



University of Massachusetts
Boston
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University Governance
Faculty Council

https://www.umb.edu/faculty_staff/faculty_council

December 5th, 2022

Minutes for Monday, December 5, 2022 1:00-3:00

Members present: Nurul Aman (CLA), Gonzalo Bacigalupe (CEHD), Lynne Benson (CLA), Daniel Dowling (CSM), Todd Drogy (HONORS), Kui Du (CM), Paul Dyson (CLA), Joel Fish (CSM), Sommer Forrester (CLA), Priscilla Gazarian (CNHS), Edward Ginsberg (CSM), Mohsin Habib (CM), Janna Kellinger (CEHD), Robert Kim (CM), Harry Konstantinidis (CLA), Sharon Lamb (CEHD), Nelson Lande (CLA), Lusa Lo (CEHD), Pamela Nadash (MGS), Timothy Oleksiak (CLA), Neil Reilly (CSM), Jason Rodriguez (CLA), Betsy Sweet (CLA), Michael Tlusty (SFE), Amy Todd (CLA), Phil Troped (CNHS), Gretchen Umholtz (CLA), Roberta Wollons (CLA), Zong-Guo Xia (SFE), Kai Zou (CNHS)

Members absent:

Representatives present: Marlene Kim (Representative to the BoT); Chidimma Ozor Commer (GEO); Jonathan Vega-Martinez (GEO); Dhruv Naik (USG)

Representatives absent:

I. Approval of the Agenda

VOTE: Voice vote
Approved.

II. Motion to approve the November minutes

VOTE: Voice vote
Approved.

III. Motions from the General Education Committee

Motion 1: That Gerontology 180, Diversity and Aging, be approved as satisfying the U.S. Diversity requirement. (From the Diversity Subcommittee; in Curriculog.)

Course Description: This course provides an overview of the diversity of the aging population in the United States, and the influence that this diversity has on the lived experience of aging individuals, through a multidisciplinary lens, using a life course and cumulative advantage framework. Key concepts, current research findings, and important policies concerning older adults are discussed. "Diversity" in this course is construed broadly to incorporate race, ethnicity, gender identity and sexual orientation, immigration status, and ability, as well as how these identities interact--intersectionality."

Vote: Voice Vote
Motion Approved

IV. Motions from the Graduate Studies Committee

Motion 1 (From: CLA)

Request to change the pre/co-requisites for SOCIOL 604 Classical Sociological Theory so that students are graduate students in SOCIOL or have permission of instructor.

Rationale: SOCIOL 604 is a required course for sociology graduate students and thus the department would like sociology graduate students to have first preference in registering. Although graduate students from other departments may also be interested in this topic and are welcome, those students would benefit from a conversation with the instructor before registering for the course, as this course focuses on the social construction of sociology as a discipline by reading challenging texts from the 18th and 19th centuries.

Motion 2 (From: CSM)

Request for a new course BIOL 617 Biostatistics and Experimental Design Lab, a new lab course to accompany BIOL 607 Biostatistics and Experimental Design.

Rationale: In teaching BIOL 607 over the years, teaching statistical concepts alongside programming has proven challenging in a lecture-only setting. In 2016, an experimental lab section was run, giving students more time to fully absorb programming concepts. The differences in this cohort of students relative to previous students were enormous. A computing lab is a standard part of many intro graduate statistics courses in other biology programs; it also helps to lay the foundation for additional courses using programming that would rather focus on conceptual material rather than covering the particulars of programming.

Description: This lab will cover the practical application of statistical programming for data analysis in biology. It focuses on the fundamentals of implementing statistical techniques required to analyze experimental and survey data. It is meant as a supplement and lab to Biology 607 to allow students to spend time developing mastery of programming and data analytic skills, but can be taken if a student already possesses expertise in the concepts of analysis, but wishes to gain expertise in implementation. It will stress computational techniques for how to deal with modern complex data sets, efficient computation, big data, and algorithmic approaches to likelihood and Bayesian statistical problems. See the lecture and lab website at <http://biol607.github.io> for more.

Motion 3 (From: CSM)

Request for a new course BIOL 682 Genome Stability: DNA Damage and Repair on a topic integral to the core graduate program in Molecular Biology. This course will provide students with an in-depth understanding of DNA damage repair processes in cells. The course also provides students skills that help with literature review and data presentation.

Rationale: Currently no such DNA-centric course is offered in the Molecular Biology Graduate Program. This is also an ideal course to help students get a better understanding of the mechanism behind many DNA-based techniques used by them during their graduate studies and those that they will use as they venture into independent careers in academia or industry.

