepresented minorities, I think we’re at about 12%, which represents a 2% jump. We’re trying to tell the story appropriately, and we have the new website, which was recommended in the Diversity Strategic Plan report form last year. So if you go to www.umass.edu/diversity, there is a website with a lot of our plans, our results, our progress, and resources documented there to support a community of diversity and inclusion. Our commitment is really represented in that website.

At a time when federal money and competitive grants continue to dry up and decline, our faculty are working really hard and really coming up with greater success. The increase between this year and last year is really surprising. I think we were the only campus in the system to do so, if I remember correctly. That’s an easy measure, that’s why we go to grant dollars, instead of trying to figure out the other ways of keeping track of research. That’s why we’re always talking about grants, so I don’t want any Humanities and Fine Arts people to think that we don’t care about anything else. Grants are simply a quick handle on research quantity and quality.

In terms of the budget itself, it was a very complicated year. We had the contract completed and negotiated in good faith, but, if you ask the Governor’s office, they say they already gave us the money, and we said no, we didn’t get the money, and so, until we get the money, we can’t pay people. We were in a stand-off. So I’m going to actually take some time to explain all of that. Not now, but at an appropriate occasion, because I think that you all know that I am totally committed to transparency, and I want you to know all the facts as we know them. We will have different interpretations, but that’s okay, that’s part of life. I want all of us to be able to debate the same data. I have already shared the change in budget from last year to this year with the Rules Committee, and I’m looking for other occasions to do it more publicly so everyone knows what’s going on. One footnote which might make it more understandable as to why there was a public dispute about who would pay and also why tuition increased, in spite of what you saw on the graph that Senate President Rosenberg showed: it all goes back a few years ago when the “50/50” notion started. It was a noble cause and it was a good way to get political support, but it was very confusing. The deal was that, if the state comes up to the level of 50% of covering academic costs of operation of the University as a whole, then the system would freeze in-state tuition and fees for two years. But then it got lost in the details. What exactly was the agreement? Well, all of the people who made the agreement are gone—the Governor, the President, and many of the members of the Board are gone. I think there are honest disagreements over what actually was supposed to happen. But, as Senate President Rosenberg said, it’s really critical with all the new players that we all get on the same page, because we all want the same things. We want the system to advance, we want to campus to advance, we want the students to not have crushing debt loads. So I think we’re agreed on what outcomes we need and we all want, but making it clear in terms of who’s asking, why, and can we demonstrate efficiency and effectiveness about things that are going on.

The bottom line for our campus is that, just taking fixed costs only—namely, the salary increases that have been negotiated—and then simply paying for our debt service and operation and maintenance of new buildings that have just come on line, this amount far exceeds the net increase in our revenue, including the state appropriation increase, which for us amounted to about 1.5%, and the net increase in out-of-state tuition revenue. Those are only two sources of revenue. Add it all up—and this isn’t administrative bloat, this isn’t anything, this is simply the negotiated salary increases plus the debt service—and compare those two numbers, there is about a $10 million gap. We’ve gone back and tried to slice off some of the reserves and the cushions that were built into the previous year’s budget. I’ll be honest with you, last year’s budget was great—the second year of the “50/50” plan was great for our campus. We made up ground on a lot of the losses of the late 2000’s, when there was a 25% budget reduction from the state. So we made up a lot of those types of things and built up, for example, a nice little cushion for new faculty laboratory renovations. Whenever you hire a new faculty member in the sciences, especially with the aging infrastructure that we have on this campus, you need a couple million dollars to renovate laboratories and offices. In order to do that, we’ve had no money other than whatever capital funding we had. So we had built up a cushion for things like that. We started slicing those things; it’s the usual thing. You take two steps forward and, if you’re lucky, one step back and, if you’re unlucky, three steps backward. We took some of those things out, and still there was what I call an irreducible deficit of roughly $5 or $6 million. We decided to only go to administrative and support units and slice off 3%, which gets us the $5 million, so the academic units will be spared any budget reductions for this year. Next year depends on what interpretations are made, what is asked for, and whether there will be a tuition raise or not—it’s a little more complicated for next year.

