Presiding Officer Richard Bogartz called the 737th Regular Meeting of the Faculty Senate or order on April 17, 2014 at 3:30 p.m. in Herter Hall, Room 227 and began by reading “To His Coy Mistress,” by the metaphysical poet Andrew Marvell.

Had we but world enough, and time,
This coyness, Lady, were no crime.
We would sit down and think which way
To walk and pass our long love’s day.
Thou by the Indian Ganges’ side
Shouldst rubies find: I by the tide
Of Humber would complain. I would
Love you ten years before the Flood,
And you should, if you please, refuse
Till the conversion of the Jews.
My vegetable love should grow
Vaster than empires, and more slow;
An hundred years should go to praise
Thine eyes and on thy forehead gaze;
Two hundred to adore each breast;
But thirty thousand to the rest;
An age at least to every part,
And the last age should show your heart;
For, Lady, you deserve this state,
Nor would I love at lower rate.
But at my back I always hear
Time’s wingèd chariot hurrying near;
And yonder all before us lie
Deserts of vast eternity.
Thy beauty shall no more be found,
Nor, in thy marble vault, shall sound
My echoing song: then worms shall try
That long preserved virginity,
And your quaint honour turn to dust,
And into ashes all my lust:
The graves a fine and private place,
But none, I think, do there embrace.

Now therefore, while the youthful hue
Sits on thy skin like morning dew,
And while thy willing soul transpires
At every pore with instant fires,
Now let us sport us while we may,
And now, like amorous birds of prey,
Rather at once our time devour
Than languish in his slow-chapt power.
Let us roll all our strength and all
Our sweetness up into one ball,
And tear our pleasures with rough strife
Thorough the iron gates of life:
Thus, though we cannot make our sun
Stand still, yet we will make him run.
Because of a teaching conflict of one of the panelists, the panel discussion on Open Education was moved to take place after the question period.

B. ANNUAL REPORT


Professor Nelson Lacey, Co-Chair of the Athletic Council, stated that he was open to questions, but had no prepared statement, letting the report speak for itself.

Ernest May, Secretary of the Faculty Senate, noted the addendum to the report addressing Campus Recreation. Campus Recreation is a large part of the Athletic Department, and its participation has been steadily rising. The investment that the campus made in the Recreation Center is certainly paying off and is making UMass a more desirable destination of choice.

Senator W. Curt Conner stated that the cost for faculty to use the Recreation Center has gone up exponentially.

Secretary May noted that faculty salaries have gone up as well. The AAUP figures came out recently and show that UMass Amherst has made progress toward having salaries more comparable to its peers.

The report was received.

C. ANNOUNCEMENTS

1. Principal Administrative Officers

Provost James Staros stated that the administration is working on closing the searches for both Dean of the Commonwealth Honors College and Director of the Center for Teaching and Faculty Development. In both cases, the University is working out spousal situations.

2. The Secretary of the Faculty Senate

Ernest May, Secretary of the Faculty Senate, stated the next two meetings of the Faculty Senate will be very important. On May 1, the JTFRA will present its final report and the JTFSO will present an update that is an addenda to the Strategic Plan. The JTFRA’s final report will be appended to the next agenda of the Faculty Senate. A draft report is accessible on the Provost’s Office’s website, as are the Huron slides (umass.edu/provost/strategic-planning). Secretary May mentioned ten important items regarding the JTFRA report, as follows:

1. UMass Amherst has an incremental budget model that is difficult to understand, explain, and change, and it does not always align well with our strategic priorities.
2. The Joint Task Force on Resource Allocation (JTFRA; which includes representations of faculty, staff, administration, and students) recommends that UMass consider a new approach to resource allocation.
3. Many institutions have developed alternative resource allocation approaches (especially public research universities); some of these alternatives include performance-based budgeting, formula-based budgeting, and Responsibility Center Management (RCM).
4. All resource allocation approaches are tailored to the institution, supporting its values and strategy and evolved over time.
5. Practically all of these models allocate some resources centrally and the remaining resources to units who are responsible for the mission.
6. The JTFRA work was informed by history and current practices, including advice from Huron Education, LLC.
7. Many different MODELS for resource allocation are possible and the JTFRA work provides one possible example.
8. Actual resource allocations require a SYSTEM, which requires that a MODEL be joined with and driven by Strategy.

