

**SPECIAL REPORT**  
from the  
**CHANCELLOR AND THE PROVOST**  
concerning  
**SELECTIVE ACADEMIC PROGRAM TERMINATIONS**

Presented at the  
452<sup>nd</sup> Regular Meeting of the Faculty Senate  
September 13, 1990

**Joseph Duffey, Chancellor**  
**Richard O'Brien, Provost**

In late July the legislature passed a budget for FY 1991 which reduced funding 4% across the board for all state programs not legally mandated by legislation or contracts. The reduction means a shortfall of approximately \$6 million for the Amherst campus of the University of Massachusetts—a net decrease in the Fiscal Year 1991 operating budget of \$5 million, plus \$1 million in carry-over funds originally planned as part of the campus stabilization plans in response to previous cuts. There is no indication that state revenues will allow the \$6 million shortfall to be restored to the campus in the near future. Indeed, it could get worse.

The Chancellor and Provost have developed an overall strategy for managing this large budget cut. The first component calls for substantial reductions in all executive areas to achieve a savings of \$2.83 million for the current year by cutting \$1.75 million (or 3.2%) out of budgets of schools and colleges. Of the latter, \$750,000 has already been obtained by not filling twenty-three faculty vacancies for this academic year. The second component, accounting for the remainder of the \$6 million, will be achieved through a large savings in utilities and through a number of short-term measures such as postponement of planned maintenance and computing service enhancement projects.

This broad strategy for reducing the campus budget by \$6 million was discussed with, and supported by, Deans, the Ad Hoc Budget Advisory Committee of the Faculty Senate and the Faculty Senate Rules Committee in mid-August, but broad consultation with faculty was not possible.

The short-term measures are indeed short term, they cannot serve as a means of long-term budget reduction. But they will allow time for deliberations about how best to make permanent reductions in academic areas. The deep cuts in administrative budgets will mean reductions in personnel and services. The effects will soon be felt on campus, and it will be a difficult time for everyone. But it will also be necessary to begin immediately to develop specific plans for permanent reductions in academic budgets because the academic budgets represent 73.8% of the state appropriation to the campus. A reduction of \$3 million can only be accomplished by not refilling vacated faculty positions, or by terminating academic programs, or by some combination of the two. Prior budget cuts have reduced all support accounts to well below acceptable levels and the administration cannot find the needed resources by further reductions in support budgets.

It would be possible to cut the necessary \$3 million by faculty attrition. To do so, however, would require a total ban on faculty recruitment in the foreseeable future. Any vacant positions that occur during this academic year, whether by retirement or resignation, would be impounded, regardless of the impact on curricular offerings, teaching and advising loads for remaining faculty, or availability of disciplinary specialties.

Alternatively it would be possible to cut the academic budget by terminating some academic programs. If decisions about terminations are made during this academic year and take effect by July 1, 1992, a full year's notice for affected faculty and students would be possible. Some budgetary savings could be realized for FY 92 by such action, but the full effect would not be felt until FY 93. Thus, with this approach, it would still be necessary to continue some short-term measures and hold some faculty positions vacant for a year to make up the necessary cuts in FY 92.

Although it is painful to contemplate program terminations, the Provost and Chancellor believe that it is necessary to do so at this time, and that it is in the best interest of the campus for the long term. Faculty attrition has already been used as the primary means for reducing academic budgets in the two previous rounds of budget cuts in 1988 and 1989, and continued starvation of all

**units will have the inevitable effect of jeopardizing the quality of our instructional and research programs and the coherence of our curricular offerings. The campus has an obligation to the Commonwealth to ensure that students are able to obtain the programs of study for which they enrolled and to serve as the premier research and graduate university for Massachusetts. The campus must also be concerned about attracting and retaining top notch faculty members in an increasingly competitive academic marketplace and cannot allow current economic difficulties to interfere with the normal process of tenure review and promotion in programs unaffected by program cuts. The administration will follow the procedures outlined in Senate Document 90-064 "Procedures to be followed in the Review of Academic Programs Proposed for Termination."**

**It is hoped that the faculty will support the overall budgetary strategy through support of the following motion:**

**MOVED: That the Faculty Senate support the approach of using selective academic program  
02-91 terminations, in addition to other means to help meet necessary budgetary  
reductions.**