One other thing, along those lines, is to bring you up to date on the planning process. It is now happening nicely on the college, department, and support unit levels. This summer, administrative and support units, such as the Physical Plant, the Purchasing Division, and HR, worked very hard on trying to explain their budget to us, and we’ll have the occasion to share that information with JTFRA and the subcommittee that comes out of that. We’ll pick up that process. Again, I am totally committed to transparency; we will share the information with you. You may not agree with our interpretation; there will be differences of opinion, but we certainly want to share the numbers with all of you.
Again, there are lots of good things going on across the colleges, across the campus. I think that rather than hold forth even more, let me make some introductions, and then take some questions. For those of you who pay attention to such things, you may know that our Vice Chancellor for Administration and Finance, James Sheehan, left the campus and took a new position at the Dartmouth campus. He left effective September 1. What I have decided to do is this: rather than immediately launch a national search and replace that position, I want to see if we can live a little more of a horizontal administration in Administration and Finance. It is a very large operation which is so critical for all the good things that we need to do as an academic institution: human resources, financial resources, and space are the critical elements that are the life-blood of a university. I want those entities to be placed in a closer nexus with academic operations and interact more with the deans and departments than has been the case with an additional layer. So I’m going to experiment for the next six to eight months without filling that layer, and see if a superhuman interim Vice Chancellor for Administration and Finance, in the form of Andrew Mangels, our current Associate Vice Chancellor for Administration and Finance can do the budget piece and look after the other operations in Administration and Finance as interim Vice Chancellor for Administration and Finance. We’ll take an assessment of how things are working, whether for better or for worse, in six to eight months, and decide if we’ll live with a more horizontal administration.

In the meantime, we also have some other changes. Shane Conklin will be the Interim Associate Vice Chancellor for Facilities and Campus Services. He takes over from Juanita Holler, who served as Associate Vice Chancellor for Facilities Operations; she left to join Cal-Poly at San Luis Obispo. He is already interacting with the deans and departments in order to become a little more service-oriented and how best to understand our needs with respect to facilities, cost containment, and things like that. Many of you may remember that Juan Jarrett, our Assistant Vice Chancellor for Human Resources, left us for a similar position at the University of Georgia. We conducted a national search and are very pleased to have Marie Bowen join us as the only non-interim introduction that I am making. She is the Assistant Vice Chancellor for Human Resources. She has already made a lot of friends by declaring that typewriters will be banned from this campus. She comes to us most recently from the Harvard Law School. So welcome, all of you, to your new positions.

I also want to introduce our new Director of Athletics, Ryan Bamford. He has been a breath of fresh air; he started working for us even before he came aboard. He has done a wonderful job of putting together a top-notch team of associate athletic directors. Ryan, would you like to introduce your two senior associate athletic directors?

**Ryan Bamford, Director of Athletics:** Sure! This is Tom McElroy, Senior Associate Athletic Director for External Affairs, and Darrice Griffin, Senior Associate Athletic Director for Internal Operations.

**Chancellor Subbaswamy:** Tom, apart from a stint with the Big East, was associated with the University of Connecticut. Darrice comes to us from Columbia University. Those are my introductions. I am happy to answer as many questions as the Presiding Officer allows.

**D. ANNOUNCEMENTS**

1. **Principal Administrative Officers**

**Katherine A. Newman, Provost and Senior Vice Chancellor for Academic Affairs:** I want to start off by thanking MJ Peterson for taking over this leadership role. She’s been an extraordinary colleague and help to me in getting to know this campus, and I am looking forward to working with her in this capacity.