Description: This course will cover major causes (endogenous and exogenous) of DNA damage in cells, different types of DNA damage, and DNA damage repair pathways in prokaryotic and eukaryotic organisms. We will go over the DNA damage repair pathways that the cell uses, including cell cycle/DNA damage checkpoints, to repair damaged DNA upon exposure to exogenous DNA damage or endogenous DNA damage during natural developmental processes. We will also study how chromatin modification and epigenetics regulates DNA damage repair. CRISPR/Cas9 technology that is based on homologous and non-homologous DNA damage repair will also be covered. Cells have evolved a multitude of mechanisms to recognize and repair different kinds of DNA damage (stalled replication forks, DNA double-strand breaks, DNA mismatches, abasic sites, damaged nucleotides, etc) to preserve genome stability. DNA damage contributes to aging and in higher eukaryotes, such as humans, defective responses to DNA damage can cause genome instability and mutation overload, resulting in a number of diseases. These include cancers, neurodegenerative diseases, developmental syndromes, and many more. In this course, we will also learn how different model systems (including yeast, drosophila, zebra fish, mice and human cells) are studied in the laboratory to answer questions concerning DNA damage and genomic instability.

Vote: Voice Vote
Motions Approved

V. Resolution on Moving Three Academic Departments (Economic, Political Science and Sociology) from the College of Liberal Arts to the McCormack Graduate School of Policy and Global Studies

WHEREAS Provost Joseph Berger has circulated a “PRELIMINARY DRAFT” on “Potential Academic Reorganization Overview”, which includes moving the Departments of Economics, Political Science, and Sociology from the College of Liberal Arts to the McCormack Graduate School of Policy and Global Studies.

WHEREAS the potential impact of such radical organizational restructuring will most directly and severely affect the Departments of Economics, Political Science, and Sociology, and will also unquestionably extend much beyond these departments and the College of Liberal Arts and the McCormack Graduate School of Policy and Global Studies.

WHEREAS although the exploration of academic restructuring officially began on December 2, 2019 (almost three years ago), significant changes have occurred since then, such as the appointments of a new Provost and most of our College/School/Library Deans.

WHEREAS the particular option selected for further exploration (moving three academic departments from CLA to MGS) had the second lowest ranking among the 26 voting members of the Academic Reorganization Task Force, with 13 (over 72%) out of a total of 18 members who actually voted rejecting the choice of even including this scenario in their report for further consideration.

WHEREAS the option currently under discussion also deviates significantly from the Idea NO: 13 as described in the Final Report of the Academic Reorganization Task Force, officially released on April 20, 2021.

WHEREAS such radical and consequential organizational changes will require a carefully designed and comprehensive study on its potential benefits and undesirable consequences, its impact on knowledge discovery, student success, the work life, productivity and retention of our outstanding faculty, its financial implications for the units directly involved and for the University as a whole, and many other relevant issues.

Therefore, Be It Resolved, that

The Faculty Council fully endorses and strongly supports the following motion on “the Provost’s current proposal to partition the College of Liberal Arts and move Economic, Political Science and Sociology to McCormack Graduate School of Policy and Global Studies”, passed unanimously by the Faculty Senate of the College of Liberal Arts at its meeting on November 14, 2022.

Resolution to halt reorganization decision

In response to the preliminary Academic Reorganization proposal - to partition the CLA and move Economics, Political Science and Sociology out of CLA and to a new conjoined unit with MGS - the following resolution was passed unanimously by the CLA Senate:

Whereas, any proposal to reorganize academic departments into different colleges is a fundamental change to the university status quo that would cause great disruption, and

Whereas, Administration’s current proposal to remove the departments of economics, political science, and sociology from CLA and move them into MGS runs contrary to the recommendations endorsed by the faculty-led Academic Reorganization Taskforce in 2021, and

Whereas, neither the departments that are being proposed for removal nor the departments proposed to remain in CLA have received concrete information on how the current proposal would address concerns with the reorganization's impact on a wide range of academic, institutional, and personnel issues, and

Whereas, the faculty of the departments being proposed for removal have not yet had the opportunity to collectively confer with the affected MGS programs and faculty, and

Whereas, the Budget and Long-Range Planning Committee of the Faculty Council has not yet had the opportunity to thoroughly review the budgetary implications of the proposed reorganization,

Be It Resolved, that the CLA Senate calls upon the Provost to halt any academic reorganization changes until 1) the Provost has provided sufficient information for all stakeholders to entertain the costs and benefits of the reorganization; 2) the CLA faculty have had the opportunity to collectively discuss the proposed reorganization in a public venue; 3) the CLA and MGS faculty have had the opportunity to collectively discuss the proposed reorganization in a public venue; 4) the Budget and Long-Range Planning Committee has submitted its assessment of and recommendations regarding the proposed reorganization; and 5) the CLA faculty have the opportunity to vote on the matter after the above 1-4 have occurred.

DISCUSSION:

One council member gave a brief summary of the responses written by Sociology Department, and addition CLA related departments and group. They reminded the councilors that no response has been received from the Provost.

Another council member has brought up information about a survey distributed to McCormack Graduate School faculty. There was a general split on the support/opposition of the CLA resolution. There was a broad agreement with the topics CLA brought up, feeling that process is rushed, this decision is top-down not collaborative, an issue with the lack of clarity about pedagogical benefits, and that this is going to cause a lot of hassle and negative stigma about MGS faculty.

Another council member brought up that higher education is an economic benefit and that it improves the economy and other people. The problem here is that the plan appears to be driven by a new budget model and that the Provost is trying to reorganize the university to fit that budget model, when it should be the other way around. MGS should be subsidized, not used to make money. Not all units need to make money, and some departments can be used to help others out. Overall, the process is less than perfect, and should be slowed down. Support from the faculty should be the first priority before trying to implement this process.