9. The Joint Task Force on Resource Allocations recommends continuing to explore both the UMass Resource Allocation Model (URAM) and the supporting system (URAS) in a parallel process and model testing phase in the Fall of 2014.

10. Now is the time for campus communication and we welcome input on the JTFRA recommendations.

3. The Chair of the Rules Committee

*Senator MJ Peterson, Chair of the Rules Committee,* notified the Senate of a procedural change beginning at the current meeting. All courses, undergraduate and graduate, have been grouped into a single agenda item. If any Senator wants to separate a course from that list and vote on it individually, that course will be voted on separately.

4. The Faculty Delegates to the Board of Trustees

*Senator Marilyn Billings, Associate Delegate to the Board of Trustees,* noted that the next Board of Trustees meeting will not take place until June, so there will be no updates until the fall.

D. QUESTION PERIOD

*Senator Amilcar Shabazz* invited the Senate to celebrate Earth Day 2014 at UMass on April 22. There will be many events across campus supporting the Sustainable UMass initiative and its motto: “Learn it, live it, lead it.” The theme of this year’s events is “Climate Change: Building Diverse Movements for Environmental Justice and Sustainability.” There will be a keynote address by Dr. Robert Bullard in the Mahar Auditorium at 7:00 p.m.

*Senator W. Brian O’Connor* addressed the Blarney Blowout. He has been on campus for 40 years. After these events, he always hears that students who acted against the code of conduct will be punished with suspensions and expulsions, though he never hears of that actually happening. The biggest deterrent against future disturbances is to publicize the numbers of those disciplined.

*Senator Marta Calas* made a comment on the resource allocation process. She was upset with the attitude of the Huron Consultants. The PowerPoint that they created used an image on the front page of the report that was from another university. For how much they are getting paid, they should be able to pick an icon that is specific to UMass Amherst. Additionally, she did not appreciate the way that Huron consultant John Curry left the last Faculty Senate meeting by stating he had to get to another consulting job. She also does not believe that the Faculty Senate is being given enough time to make a recommendation by December, as the shadow system will only have been running for three months.

*Senator D. Anthony Butterfield* responded to Senator O’Connor’s comments by noting that the latest uprising on campus was not the Blarney Blowout, but the demonstrations in support of gay rights and UMass Basketball player Derrick Gordon. The students acted wonderfully and showed the campus to the world in a great light.

*Presiding Officer Bogartz* also responded to Senator O’Connor’s comments by noting that he does not believe that publicizing punishments would be very effective, as much research has shown. He believes that the University needs to create activities that are not congruent with walking around town getting drunk. In regard to Senator Calas’ comments, he believes that faculty participation in the resource allocation process would be the most effective way to maintain responsible transparency.

*Senator Steven Brewer* added to the conversation on the Blarney Blowout by remarking that many of the individuals who got into trouble during that event were not students. In addition to the positive demonstrations around gay rights, Extravaganja also took place recently on the Amherst Town Common, with over 6,000 participants. It is very possible to have large events that are peaceful and respectful.
Senator O'Connor agreed with Senators Butterfield and Brewer. He is very proud of so much of what the students here have done. After open houses that Senator O’Connor participates in, he has been bombarded by parents with questions about these disruptive events that make national news.

Michael Malone, Vice Chancellor for Research and Engagement, noting that this is not his primary area of responsibility, pointed out that UMass has a due process responsibility to the students that can take a long time. On August 2, 2013, the Daily Hampshire Gazette had an article stating: “A report issued Thursday by the UMass News Office on behalf of the Dean of Students Office shows that 684 students were involved in 479 incidents between June 1, 2012 and May 31, 2013. Of these, three students were expelled and 15 students were suspended—reflecting the most serious cases, usually involving violence against others. An additional 84 students were placed on deferred suspension.” More statistics are then listed in the article.