I also have a few new faces to introduce to you, although some are people that you know. Let me begin with our new Dean of the Honors College, Gretchen Gerzina. Gretchen comes to us most recently from Dartmouth College where she was the Vernon Professor of Biography and Chair of the African and African American Studies department, as well as the former chair of the English department, and we are thrilled to have her. She is an expert in Victorian literature and a public intellectual in the humanities. She was the mind behind a wonderful radio program on NPR, introducing people to novelists and to writers for about fifteen years. I understand that NPR has recruited her back, and we are thrilled to death to have her byline for UMass on the radio. Her work has been featured for years on this campus in our classes because, as you probably know, her wonderful book that she produced collaboratively with her husband, Mr. & Mrs. Prince, is the story of a manumitted slave family in the Deerfield area who acquired land there and then had to fight for the right to keep it, all the way up through the court system. Our students read it, and we’re just delighted to have her here to lead the Commonwealth Honors College.
John Hird needs no introduction, since you all know him, but, since the last time of our assembly, he has been made the permanent Dean of the College of Social and Behavioral Sciences. We are delighted because he is an outstanding leader.

As you know, because you voted this through, we now have a new College of Information and Computer Sciences. We have a wonderful committee doing a national search for a new dean, but in the interim, we have an interim dean. This is Bruce Croft, Distinguished Professor of Computer Science.

I would also like to introduce my colleague Debbie Gould, who replaced Bryan Harvey, when he was lifted upstairs to the Chancellor’s office. Debbie is the Chief Budget Officer for the Academic Affairs Unit, and she also helped with administrative organization. She is a real go-to person, a real problem-solver, and I am so delighted to have her. It was hard to be without her.

Finally, let me just mention a few things that will be going on around campus, with the leadership of the faculty. As you know, we are in continuous strategic planning mode; this is an important mode for the Chancellor. He wants to engage in continuous planning and improvement. That was a huge lift last year. The Deans and faculty leadership are consolidating a tremendous amount of work done last year to figure out how to take all of that incredible thinking and put it into action plans. There are two specific areas that we will be working on in the fall. We will be concentrating rather heavily on curriculum revision. By this, I mean how we deliver the curriculum, whether students hit bottlenecks in getting courses they need to graduate, the size of our advanced courses and whether there are ways we can make them smaller to provide more access to this distinguished faculty as they crest into the junior and senior years. In the spring term, we will be looking very, very carefully at advising and at career planning. These are elements that are there in the strategic planning process last year, but they are such big important topics and have so much to do with the level of satisfaction that our students experience. They will benefit from a deeper dive. That’s going to be led by Carol Barr, who you all know very well. Carol gave a one-hour précis to the heads and chairs last week, so they all understand what we’re working on. This will involve all of the faculty, and we value your input very much, but we’re going to try to be a little less of an imposition on your time through task forces and committees, as the departments and the deans see fit. We are hoping that, by the end of the year, we’ll have a better hold on what we can do to make the undergraduate experience a little more intimate, especially as they get toward the senior year.

We’re also continuing, as the Chancellor said, our commitment to student diversity. Unfortunately, Leykia Brill had somewhere else to be this afternoon, but many of you will come to meet her. She is our new Assistant Provost for Diversity. That was part of our strategic planning process. The Task Force called for the creation of this position. We were incredibly fortunate to lure Leykia Brill from Amherst College. She really hit the ground running, creating all sorts of remarkable programs, especially those with new linkages to non-profit organizations and high school leadership all over the state, but especially in our region and in the eastern part of the state. She is working with non-profit leaders who work with high school students to create more intentional pipelines into UMass and summer programs to help people get more familiar with our campus.

Under the leadership of Senior Vice Provost Betsy Dumont and Debbie Gould, we’re looking more carefully at space planning with Bryan Harvey. We hope to develop a stronger understanding of how to align space allocation on campus with the research agendas of the faculty. Those are just some of the things that are underway on campus. There’s certainly a lot more from where that came from. I look forward to working with all of you this year.