A few other general comments that were made were that there need to be concrete plans, not idealized plans; we need to see a cost-benefit analysis of this plans; and there is the question of how will this affect the graduate students of MGS.

The Provost offered remarks to the concerns raised. There will be more consultation to come in the future and there is no decision currently made. While university resources are important, we need to look to balance the ways in which all departments contribute towards the University's mission. The upcoming budget model is not driving the reorganization. Tuition is one of our keys source of support for our resources at our university, and it is important to make sure our resources best align with our students' success.

A council member asked the Provost where the resources would come from for these new plans? They would come from both MGS, CLA, and other places...redirecting from other sources to support the move to MGS. The is no intention in reducing staff in these academic affairs. It is important to increase our

resources so that we can avoid these situations, we cannot and should not assume that our resource base is going to stay where it is.

Another question asked was why the “as is” scenario different from the one proposed by the A.R.T.? The scenario is built upon that. The A.R.T. came at a time of pandemic, no strategic plan, and different enrollment numbers. Things have changed since then. It is also important to put a definitive timeline on this to reduce anxiety and tension from delaying the process.

An additional question asked was what exactly is meant by balancing and rebalancing if this is not based on the budget? Where is the relationship?

The response was that they are looking at ways to give MGS an undergraduate contribution. Looking toward the future, one thing that is being considered is what could leave these programs more vulnerable and in what ways can tuition be more distributed among colleges more equally.

It is noted that Gerontology feels that they can be successful in either college.

Vote: 23 Yes, 1 No, 6 Abstain
Approved

VI. Recommendation of the Faculty Council Research Committee on a “Salary Top-up Policy”

(Please see the attached document.)

Vote: Voice Vote
Motion Approved

VII. A Progress Report of the Ad Hoc Committee on the Revision of the Faculty Council Bylaws

(Please see the attached document.)

VIII. Reports – THE FOLLOWING REPORTS ARE INCLUDED AS APPENDIXES

- a. Chancellor – Marcelo Suárez-Orozco
 - Report Attached
- b. Provost and Vice Chancellor for Academic Affairs – Joseph Berger
 - Report Attached “ Update on Academic Reorganization”
- c. Vice Chancellor for Administration & Finance – Kathleen Kirleis
 - Report Attached
- d. Faculty Representative to the Board of Trustees – Marlene Kim
 - Marlene Kim will step down, Roberta Wollons will take over
 - No Report
- e. Representative from the Faculty Staff Union – Caroline Coscia
 - Report Attached
- f. Representatives from the Graduate Employee Organization—Jonathan Vega-Martinez
 - Report Attached
- g. Representative from the Undergraduate Student Government – Dhruv Naik
 - Brought up the topics of advocating for a Peer Mentorship program and a low-cost/no-cost program for students. Would like the council to lend support in these initiatives.
- h. Representative from the Graduate Student Assembly – Delaney Bowen
 - Report Attached

IX. Special Election

Betsy Sweet will step down from the Executive Committee

Nomination for Alex Mueller to Executive Committee

**Vote: Voice Vote
Approved**

X. New Business

N/A

XI. Motion to Adjourn

UMass Boston
Salary Top-up Policy
November 2022

RECOMMENDATION FOR FACULTY COUNCIL REVIEW

The objective of the policy is to provide an incentive for tenure-line faculty to apply for extramural fellowships by ensuring that additional salary funds are made available when the fellowship award does not cover the full salary. Faculty should consider taking advantage of the many opportunities for research and postdoctoral training support available through foundations, government, nonprofit organizations, universities, and other sources. Many fellowship opportunities offer salary support that is less than the faculty member's normal salary for an equivalent period of time. If the award is less than 50% of the faculty member's 9-month salary, the faculty person will be encouraged to seek multiple fellowship opportunities that might be combined or alternative sources of funding to supplement the award. Alternatively, faculty should apply for these fellowships to coincide with their normal sabbatical eligibility.

Faculty may apply to the Provost's "top-up" salary funding that will fill up to the gap between the fellowship salary and the portion of the full-time equivalent salary the faculty member would earn if fulfilling regular full-time duties under the following limited circumstances:

1. The purpose of the fellowship should be clearly designed to allow the faculty member to make significant advances on an identifiable research project, develop new skills or new knowledge directly relevant to the faculty member's research agenda or teaching plans, to make significant contributions to academic or community organizations based on the faculty member's area of expertise, or to engage in course or curriculum development.
2. In the case of fellowships aimed at supporting research, the faculty member should be demonstrably research active.
3. Priority will be given to prestigious and competitive fellowships that are nationally- or internationally-visible. A representative, non-exhaustive fellowship list is enclosed below. Fellowships not on this list may be submitted for review by an ad hoc college-level committee with relevant disciplinary expertise.
4. Proposals for fellowship salary gap support will have less priority if the faculty member has received salary gap support in the past three years or if the faculty member is in a field in which one can be expected to seek salary support through research grants.
5. Salary gap support is designed to assist faculty in accepting fellowships designed to contribute materially toward their progress in research and teaching. It is not intended to supplement consultancies or temporary jobs for which the primary activity is not manifestly research or development of capacity in research or teaching.