Amy Ayer, Undergraduate Student, thinks that the problems surrounding Blarney Blowout could be solved if the University hosted the event. It could be at the Mullins Center, only admit UMass students 21 and over, be staffed with security and first responders, and have buses preventing drunk driving.

Secretary May noted that the Chancellor has created a task force to look at the Blarney Blowout and asked the Senate to recommend any faculty with expertise in this area to that task force.

Stephanie Chan, Undergraduate Student, spoke in support of Ms. Ayer’s suggestions. Students should be allowed to make decisions in safe atmospheres. Students are adults, but burgeoning adults. Students put on fantastic events on campus and should be given the chance and resources to create their own events.

Presiding Officer Bogartz wished to clarify his earlier remarks, which may have implied that he is against punishment. He is not. Anyone who attempts to injure another person—particularly a first responder—should be punished heavily.

A. PANEL DISCUSSION
   “OPEN EDUCATION: ALTERNATIVES TO HIGH-COST TEXTBOOKS”

MODERATOR
MARIYLN BILLINGS, SCHOLARLY COMMUNICATION AND SPECIAL INITIATIVES LIBRARIAN

PANELISTS
CHARLOTTE ROH, SCHOLARLY COMMUNICATION RESIDENT LIBRARIAN
HOSSEIN PISHRO-NIK, ASSOCIATE PROFESSOR, ELECTRICAL & COMPUTER ENGINEERING
STEPHANIE CHAN, STUDENT, POLITICAL SCIENCE

(QUESTIONS AND DISCUSSION TO FOLLOW)

Senator Marilyn Billings introduced the discussion about the Open Education Initiative (OEI), which has been taking place on campus since early 2011 and is co-sponsored by the Office of the Provost and the Director of Libraries. The initiative looks to find alternatives to expensive textbooks, the cost of which has risen 812% since 1980. The OEI offers grants to faculty members to create or find these alternatives. Faculty proposals for grants include basic information about enrollment and the current costs of textbooks and a narrative describing desired outcomes, possible challenges, and the sustainability of the program.

Professor Hossein Pishro-Nik teaches courses on probability, statistics, and random processes. A few years ago, he noticed how high the cost of textbooks on this subject was. He thought he could write a book and make it available for free. He started writing the book in January of 2013. By the fall semester, he had written 70% of the book and put it online. Students really loved it, in part because the text was completely compatible with the teaching and in part because students did not need to buy an expensive book.
Stephanie Chan, Undergraduate Political Science Major, noted that beyond being a student, she is the textbook coordinator for MassPirg. One reason she came to UMass was because it offers a good education for a reasonable price. When she came here, she discovered that the cost of textbooks was not in line with this. Ms. Chan’s roommate is turning down a productive internship this summer because she needs to work part-time in order to pay tuition and purchase textbooks. The Student Government Association at UMass unanimously voted to change the textbook system on campus, in part by fully endorsing the OEI. Students at UMass are working hard on this issue, which affects every student on campus. She asked the faculty to give this initiative the highest concern.

Charlotte Roh, Scholarly Communication Resident Librarian, noted that she is new to campus, and that one of her jobs is to assess the OEI. Nearly all instances have been successful, as the “Success Stories” slide shows. The courses that have taken advantage of the OEI span a wide range of topics, showing that there is a wide appeal for this initiative, as professors across campus recognize its importance. The Open Education Initiative started at UMass Amherst and has spread all over the country. UMass has been incredibly supportive institutionally.

Provost James Staros stated that he has been very happy to support this initiative. The Library deserves all the credit for the OEI, and it is very impressive that the work of a number of faculty have saved so many students so much money in a short time. UMass will continue and expand this initiative. As Provost Staros leaves his administrative post and goes back to teaching, he hopes that he can utilize the OEI for the Biochemistry Department.

Amy Ayer, Undergraduate Student, voiced her support for this initiative. The Library has done amazing things. This is an incredibly important issue for undergraduates on campus.