Alyson Gill, Associate Provost for Instructional Innovation: Julie Buehler regretfully could not attend today, but she asked me to come in and mention a couple of instructional innovations that are happening this year that we want you to be aware of. The first thing I wanted to mention is actually something that we can’t see, but it actually makes our lives a lot better. We’ve upgraded to a new version of ECHO360. For those of you who are unaware, ECHO360 is what makes it possible to do lecture-capture in our lecture halls as well as do recordings before class so we can do asynchronous presentations on-line. The new version has a vastly improved user interface; it seems to be a lot better. We’ve also added ten additional classrooms that have this, so we now have 88 classrooms on campus with this feature.

In addition, we’ve added Apple TVs around campus. One thing that Apple TVs help us do is connect devices, such as iPads and phones, to a presentation system without using cords. We’ve added that to most, though not all (we’re getting there!), of the classrooms in Skinner, we’ve added thirteen new ones in the ILC, and we added Apple TV to Tobin 520 just the other day.

In addition, we’re running six pilots through Academic Computing this fall. They include adaptive learning tools, data visualization, e-authentication and proctoring pilots, authoring, as well as video-conferencing. I know video-conferencing doesn’t sound incredibly innovative, but we have six new tools that we are using. Some are basically
Welcome back, everyone. For the campus.

There are also some new things that we are going to be continuing in IT this year. One is our very popular Tech Talk series. Tech Talks range from things like how to manage your social identity online, where we were urged to go Google ourselves, to what it is like to work at ESPN. We’ve seen a lot of students, faculty, and staff filling those places. We're going to be starting a series called IT Under the Trees, which sounds intriguing, about ways to take IT out of the classroom.

I was also asked to mention to you that, as many of you are aware, we had a SPIRE and other systems incident around 12:15 pm today. They were down for probably about an hour, and it is probably related to information security. All I can say right now is that everything seems fine, we’ve had no time to debrief, and while I can’t give you much information about that, we will give a presentation about it at the next meeting. Thank you very much.

Michael Malone, Vice Chancellor for Research and Engagement: Welcome back. I have a few announcements. One, which has already been mentioned by Senate President Rosenberg, is the grant announcement that a few of you may have seen. Vice Chancellor Kennedy explained to me that Friday afternoon in the middle of the summer is not the best time to get press coverage. There is a national Network for Manufacturing Innovation, and we are part of a winning proposal. We estimate that it will bring $40-$50 million to Massachusetts over the next five years. About two-thirds to three-quarters of that will stay on campus, and the rest will go to our partners at UMass Lowell, Northeastern, MIT, and Harvard. So, a lot of credit to a lot of people and a lot of thanks are in the press release. Jim Watkins in Polymer Science is the Principal Investigator, and there are faculty from multiple departments and multiple institutions, so congratulations to all the faculty.

For those of you who are used to dropping in to see some of our Research Development/Research Compliance/Innovation Institutes staff, don’t do that because they are in the midst of moving to 101 University Drive to make room for growth in the School of Public Health and Health Sciences. We’ll get announcements out as soon as moves are complete, and we welcome you to stop by there. You can go there on your way to work, there's plenty of free parking. We'll have an open house and welcome you there.

Finally, there’s a couple of announcements about the UMass Press. The best selling volume currently is from our very own Professors Bracey and Smethurst, and their co-author Sonia Sanchez, titled SOS—Calling All Black People: A Black Arts Movement Reader. It is just going into its third printing, which is great. I also wanted to call your attention to another volume from the UMass Press about music in the Vietnam War; the title (which you may resonate with) is We Gotta Get Out of this Place: The Soundtrack of the Vietnam War. Thanks to IT services and Associate Provost Gill, you can download the top twenty tunes from iTunes. Thank you.