Under normal circumstances, fellowship salary gap support will be limited in the following ways:

1. The sum of regular academic salary, fellowship salary, research grant salary support and fellowship salary gap support cannot total more than the full-time equivalent academic-year base salary.
2. For fellowships taken in conjunction with a sabbatical:
 - A) For year-long fellowships taken in conjunction with a semester-long sabbatical, salary gap funding may be sought for up to 25% of the academic-year salary.
 - B) For year-long fellowships taken in conjunction with a year-long sabbatical, salary gap funding may be sought for up to 50% of the academic-year salary.

3. For fellowships not taken in conjunction with a sabbatical:
 - A.) For a fellowship with a stated duration of less than a semester (for example, one month), the Provost will consider salary gap funding only for the period of the fellowship.
 - B.) For a fellowship with a duration of one semester the Provost will consider salary gap funding of up to 25% of the academic-year base salary.
 - C.) For a fellowship with a duration of one academic or calendar year the Provost will consider salary gap funding of up to 50% of the academic-year base salary.

Note: The suggested limits allow for the top-up funds to be entirely derived from the university's salary savings with sufficient head room to allow for any costs associated with replacement hires.

3. Any award funding received that is in excess of these base expenses would be considered income. Thus, the amount needed to top up a faculty salary will be calculated by subtracting the award stipend income from the base salary for the period of the proposed leave.
4. Fellowship salary gap support larger than the amounts specified here will be considered only in the case of the most nationally- and internationally prestigious and competitive awards, such as Guggenheim, ACLS, NEH, and Fulbright.

Proposals for fellowship salary gap support should be included as part of a proposal for leave of absence or sabbatical. The salary gap proposal should provide full details needed for consideration within the terms of this policy: an explanation of the fellowship, its terms, the goals of taking the fellowship, the financial request, and any other relevant information.

University policy allows leaves to be authorized for no more than one year at a time and expects faculty to be in residence for at least two years of full-time service between leaves of any kind. To receive top-up funds, faculty must inform their chairs as soon as they receive the award(s) and forward a copy/ies of the award letter(s) to the chair. The chair must forward a copy/ies of the award letter(s) to the relevant divisional dean who in turn informs the Provost.

If an external award does not cover fringe benefits, faculty members are strongly encouraged to receive this award as a direct payment. If a faculty member opts to receive payment through University payroll rather than directly from the funding agency on an award that does not cover fringe, the cost of fringe expenses will be deducted from the award, effectively reducing the award amount by about a third (the fringe rate changes from year to year).

Faculty who are paid directly by a fellowship or grant agency do not receive contributions to retirement savings for the portion of salary covered by the award. However, faculty will continue to receive fringe benefits, including medical benefits, since they will be on a leave at partial salary (either a paid University leave paired with the award, and/or the top up); premiums will be paid from the portion of the salary.

Faculty accepting salary gap support must agree to return to full-time service for at least one year following the conclusion of the leave period. This is aligned with University policy on paid sabbatical policy. Any leaves with full or partial pay will require a signed agreement that the faculty member will return to the University after the completion of the leave. The faculty member must agree to reimburse the University for all pay received during the leave of absence if they leave employment prior to the completion of one additional year on the faculty.

List of Representative Fellowships

- American Academy of Arts and Sciences Visiting Scholar Program
- American Council of Learned Societies Individual Fellowships
- Andrew W. Mellon Foundation New Direction Fellowship
- Center for Advanced Study in the Behavioral Sciences (Stanford)
- Folger Institute Long Term Research Fellowship
- Ford Foundation
- Getty Foundation Residential Grants
- Guggenheim Fellowship
- Hoover Institute Fellowship
- Humboldt Fellowship
- Huntington Library
- Institute for Advanced Study
- Institute for International Education (Fulbright)
- Katz Center for Advanced Judaic Studies (U Penn)
- Library of Congress
- Max Planck Institutes
- National Endowment for Humanities
- National Humanities Center
- New York Public Library Cullman Center
- Perimeter Institute
- Russell Sage Visiting Scholars Program
- Social Science Research Council
- Stanford Humanities Center
- Radcliffe Institute for Advanced Study at Harvard
- Woodrow Wilson Foundation-Career Enhancement Fellowships for Junior Faculty

Preliminary Report from the Faculty Council ad hoc Bylaws Committee

Date: October 25, 2022

Members: Joel Fish (co-chair), Neal Bruss (co-chair), Caroline Coscia, John Duff, Sharon Lamb, Philip Troped, Wei Zhang,

The committee has spent the past two semesters revising the Faculty Council Bylaws, which supplement the Faculty Council Constitution and provide more specific details about the structure of this deliberative body. This preliminary report shall provide a high-level overview of the nature of the changes made, and it raises at least one major issue regarding elections of at-large Councilors which Faculty Council will need to address. We aim to present the full details of the recommended changes to the Bylaws at the December Faculty Council meeting.

