

Intercampus Faculty Council
University of Massachusetts System
Amherst – Boston – Dartmouth – Lowell – Worcester

Minutes
9 December 2015
UMass Lowell Conference Center

Present: Lowell: Eve Buzawa (chair) Michael Carter; Worcester: Leslie Shaw; Amherst: Marilyn Billings, MJ Peterson (secretary), Susan Krauss Whitbourne; Boston: Marlene Kim, Lynne Tyrell; Dartmouth: Steve

Guests for the discussion of Tuition Retention: Matthew J. Gorzkowicz, Associate Vice President for Administration and Finance; Mark Prebble

Chair Buzawa called the meeting to order at 10.30.

1. Tuition Retention

Tuition retention has been put forward multiple times since the Saxon Report 24 years ago, to no avail. It had never made it off the Governor's desk, but President Meehan made this a top priority. He did so because he views the change as reflecting his philosophy and priorities: transparency and openness, and truth in billing.

Our model for student charges has been low tuition (no increase in over 20 years) plus high fees to make up for the low tuition.

The new legislation requires that tuition be the majority of student charges.

Tuition retention will take effect on July 1, 2016, thus starting with FY2017. However January 2016 is a critical time frame for working out the new cost structure so financial aid offices can figure things out in February. Then to Dept. of Higher Ed for waivers, and more.

The legislation authorizing tuition retention also adopted new nomenclature. There will be no "fee waivers;" instead, there will be "credit on tuition," and "credit on total student charges" (tuition plus fees).

The legislation provides for the change to be financially neutral. The State appropriation will decrease to reflect the amounts of money we will be keeping. UMass will honor all the tuition waivers in place now, for the same value. The labels will change, but costs will be the same. The system and the campuses will be evaluating many old waivers (types). We are also required to report an inventory of waivers to the state and identify any costs going forward that we don't have to bear. Some waivers are unique to U Mass. Some waivers are negotiated by other state agencies for tuition at UMass, (judiciary, Worcester county corrections, etc.) but no one pays us for that. These were not approved by the DHE or U Mass, so this is going to change.

Questions:

1. Do we get to set the tuition?

2. Does room and board count in this calculation?

Folding the current mandatory curriculum fee into tuition would mean a total amounting to about 85% of student charges.

The system is looking at non-mandatory fees and trying to streamline student billing. It also wants consistency in the language on student bills across campuses. Currently families with students on different campuses get bills with different labels for the same charge, and this confuses them. Once the standardized system is in place there will be tutorials for parents and students about how to understand their bill.

The Legislation also requires that we highlight the in-state discount.

The system's steering committee working on tuition retention, which includes the A&F people from each campus, is meeting every 2 weeks.

More questions

Q1: Going forward, as enrollments increase, will the State continue cutting back their appropriation?

A: When we got nonresident tuition retention a few years ago, the Amherst campus lost some money, but then made it up a year or so after.

Growth will likely be rewarded by the campus retaining the dollars

Q2: Are we likely to lose more autonomy to the DHE?

A: The legislation was drafted for U Mass, based on circumstances unique to U Mass,

We feel like we have *strengthened* our autonomy because it takes setting tuition away from the BHE and gives it to the university

Many waivers now fall under our board, not the DHE.

(Remember our appropriation is \$531 million.)

\$30 million tuition from campuses to state. Money stays with campuses now, so win-win.

Q3: Will there be a way to help a campus that is struggling with enrollments get through hard stretches?

Q4: Does tuition retention mean we are going to be too driven by enrollments to remain steadily strong?

A: These are good questions, they get at how we fund our core education mission. Right now it is funded with both the state appropriation and tuition/fees. It is hard to use state money to hold campuses harmless, help them with planning, startups, etc, or to bridge the hard times. Doing these things is easier when the appropriation increases; doing them is harder when state appropriations remain level or decline.

Tuition retention will put the spotlight on the limited extent to which the state has been providing financial aid, which is really limited.

2. Approval of the minutes for meetings of 2 and 16 September 2015

The minutes were approved as submitted

(lunch)

3. Reports from the Campuses

[to permit Steve to get back to Dartmouth in time for an all-campus forum there at 2 pm, the Dartmouth report was given first]

Amherst

Chancellor Subbaswamy is struggling with the \$5 million budget shortfall but has done an excellent job of informing campus and working with people to make the needed cuts.

The faculty union has filed 6 grievances against the Provost regarding perceived unilateral changes to policies embodied in the collective bargaining agreement. Three are moving through the first stage of the grievance process (appeal to the Chancellor) with hearings this month: complaint about changes to the partner hiring policy (Dec 2), complaint about changes in the process for considering tenure cases, particularly changes in the number and type of outside letters required and voting rules (Dec. 9), and complaints regarding individual tenure cases where unanimous recommendations of department and college levels were rejected and tenure denied (Dec 14).

Many feel the Provost will not be around much more than one more year. If, as some believe, she has a three-year appointment she would be reviewed in AY 1016-17. [Procedural note: provosts, like other senior administrators must be reviewed at least every five years, but the reviews can be done earlier.]

The highly participatory strategic planning process continues, with more attention going into designing a new budget process including more consultation with faculty not holding administrative appointments at the campus and college levels. Deans are trying out their first version of college consultation this month.