Andrew Mangels, Interim Vice Chancellor for Administration and Finance: Welcome back, everyone. The Administration and Finance departments have been working very hard over the summer to get the campus ready for all the returning faculty and students. There are a couple of new fences that you may have noticed that have cropped up over the summer. The most important one is the one around the Old Chapel, which we’re all very excited about. The project to renovate the Old Chapel should be completed in October of 2016. You may also have noticed, in the Visitor Center Parking Lot, there are some structures going up. Those are going to be solar panels that will generate some electricity for campus. We are also looking at a second phase of solar projects; we might be looking at some rooftops and other parking lots, which will further buttress our clean energy savings and generate some solar power for the campus.
We have been spending a lot of time getting the raises that Senate President Rosenberg mentioned processed. We have raises that will go into effect on September 25th, which will get everybody’s base pay up to the negotiated raises. Then, on October 23rd, we will process all the retroactive raises due to everybody dating to July 1, 2014. By the end of October, we should have everyone paid up and we can move forward into the academic year. Those are my updates; welcome back again.

_Bryan Harvey, Associate Chancellor and Chief Planning Officer:_ There’s actually been a whole host of activities around planning going on all summer and into the fall. We’ve been invited to come to a future Senate meeting to give you a rundown of all of that. Today, I just wanted to mention that, last year, the Chancellor’s Office created a Chancellor’s Leadership Fellows program. We put out an announcement and a number of people expressed interest. Two folks that came through that program and will be intimately involved in the planning process. I want to introduce them to you. One is Nancy Cohen, who is well known to us. A professor of Nutrition, Nancy will be working with the JTFSO process with the others on the planning team. A Ye’mis Jimoh, also well known to us, will be working on a combo plan, intersecting the planning and personnel and the JTFRP process. She will be working with Elizabeth Chilton, John Bryan, and me. This is a half-time opportunity for faculty members with interest in some aspect of administration to get more hands-on and understand what’s going on, and we’re very excited about it. Thank you.

_Carol Barr, Vice Provost for Undergraduate and Continuing Education:_ As you know, we implemented an exploratory track program for undeclared students incoming this fall. This summer, with the New Student Orientation and Academic Advising, it went extremely well. The feedback from the academic deans was that it was great all around. I really appreciate the work that went into putting that together. As you also know, we are putting in place first-year seminars. Not a required seminar for our students, but a highly recommended opportunity for our incoming, first-year students. The schools, colleges, and departments put a heroic effort into putting a number of first-year seminars on the books, virtually overnight, so we could have them in time for our incoming, first-year students. At the very end of New Student Orientation over the summer, we are at 98% of our incoming, first-year class in a first-year seminar. This is through proactive advising, and it will connect them to the campus and the department, their major, their School/College, advising, etc. So it has been a real success all the way around for the campus.

_John McCarthy, Senior Vice Provost for Academic Affairs and Dean of the Graduate School:_ First of all, a Graduate Student Orientation, the first ever, took place on this campus last Sunday. About 600 graduate students were there, and we had the participation of about 120 faculty and continuing graduate students, who were presenting on panels and so on. We have done some surveying of students who came to this orientation, and about 90% said it was helpful or very helpful. The orientation had all kinds of stuff. It had stuff about teaching, professional development, presenting yourself on the internet and so on, resources specifically for students of color and LGBTQIA students. Those are going to be followed up by support groups through the semester and the academic year, being run in some cases by the Grad Students of Color Association with Mari Castañeda and, in some cases, by the Stonewall Center. One of the things that was particularly urged by the Diversity Strategic Plan was to have a campus-wide orientation for grad students around diversity, and, with Mari’s leadership on that—she’s the Chancellor’s Leadership Fellow in the Graduate School—we were actually able to do that, working with the associate deans of the colleges and their Directors of Diversity Advancement. We had diversity workshops for every graduate student that came to this event. They discussed what diversity actually means in the context of their college and their academic discipline and the kind of values that are important to this University.

On Friday, September 25th, we’re going to have an event on teaching at a teaching-intensive institution. This is to introduce doctoral students and post-docs to what it’s like to teach at a community college, at a liberal arts college, or a comprehensive university. It’s really critical for grad students and post-docs to experience that because that’s where many people are going to find their jobs—many do and will. We bring in faculty and administrators from the Commonwealth’s community colleges, the comprehensive universities, and from liberal arts colleges, not just those in the Pioneer Valley, to talk to students and post-docs about what it’s like. We are the host of this, and co-sponsors include Brown University, Boston University, MIT, and other outstanding doctoral institutions in the Commonwealth.