Major issue to resolve:

Regarding the election of Councilors, Section 5.C.2 of the Faculty Council Constitution (see here: <https://bit.ly/3F8senj>) states that

“Eight members shall be elected at-large in staggered terms to represent full professors (two members), associate professors (two members), assistant professors (two members) and non-tenure track faculty (two members) on the principle of one person one vote.”

The language of the Constitution is ambiguous in the sense that it is unclear if (for example) tenure-track (TT) faculty get to vote on which non-tenure-track (NTT) faculty are elected for the NTT at-large seats. More generally, Faculty Council should decide whether

1. all faculty (subject to the constraints of Section 5.A) have the right to vote to elect any and every rank of the at-large seats, or
2. faculty (subject to the constraints of Section 5.A) may only vote to elect members for at-large seats if the nominee has the same rank (NTT, associate professor, etc) as the voting faculty member.

There are arguments in favor of either option, and Faculty Council should decide which is preferred so that this can be incorporated into the Bylaws. In the most recent election, we implemented option (2), however this was an ad hoc decision made in the moment, and it was made without Faculty Council approval. Moreover, it was discovered that this option was significantly more complicated to implement than the first option and it increases the burden on the elections committee to implement.

High level overview of bylaws revisions:

- The Constitution and Bylaws together establish the structure of the Faculty Council. Amending the Constitution requires a faculty-wide referendum and approval by the Board of Trustees, whereas changes to the Bylaws can be completed by the Faculty Council itself. This makes changing the Bylaws a much simpler process which can easily be revisited.

- The Bylaws were last revised about two decades ago and needed substantial revision.
- The Bylaws are not allowed to contradict statements within the Constitution. The Constitution has some elements which are also out of date, but our recommendations are constrained to only make changes to the Bylaws so as to bring them into compliance with the existing Constitution and as up-to-date as possible. A future revision to these two documents may be warranted.
- A guiding principle of the current revision is to reinforce the fact that Faculty Council represents the faculty as a whole, and it has the primary task of making recommendations to senior administration (more specifically the Provost, Chancellor, and their respective offices). Faculty Council committees serve the Faculty Council to help develop and propose such recommendations, however such committees should not be providing direct recommendations to administrators which bypass the rest of Faculty Council (unless otherwise stipulated in their charge). Moreover, ad hoc, standing, and joint committees all fall under the purview of Faculty Council (and *not* the administration), and so changes have been made to reinforce this view (for example, Joint Committees can only be chaired by a faculty member, although they may have an administrator as vice-chair).
- A general goal has been to eliminate extraneous language from the Bylaws without compromising purpose or structure.
- A significant effort has been made to update the Bylaws in terms of bringing the stated duties and structure of various standing committees into alignment with how they function in practice. Future revisions are likely to be needed.
- General adjustments:
 - Committee membership composition (numbers, diversity)
 - Ex officio membership of administration and/or undergrad and graduate students
- Sections removed:
 - Joint Sexual Harassment Hearing Board
 - Joint Athletics Committee
 - Institutional Review Board for the Protection of Human Subjects Committee,
- Sections added:
 - Preamble
 - Code of conduct
 - Elections Committee/Procedures



MEMORANDUM

To: Faculty Council
From: Chancellor Marcelo Suárez-Orozco
Date: December 5, 2022
Re: Chancellor's Report

My thanks again to Dr. Zong-Guo Xia and the Faculty Council Executive Committee for the opportunity to share these updates below. My very best wishes to all our faculty for a safe and joyous holiday season. I hope you have a restful break and look forward to seeing you in the New Year.

Earthshot Prize and UMass Boston

Last week's visit by the Prince and Princess of Wales drew considerable media attention, including to the work of our University. The media coverage of the Earthshot Prize Awards that the Royals were highlighting during their visit gained coverage locally by The Boston Globe, WBUR, GBH, Channel 5 and internationally on Vanity Fair and the British Independent. Of particular note was that this media coverage featured the work of the Stone Living Lab and its research director, UMass Boston's Professor Paul Kirshen. It is without a doubt that the work of our School for the Environment has helped propel Boston to an international leadership position in addressing climate change, which attracted the attention of the Prince and Princess of Wales to our city to expand their work in this area. My thanks to Drs. Paul Kirshen and to Bob Chen for their extraordinary leadership.

Enrollment Update

New undergraduate and new graduate applications and admits for the Spring 2023 semester are currently on track to meet or exceed last year's enrollment:

- New undergraduate admits are up 11% and enrollment deposits are up 15%.
- New master's enrollment deposits are up significantly, and new doctoral enrollment deposit are flat.
- International students account for the biggest increases in undergraduate and graduate spring enrollment for the Spring 2023 semester.

Undergraduate recruitment and enrollment initiatives remain ongoing for the fall 2023 semester. Almost one month removed from the Early Action deadline, first-year applications are up 11%. Admissions staff are working to review applications and notify all Early Action applicants of their decision prior to the December holiday.