Senator Marta Calas stated that she has not been using textbooks for a long time. She teaches undergraduates in a team-based atmosphere. When the lab where she teaches opened, she realized that her students had electronic resources that made textbooks unnecessary. Beyond cost, textbooks can be very outdated, and the vertical structure of publishing has reduced the smaller competition that was often more likely to update their textbooks. Senator Calas’ subject, international management, is constantly changing, so this is important. Moreover, textbooks on this subject printed in the U.S. often have a very narrow perspective in that they view the topic only from an American perspective. She is very happy to be at UMass and be at the forefront of this movement.

Senator Billings noted that there are many individuals working internationally on this movement, supported in part by UNESCO. The University of Minnesota is currently working on a repository of open source textbooks that have been peer reviewed, as that is often a concern for faculty members.

Secretary May wondered about comprehensive foundational courses. For example, in history and art, the foundational textbooks are very expensive. A colleague recently taught the foundational music course, with 40 students, and heard from the bookstore that only three copies of the textbook for it had sold. It is a huge investment to put one of these comprehensive courses online.

Senator Billings noted that there is some compensation for faculty doing this. There are a number of open access foundational texts. One faculty member at UMass is at work creating an alternative to Janson’s Art History.

Professor Pishro-Nik stated that his book is somewhat foundational, but he does not know how this would compare to other fields.

Ms. Roh noted that the OEI would not be a solution for everybody, as some people will need to use certain new editions or other specific texts. However, as Secretary May noted, if the books are so expensive that students aren’t buying them, then what’s the point of assigning the books. As Professor Pishro-Nik mentioned, there is a difference between the STEM fields and others on campus. The textbooks in the STEM fields have been prohibitive for some time, so these solutions were sought earlier. Now that movement is being seen in the humanities.
Senator Brian Ogilvie commended everyone involved in the OEI. He reminded his colleagues that there are other alternatives to commercial textbooks for courses that the OEI is not appropriate for. University presses and trade publishers are good alternatives to commercial texts. Finally, there is a lot of material available through UMass subscriptions. He wondered if the Library is doing a survey of how many courses utilize these resources.

Senator Billings stated that Ms. Roh is in the process of an assessment project with OEI grant recipients. It is not known how many faculty members are using other resources. That will be something that the Library wants to do going forward.

Senator W. Curt Conner stated that the NSF is supportive of the OEI. Chemical engineering uses an open access program called concept tests for about half of all undergraduate courses. There is, however, still a question of some type of textbook. Some professors have posted entire textbooks online.

Ms. Chan stated that the OEI is only the beginning of this movement. New initiatives need to be as creative as the courses that they support. Not every course will fit the OEI, but there are still ways to reduce the overall cost of textbooks to students.

E. **NEW COURSES** *(Consent Agenda – One motion covers the approval of all proposed courses.)*

<table>
<thead>
<tr>
<th>COURSE</th>
<th>TITLE</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMM 427</td>
<td>“Media Literacy”</td>
<td>4</td>
</tr>
<tr>
<td>GEO-SCI 220</td>
<td>“World Regional Geography”</td>
<td>4</td>
</tr>
<tr>
<td>GEO-SCI 470</td>
<td>“The Chinese City: Geography, Environment, and Development”</td>
<td>3</td>
</tr>
<tr>
<td>MATH 437</td>
<td>“Actuarial Math Finance”</td>
<td>3</td>
</tr>
<tr>
<td>MATH 438</td>
<td>“Actuarial Probability”</td>
<td>3</td>
</tr>
<tr>
<td>MATH 524</td>
<td>“Introduction to Modern Analysis 2”</td>
<td>3</td>
</tr>
<tr>
<td>THEATER 332</td>
<td>“Contemporary Repertory: Africa”</td>
<td>3</td>
</tr>
<tr>
<td>THEATER 334</td>
<td>“Contemporary Repertory: Women”</td>
<td>3</td>
</tr>
</tbody>
</table>

MOVED: That the Faculty Senate approve the courses COMM 427, GEO-SCI 220 and 470, MATH 437, 438 and 524, and THEATER 332 and 334, as recommended by the Academic Matters and Graduate Councils.

The motion was adopted.