The football team remains an embarrassment with yet another losing season and no improvement on last year's overall record of only 2 wins. With the end of the season the campus will be ending its affiliation with the Mid-America Conference [Explanatory note: this was a campus choice after MAC insisted that it bring all of its teams into the MAC. The campus administration felt that moving them to the MAC would harm other teams and many on campus were never enthusiastic about affiliation with the MAC].

Like many campuses nationwide, the Amherst campus is needing to address issues of diversity and inclusion. This is being done in an open way. The administration moved out early in convening campus forums for raising of questions and concerns, followed by "answering sessions" combining discussions of current and planned steps along with additional opportunities to ask questions and express concerns. Compared to some campuses around the country, the Amherst campus has been fortunate in both the good leadership of the administration and the maturity and thoughtfulness of the students, particularly the leaderships of the Black Student Union, the Latino and Caribbean Students Association, the Asian American Students Association, the Native American Students Association and other student groups.

Boston

The NEASC site visit has been completed and the visiting team will be sending its report this week.

The campus smoking ban became effective on 15 Nov, though awareness appears to be low and therefore compliance also lacking.

The Faculty Council is addressing questions of voting rights, both for non-tenure track (NTT) faculty generally and for new colleges not included in election districts that have significant portions of faculty holding joint appointments in already-represented colleges. This raises questions about potential for double-counting.

Bargaining over tuition and fees will begin in January.

Faculty have several complaints about the campus administration's mode of governance. There is significant administrative interference in hiring. Even Deans have no real say in the process of determining where departments will be located. The administration brought in consultants who appear to be deciding who moves where. This has led to strange notions, like locating the Philosophy and Economics Departments in one place and the rest of the College of Liberal Arts in another.

Dartmouth

The big development, announced just before Thanksgiving, is dismissal of the chancellor. She had been given an option of leaving voluntarily but had not taken it up. Meehan had to invoke the provision in her renewal contract permitting dismissal as the President determined during the first year of her new term.

Groundbreaking for the new College of Marine Sciences building has occurred; the project is do-able at the moment only because it is will be replacing another building that is also a US Coast Guard facility [I did not track this at all]. The College is a graduate program only, having about 40? Students. Student-faculty ratio is something like 2:1.

Law School enrollment is down to 200, and it is losing \$5-6 million a year. This is equal to the campus's operating deficit. The faculty are dedicated, but the conditions are tough because students live on the Dartmouth campus and bus over to the law school, which is 3 miles away along a heavy traffic road. ABA provisional status has been extended out to 2017, and full accreditation is hung up on facilities: in particular the school still lacks an adequate law library.

The business school, which has started an MBA program in Management, generates about \$15 million a year, enough to cover the deficit and support the School of Visual Arts. The school has 400 MBA students and 1800 BBA students. With 40 faculty, this is happening only because faculty are voluntarily teaching overloads. They are compensated for this, but it still means some faculty teaching 5 courses, with 3 or 4 distinct preps, a semester.

Lowell

The campus needs to make some \$2 million in additional cuts. Construction of Pharmacy School facilities is on hold even though faculty – some with tenure – have been hired and are on campus. Pharmacy accreditation does not have a provisional status; a new school has to have everything in place from the start. Construction delay means postponing the opening of the school.

The Provost search continues, as do some dean searches. The Business School search is a continuation; the preferred candidate wanted more in the way of new hires than the campus could bear. Some faculty wish a few other deans were being replaced, particularly those using the apparent vacuum upstairs to exert more campus leadership.

The Director of Development left for a Boston-area private school. A successor has been hired, but it takes time to build the connections to donors that yield gifts.

Non-tenure-track faculty at Lowell teach a 3-3 load and do significant service. On initial appointment they start at the same salary as assistant professors. When promoted to senior lecturer they earn a beginning associate professor salary. They have renewable 5 year contracts at that point.

Their number had increased significantly: in 2009 the Lowell campus had the lowest ratio of NTT to tenure system faculty of any campus in the system; today it has the highest.

Worcester

The campus is undertaking a full review and revamping of the personnel policy. Main issues:

a. definition of tenure, particularly as regards clinical faculty. There has been a distinction between research faculty with the usual titles and clinical faculty designated as “clinical assistant professor” (etc.) but some have expressed interest in removing the differences in title.

b. assessment of research contributions of clinical faculty if a consolidated system is adopted – could it involve social media presentations? Use of clinical experience in practice-oriented publications?

The hope is to have a complete draft by the end of this academic year.

These discussions would not change the status of local doctors affiliated as faculty so they can take on medical students as assistants in their practices as another part of the students’ training.

New developments in students:

a. While holding to 125 MA students, school was authorized to take up to 25 from out-of-state, and the school is now interviewing the first set of out-of-state applicants.

b. Agreement with Baystate Medical Center in Springfield for clinical training. Students would do first 2 years on Worcester campus and then relocate to Baystate for third year.

The campus worked with 3 other medical schools in MA to develop a new opioid curriculum to address problems stemming from over-prescription of these drugs. It will be adding the training to its curriculum in the spring.

The meeting adjourned at 1.20 pm