I’m very pleased to announce that, although the Grad School lost its half-time Associate Dean over the summer, I was able to recruit two quarter-time Associate Deans to replace her. One of them is Beth Jacob. Beth is a professor in the department of Psychological and Brain Sciences, and is an animal behaviorist; her study animal is spiders. She particularly focuses on visual processing by spiders. Beth will continue her work with the SRTL project, which looks at improving undergraduate education in STEM by improving graduate training in STEM. Beth will also be working on issues related to mentoring, individual development plans, and things like that. The other one is Barbara Krauthamer. Barbara is a professor in the department of History. She received the reward for Outstanding Research and Creative Activity at the last Convocation for her book _Envisioning Emancipation: Black Americans and the End of Slavery_, which won the NAACP Image award. Barbara will be particularly working on matters relating to diversity, including taking a leadership role in our new Diversity Fellowship Program, which will, within the next four years,
nearly double the amount of money that the institution invests in diversity. Barbara will be designing and implementing that program. Thank you.

**Presiding Officer Bogartz:** I would like to ask for unanimous agreement to alter the schedule. Instead of moving to item D2, the Secretary of the Faculty Senate, we move directly to item F and hold the elections, because there is a tendency to depopulate around 5 pm and I am concerned that the election will not be maximal if we have people leaving. Is there any objection to that? I promise to come back to D2.

**F. ELECTIONS**

1. **One Associate Delegate to the Board of Trustees**
   
   **Nominee:** Marilyn Billings (Library)
   
   *(Further nominations will be accepted from the floor.)*

   No further nominations were made and Marilyn Billings was elected by acclamation.

2. **One At-Large Member of the Rules Committee**
   
   **Nominee:** David Gross (Biochemistry & Molecular Biology)
   
   *(Further nominations will be accepted from the floor.)*

   No further nominations were made and David Gross was elected by acclamation.

3. **Chair of the Rules Committee**
   
   **Nominee:** A Yemi Jimoh
   
   *(Further nominations will be accepted from the floor.)*

   No further nominations were made and A Yemi Jimoh was elected by acclamation.

**D. ANNOUNCEMENTS (CONTINUED)**

2. **The Secretary of the Faculty Senate**

   **MJ Peterson, Secretary of the Faculty Senate:** We’re here, it’s September, and not quite as hot as yesterday. It is time to start a new academic year. The budget is not as sunny as it was a year ago, but our already-authorized building projects are moving along and the fences are moving every week. When these projects are finished, we will have first-class facilities for our first-class programs. We’re now working very hard on developing more effective teaching and learning, and we are also working hard on developing new knowledge. Whether or not it attracts outside funding, it is still new knowledge.

   Meanwhile, candidates are out on the campaign trail seeking nomination for the 2016 U.S. presidential election and they are busy, in various ways, contributing (I use the term loosely) to debates on higher education, the cost of higher education, and the sort of higher education that best promotes individual aspirations and meet social needs. So we are going to be hearing a lot about higher education in the next year. I suspect that both faculty and administrators are going to be targets of barbed comments.

   Every September, as we look forward to the activity of the year, there are items that we know are going to come up and then there’s other stuff that comes up that we didn’t know about in September. Obviously, I’m going to concentrate on what I know about. The two joint Task Forces, JTFSO and JTFRA, will be continuing their work and consulting around campus and will also be presenting to the Senate. These are both very important pieces of work that are not quite finished, but they are on what, I think, is the last lap. With JTFSO, it is general planning, and with JTFRA, it is working out the details of the budget allocation system. I emphasize system; it has two components. It is the Resource Allocation Model, that mathematical device that tracks our dollars. But it is also the allocation process of institutions for consultations. And that part we will be working on a good deal in this next year, but we will get there, I am confident of that.
Another piece of the Strategic Plan, like diversity, that detached from the general effort because it was considered to be broad and cross-cutting was internationalization. There has been a committee on this. They are now going to be more active, they have a draft report, and they have some ideas about recommendations. They, too, will be sharing those with JTFSO, with the campus, and with the Senate.