Continuing students are currently in the process of registering for spring classes. Staff from the Division of Enrollment Management (including Financial Aid Services and the One Stop, as well as the Bursar's Office and various academic advising offices) will host a "Registration Hold and Assistance Event" on Thursday, December 8th and Tuesday, January 17th from 11am-3pm in the Integrated Sciences Complex. The aim is to provide a one-stop shop for students who currently have holds and/or have not yet registered for classes. We would appreciate your help in promoting these opportunities to our students; thank you in advance.

Student Affairs: Capital Project Update

In collaboration with several campus partners (including student leaders and the Division of Administration and Finance), the Division of Student Affairs has begun a refresh of the Campus Center student life spaces for student organizations and student affairs staff. While the pandemic may have slowed this important project down, we plan to complete the refreshes of the second and third floors of the Campus Center in Spring 2023. During winter break, the offices on these floors (i.e., Student Activities, New Student and Family Programs, Student Multicultural Affairs, OSCLE, and U-ACCESS) will be closed so that new carpets can be installed, and workstations reconfigured. Services provided by these offices will be accessible remotely, with details posted on their websites during the closure periods. The refresh is the outcome of a multi-year planning process that involved many community members. When this project is completed, this refresh will offer collaborative, open, and flexible space and furniture for our students and colleagues in Student Affairs.

COVID-19 Update

We continue to monitor closely the latest COVID data, especially as the weather turns colder. Suffolk County's CDC Community Level has been at the "low" level for the past several weeks. We encourage all members of the Beacon community to get their flu and COVID booster shots, and to monitor their own health on a daily basis. My thanks to all Beacons for continuing to remain vigilant in following our health and safety protocols and keeping our campus community safe.

Update on Academic Reorganization November 30, 2022

Introduction

For almost three years now, we have been considering how to structure academic units on our campus to best underscore each college's area of distinction and expertise, to synergize and align transdisciplinary strengths within and across units, and most importantly, to ensure that our organizing academic structure fundamentally reflects both our undergirding principles and our strategic priorities. That said, with our university-wide strategic planning effort complete, we are poised to revisit the extensive work by the Academic Reorganization Task Force (ART). The ART was made up of administrators, faculty, staff, and students who worked throughout the 2020-21 academic year to consider "potential reorganizations of academic units on campus and making recommendations on this topic to the Provost." As charged, ART was attentive to the "critical importance of maintaining or enhancing the academic quality and integrity of any program...[and] enhancement of opportunities for academic and research synergies." In the spirit of managing and leading a growing academic organization, it is our responsibility to be as purposeful and intentional about which scenario serves the entire campus well – now and into the foreseeable future. Please see Appendix A for additional background information regarding the Academic Reorganization Task Force and its recommendations.

Given our recent campus-wide efforts to identify and clarify the future of our campus, any academic reorganization must strategically fulfill our mission as we implement the "For the Times" strategic plan and position ourselves for sustained success in the future. Therefore, we have focused on:

- Providing a better balance of four major, essential components of the mission:
 - Undergraduate education
 - Graduate education
 - Research and scholarly activity
 - Community engagement
- Positioning each academic unit to more fully define its own path to success in terms of:
 - contributing to all four components of mission as defined above including direct contributions to undergraduate education
 - establishing a coherent mission within the college/school
 - generating resources to support the specific manifestation of mission and strategic priorities for that college/school
- Creating an overarching academic structure that more equitably distributes resources across all academic units
- Enhancing the ability of each college/school to be resilient in the face of local and national trends in the higher education landscape that are challenging public universities, including the regional demographic decline, the ongoing impacts of the COVID-19 pandemic, and increased competition within higher education.
- Aligning the work of ART with *For the Times*

Scenario Considerations

Given these considerations and the understanding that academic organizations should not solely be driven by the maximization of resource efficiency, we will not reduce the number of colleges and schools. We are exploring two scenarios. The first scenario is that of combining selected departments in MGS and CLA to build a new affinity-based college that retains the “McCormack” name while expanding the impact of undergraduate education, graduate education, and research on evidence-based contributions to public service and policy that address critical social, political, and economic issues. The other scenario, “As is,” is keeping the overarching academic structure largely as it currently exists. This scenario provides the least amount of disruption in the immediate future. Each college and school are in the process of aligning its strategic priorities with the new *For the Times* strategic plan and will have the opportunity to make internal adjustments going forward.

Out of respect for the most directly affected units, and before making any final decisions, I have had focused and, in my estimation, very productive meetings with all of the departments that would be most immediately and deeply impacted by any future reorganization. I am pleased to share additional details of how my preferred scenario represents the best way forward for the entire campus to benefit our academic organization while incorporating input from ART, aligning the academic organization with strategic priorities, and providing clearer pathways for future success for each academic unit and the campus as a whole.

The New McCormack College

The new McCormack College will enhance our campus’ focus on advancing the basic and applied research in socio-economic systems that inform public policy (political economy) and decision-making committed to social and economic justice. By concentrating this work in a new college, UMass Boston can make significant strides in achieving impactful knowledge *For The Times* while supporting our mission. Our commitment to our communities, locally and globally, requires us to ensure adequate support for addressing the largest challenges of the times. The new McCormack College will do exactly that. For our students, whether their interests span economics, sociology, political science, public policy, or human rights, the new McCormack College will be a beacon for achieving their aspirations of knowledge development, career discovery, and salient action. This college will elevate our efforts to help create fairer, more sustainable, and more inclusive outcomes for everyone.