F. **NEW BUSINESS**


MOVED: That the Faculty Senate approve the Revision of the B.S. Curriculum in the Sustainable Food and Farming (SFF) Major in the Stockbridge School of Agriculture, as presented in Sen. Doc. No. 14-036.

Senator Mart Calas wondered about the Isenberg courses listed in the elective options. Senator Calas has heard her Dean say that students from other programs cannot be accepted into ISOM courses due to a lack of resources. She would like to admit students from other majors into her courses, but has been told not to.

Senator MJ Peterson noted that this proposal went through the Academic Matters Council and that this issue did not come up at the full Council meeting. It is unclear how many students would be seeking admission to
these Isenberg courses. This is a good example of questions that are faced all the time about how the different units of the University will interact.

Secretary May noted that the Academic Matters Council is chaired by Linda Shea, an Associate Dean in the Isenberg School of Management.

Senator W. Brian O’Connor noted that it has always mystified him when one department doesn’t know that another department is requiring the courses from the former. There is a lot that slips through the cracks. Departments need to know that other departments are requiring their courses.

Secretary May noted that this is both a huge problem and a constraint. The Senate is currently moving over to an Online Course and Curriculum Management System, and this is the kind of thing that should be solvable by the people over in the Center for Educational Software Development as they work on that. Opportunities for students are constrained by an inability to solve this problem.

Bryan Harvey, Associate Provost for Academic and Resource Planning, noted that he is also a member of AMC and, although he does not have an answer to this specific question, it is a good time to make two general comments. In the Strategic Plan, the question of instructional supply and demand is an important feature that has been highlighted in the Plan and is very much one of the primary goals of the Plan going forward. These are aspects of a common problem. Typically, the AMC is extremely—almost obsessively—aware of this problem. In general, the AMC will ask for letters from each contributing department.

Bryan Beck, Project Assistant for the Faculty Senate, stated that the issue came up at the AMC Program Subcommittee meeting. Students only need to take one course to fulfill this specific requirement. Eight courses are listed as automatically fulfilling the requirement, three of which are in Isenberg. Additionally, the proposal states that other courses approved by an advisor may fulfill this requirement. The Subcommittee felt that there were enough options for fulfilling this requirement that the availability of Isenberg courses would not prevent students from moving forward in the major.

Senator D. Anthony Butterfield stated that individuals usually contact the instructors of courses in other departments that they want to include among their requirements. He added that the perception that other students on campus cannot get into Isenberg courses is incorrect. Associate Dean Shea did a study last year about how many non-Isenberg students took Isenberg courses. The number was 2,340. A common complaint about course availability is being able to get into a course at a preferred time. Because of the way that the BBA curriculum is set up, most Isenberg students take the 300 courses in the fall, leaving lots of spaces in the spring.

Senator Curt Conner stated that Chemistry has decided to stop teaching physical chemistry to Chemical Engineering students.

Senator Ruth Anne Paradise, Chemistry Professor, stated that last year there were 120 students enrolled in the physical chemistry course. Forty of those students were Chemistry majors. That is no longer a Chemistry class, but a Chemical Engineering class with some Chemistry students in it. That is one reason why Chemistry no longer wants to teach that course.

Senator Calas wanted to make clear that she is absolutely in favor of allowing students from any department to enroll in Isenberg courses. She totally supports interdisciplinarity. Her worry is about limiting it. Seeing the courses on this proposal reminded her of the problematic current practices.

Secretary May noted that this was a good opportunity to change approaches within colleges. If you are offering quality courses that other majors want to take, you should find ways to create enough seats to do so.

The motion was adopted.

MOVED: That the Faculty Senate approve the Masters in Italian Studies, as presented in Sen. Doc. No. 14-037.

The motion was adopted.


MOVED: That the Faculty Senate approve the Graduate Certificate in Global Health, as presented in Sen. Doc. No. 14-038.

The motion was adopted.

The 737th Regular Meeting of the Faculty Senate stood adjourned at 5:06 p.m. on April 17, 2014.

Respectfully submitted,

Ernest D. May  
Secretary of the Faculty Senate