The various groups on campus who come up with new courses, new Gen Ed courses, new certificate programs, new degree programs have not been busy. They have not been idle over the summer! The Senate councils are going to find that there are a number of items in their inboxes already that need their careful consideration.

I know that everyone has been giving introductions, but I have some very important introductions to make: newly-elected senators. Our first newly-elected senator is Anne Ciecko, who is a professor of Communication. Anne is a specialist in film studies, and particularly interested in the cinemas of Africa, the Arab world, and Asia—which sounds to me like she watches lots of movies. Welcome to the Senate, we look forward to having your perspectives. Our second newly-elected senator is Sarah Hutton of the Library, where she is Head of Undergraduate Teaching and Learning Services. Most of us probably know her already, and she is certainly the Librarian best known to undergraduate students; nobody escapes her vision. We have a third newly-elected senator who is a very familiar face, and, if I mention that he is a research specialist on Johann Sebastian Bach, I think you already know that I am talking about Professor Ernest May of the Music Department. Our fourth newly-elected senator is Anthony Paik, an associate professor of Sociology. Anthony does really high-level, computer-intensive social network analysis using social networks of all kinds, ranging from professional groups to sex hook-ups. He is also interested in organizations and networks of organizations. So, in a world of networks, welcome to this network. Welcome to all our new senators.

3. The Chair of the Rules Committee

_Senator A YeşilhisarJimoh:_ Over the summer, the Rules Committee took up a few issues. One is that under the Centers and Institutes Fast Track Closure Policy, the Rules Committee recommended the closure of two centers and one institute. Thank you.

4. The Faculty Delegates to the Board of Trustees

_Susan Krauss Whitbourne, Faculty Delegate to the Board of Trustees:_ There was a lot of activity over the summer. In the interest of time, a lot of this is on their website (https://www.umassp.edu/bot), which has minutes and agendas and other kinds of good things. So, we’re here to present the highlights. Going back to June 16th, the Committee of the Whole met on the Amherst campus, and what really struck us was, of everything that was discussed, how impressive the students were. We were really impressed with the Divest UMass student speakers, who did an excellent job, and the student speaker who represented the Student Administration Accountability Coalition. Her name is Charlotte Kelly, a senior in Political Science and Legal Studies. They all did a wonderful job of presenting their cases.

On August 3rd, after Martin Meehan was appointed President, a new chancellor at UMass Lowell was needed. So the Board voted to appoint Dr. Jacqueline Moloney, and she took over immediately. On September 2nd, the Committee on Academic and Student Affairs met, and Marilyn will introduce that.

_Marilyn Billings, Associate Delegate to the Board of Trustees:_ I wanted to just make a comment, because the chair of that committee, Alyce Lee, had some really inspiring words. To paraphrase what she had to say: she was talking about why we’re here, as a public university, with a land-grant mission. We’re here in the best and worst of times, providing education for our citizens and conducting our research. She feels really grateful to be providing this service for the University system and to be here to serve all of us. She feels like we have a united purpose for being here and doing the work of the UMass system. As the chair of the CASA committee, she will be providing us with excellent leadership this year.

_Delegate Whitbourne:_ Continuing from that same meeting, there were some highlights. There was a presentation on the Performance Measurements System Annual Indicators, which sounds very dry, but, of course, our campus did a great job in presenting our campus achievements. The highlights that are appropriate to be discussed here, especially in light of discussions of affordability and accountability: the report said that UMass continues to be affordable and accessible, we serve the citizens of the Commonwealth, 80% of undergraduate first-years are Massachusetts residents, compared to less than a quarter of its private peers in the state. That’s a great message to be able to remind people of. Our research capacity continues to grow, and our contribution to the educated citizenry and workforce remains high. We awarded 17,000 degrees and certificates in 2013-2014, which was 20% of all undergraduate and graduate degrees awarded in the Commonwealth. It’s just really impressive to have this message to get out. However, the issue of student debt continues to be a concern, and there will be a presentation on student debt at the next Committee of the
Whole meeting. So that will be kicking off the year on an important note with accountability and affordability remaining prominent issues.