I expect our colleagues in the Economics, Political Science, and Sociology departments, with their counterparts in the departments of Public Policy and Conflict Resolution, Human Security and Global Governance, will embrace the opportunity to identify a relevant mission and vision for the new McCormack College that foregrounds this focus while centering the work of furthering the success of our undergraduate and graduate students, in the classroom and beyond. I also know creating new constellations in our work together can cause angst and unsettledness. We are making every effort to listen, support, and learn together to move forward.

Our shared commitment to this endeavor will take various forms, including staffing a robust student advising office that will be prepared to support the undergraduate students that will move with the Economics, Political Science, and Sociology departments. Our commitment will also prioritize faculty lines in these departments, concretizing our support for the day-to-day functions of these departments and the work of shaping the new college for the foreseeable future. We will ensure that the tenure and promotion expectations of all the current faculty in the Economics, Political Science, and Sociology departments will remain as currently determined in their respective departments and the CLA. For the two departments from MGS, future success in their careers will require diversifying their teaching commitments to include undergraduate students. I expect the new McCormack College will seek to incorporate the expertise of the two MGS departments into the undergraduate

curriculum, which may include new courses that are integral to existing undergraduate programs, the expansion of the Global Affairs major, or the development of a new interdisciplinary undergraduate program as well as nurturing further alignments with MGS' array of centers and institutes.

Consultation, Listening, and Moving Forward

After further consultation with the most directly impacted departments and the broader campus community, it may very well be less disruptive to maintain the status quo. However, I want to emphasize that the status quo is not optimal for our campus or achieving our strategic plan and mission. The status quo maintains an excessive imbalance of contributions to the multi-faceted mission of academic units at UMass Boston and does not address resource inequities and heavy cross-unit subsidization that limit opportunities for enrollment, faculty, and resource growth. We must examine how resources are best utilized within and across units and how to best balance the four components of mission; particularly in terms of ensuring that each college/school is making a robust contribution to the undergraduate mission. We will also transparently look at how we are subsidizing some units and what the opportunity costs of those subsidies are for other units as they strive to enhance and grow their multi-faceted contributions to the larger community.

Nonetheless, I remain open to the status quo with some less immediately disruptive modifications. The Gerontology Department will be moved to MCNHS either way. Their disciplinary affinity with the health sciences will allow the department and the college to collaborate and grow their research and educational impact significantly. The remaining two MGS departments will be tasked with expanding the reach of the Global Affairs undergraduate program but must be mindful of attracting new students instead of attracting students from existing programs. A redirection of their efforts to adequately governing the new McCormack college and focusing on undergraduate education requires a substantial investment in faculty lines and administrative support. These faculty lines and support will be redistributed from campus-wide resources, but continued support will be tied to the growth of their undergraduate and graduate student body, with benchmarks set for 2, 3, and 5 years.

I propose that either option be implemented as of September 1, 2023. In the meantime, there is much to be done and further consultative work to be conducted. Please see Appendix C for further information about the proposed next steps and consultations.

Conclusion

There is much work to do regardless of which path we take. Either way, resources will have to be reallocated through the processes and priorities associated with the path we choose to take. I remain open to listening to and working with our academic community to find the best way forward for strategic success at UMass Boston. We are part of a growing and vibrant university, and re-organization work rests in paying close attention to structural patterns and processes that can enhance our mission and vision. We are working together to take on and move multiple strengths and unite them in a way that increases the unique knowledge architecture that is FOR THE TIMES!

I invite your input.

Thank you.



Joseph B. Berger
Provost and Vice Chancellor for Academic Affairs

Appendix A:

ACADEMIC REORGANIZATION TASK FORCE BACKGROUND

On December 2, 2019, Interim Provost Emily McDermott announced to the University community that she would be launching a process for examining potential modifications to the UMass Boston's academic organizational structure. and colleges and in substantial changes to existing units." Subsequently, in October 2020, she established the Academic Reorganization Task Force (ART) charged with considering "potential reorganizations of academic units on campus and making recommendations on this topic to the Provost, for final approval by the Chancellor." The guidelines for the newly established Task Force stated, "deliberations should be made in full consciousness of the critical importance of maintaining or enhancing the academic quality and integrity of any programs that may be subject to administrative reorganization. Within this context, the Task Force should consider reorganizations that will result in rationalizations of administrative structures in Academic Affairs, enhancement of opportunities for academic and research synergies, building or bolstering sustainable budgetary pyramids within units, and achievement of economic efficiencies." While Interim Provost McDermott set April 15, 2021 as a deadline for submission of the report, as the newly appointed Provost, in February 2021, I amended the task force's original charge by asking them specifically to develop 2-3 scenarios with an analysis of the 'trade-offs associated with each scenario. The ART delivered their final report to me on April 20, 2021. Please note that the ART final report was completed before the strategic plan was launched and finalized, and the subsequent recommendations were made without the strategic planning context even though some of the recommendations were in process or adopted immediately (see four examples in "Initial Response and Alignments" in Appendix B).