**Associate Delegate Billings:** A couple more things. The Intercampus Faculty Council (IFC) also met on September 2nd to talk with President Meehan about how we can assist with the efforts moving forward with the University on the side of the faculty. The IFC has membership from all the five campuses, so we felt that was a really excellent meeting. President Meehan was very receptive to all of our suggestions, and we’re looking forward to having a better working relationship with him. Yesterday, we went to the Administration and Finance Committee meeting and the Audit Committee meeting. In Administration and Finance meeting, they talked a lot about graduation rates, system-operating margins, student debt load, related issues like that. They’ll be bringing all of that forward to the whole Board at the meeting at UMass Boston next week. I’m glad to see all the attention that is being given to student debt load on the behalf of the Trustees.

**QUESTION PERIOD**

**Senator Frank Hugus:** I had three questions, but I’ll be brief and only address one of them at this session, and you can look forward to more throughout the semester. I think the most important one for me, and perhaps others in this room, is what the introduction of Amazon might have done. Now, I did a small sampling of faculty on my floor, and found more complaints than congratulations to Amazon. Starting with myself, it was really difficult to get a course packet delivered because apparently the FedEx truck didn’t have a reservation with the loading dock for Amazon. I thought that was rather strange, but this is what I was told. More substantively, I had a complaint from someone about using a textbook, for which Amazon wanted to charge $100 when it was available for about $70 on the open market. Amazon ordered a different edition for a professor for a text and would not change it, figuring that the professor really wanted a different edition without asking him. Amazon ordered the wrong book for a professor and would not change the order. On SPIRE, as you might have seen when you used it to enter, as the U.S. government apparently requires, the textbooks so students know how much they cost, you don’t go to the old SPIRE page anymore; you go directly to Amazon. You get Amazon’s price, you don’t get the price from the local bookstores. At that point—I suppose this time next month I’ll be in federal prison for saying this—I gave up and did not put my textbooks on the list with their prices, because I did not want certain editions that Amazon was working with and, therefore, I went with a local bookstore. I find that this is unacceptable; I hope, though I doubt it, that my experience and that of my colleagues was atypical. I’d like to know from the administration a) how long is the contract with Amazon? and b) are they really prepared for this?

**Interim Vice Chancellor Andrew Mangels:** The Amazon contract has just started. I don’t actually know what the end date of the contract is. There have been a few road blocks in implementation and this is a first for both the University and Amazon as well. There’s a campus representative from Amazon on campus right now; we can field all the questions and issues that you’re bringing up, Senator Hugus. Feel free to forward those to Ruth Yanka (ryanka@admin.umass.edu) in Administration and Finance, and we’ll look into addressing them.

**ANNUAL REPORTS**


The report was received.


The report was received.

**ACTION TAKEN BY THE RULES COMMITTEE, ON BEHALF OF THE FACULTY SENATE, OVER THE SUMMER 2015. APPROVAL OF THE FOLLOWING:**


MOVED: That the Faculty Senate affirm the action taken by the Rules Committee, on behalf of the Faculty 01-16 Senate, over the Summer 2015, as listed on this agenda, Item H.
The motion was adopted.

I. **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. 15-050B with Motion No. 34-15.

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. 15-050B.

Senator Arthur Kinney moved to amend the amendment to add Lisa Chasan-Taber from Epidemiology to the membership of the Research Council and Rebecca Dingo from English to the membership of the University Writing Committee.

The motion was adopted as amended.

The 750th Regular Meeting of the Faculty Senate stood adjourned at 5:14 pm.