This extensive report outlined a principled and in-depth analysis as well as 4 recommendations, 5 possible scenarios, and 9 other ideas evaluated by the task force. The final report specifically included:

- Reorganization Principles
- 4 Recommendations (all of which have already begun to be implemented)
 - Separate Graduate Studies and Research Administration (in progress)
 - Establish an Office of Research and Innovation
 - Establish an Office of Community Engagement
 - Reinvigorate Healey Library
- 5 Reorganization Scenarios
 - Create a University College
 - Create a School of Graduate Studies
 - As Is
 - Create a College of Engineering
 - Create a transdisciplinary College that Combines SFE and MGS into a Single Unit

Appendix B:

INITIAL RESPONSE AND ALIGNMENTS

In my initial response to the ART report, I indicated that we would utilize the work of ART in the strategic planning process and would revisit academic (re)organization as we concluded strategic planning. Importantly, however, even before we completed the strategic planning process, we have been able to implement a number of changes proposed by the Task Force, some of which include:

- Separate Graduate Studies from Research – this process had begun with the improved infrastructure obtained through the implementation of SLATE, the shift of graduate admissions to enrollment management, the addition of two new positions (one completed and one forthcoming in January). These improvements also address a number of issues identified in the “Increase Investment in Graduate Studies” and “Create a School of Graduate Studies” sections of the ART.
- Adequately resource ORSP – numerous improvements have already been made through enhanced policies, assessment of all decentralized and centralized research administration positions across campus, restructuring and revitalization of the monthly GRANT forum, implementation of Kualii, permanently filling four positions, and the addition of two new positions in ORSP, and an additional position to support research communications.
- Reinvigorate and Adequately Resource the Healey Library – this has begun with ongoing annual increases in the Library’s budget, initial investments for improving facilities, the successful hiring of a new dean, and the allocation of two new staff positions.
- Enhance advising – this is related to some of the key issues addressed in the section in the ART report that recommended the creation of a “University College.” While we do not have the resources to fulfill that recommendation, we have launched a working group to look at how best to coordinate and align advising for increased student success.

The ART report provides a wealth of ideas, information, and analysis. The report clearly identifies numerous trade-offs for whatever we do in terms of academic (re)organization. To remain “As Is” has challenges and opportunities, as do each of the many scenarios considered by ART. There are also a number of recommendations and scenarios considered by the ART that are not practically feasible or financially viable in the near- or mid-term time horizons; these include the creation of a University College, a Graduate School and a School of Engineering. However, it is important to recognize that we are in the process of implementing or partially implementing 6 of the 14 recommendations and ideas that were included in the ART report; and actively examining the viability of 3 others (“As Is”, “Combine select CLA departments into MGS” and “Rename College of Management into College of Business). The work of the ART, coupled with the broad and deep strategic planning process, is directly informing the important decisions that impact all of us as we move into a better future for UMass Boston. Given the complex realities with which we are all dealing, it is our responsibility to be as purposeful and intentional about which trade-offs serve the entire campus well – now and into the foreseeable future.

Appendix C:

FURTHER CONSULTATIVE WORK

Option - New McCormack College

- Build a new affinity-based college that retains the “McCormack” name while expanding the impact of undergraduate education, graduate education, and research on evidence-based contributions to public service and policy that address critical social, political, and economic issues. This new college would be similar to some other schools and colleges at other similar institutions that could be adapted to fit the unique context of UMass Boston.
- Develop a new name (that retains the “McCormack” brand), that best represents all of the constituent units in the reconstituted MGS three departments - a committee with robust representation from all parts of the restructured college. The committee will be co-chaired by a current member of the MGS faculty and a faculty member from one of the incoming departments. Staff from the Provost’s office will provide ongoing administrative support for this process.
- Develop a constitution and by-laws for the new college that is directly informed by existing approved governance documents from the three incoming departments and the ongoing work in MGS on developing a college-wide governance document. This committee will also be co-chaired by a current member of the MGS faculty and a faculty member from one of the incoming departments. Staff from the Provost’s office will provide ongoing administrative support for this process.
- Revise the constitution and by-laws of MCNHS with Gerontology and the new Urban Public Health department.
- Launch an external search for a permanent dean of the new McCormack College. This search will commence as soon as possible to ensure that the new dean is identified with an intended start date of July 1, 2023 in advance of the formal implementation of formal structural changes.
- In conjunction with the three-year hiring plan, identify faculty hiring that support any re-organization moves, including launching an internal search for the new Deval Patrick Endowed Professorship within the newly structured McCormack College. This also includes identifying up to ten new faculty additions, above and beyond the three-year hiring planning process currently underway, needed to support the successful launch of the new college over the next three years.
- Identify the internal resources necessary to provide current faculty coming together in the new McCormack College to be able to work together to create a new governance and operational structure. This could include limited course releases and some stipends for an encapsulated summer planning period of a transition committee.
- Conduct an analysis for how best to adjust the internal administrative support structures in the academic units impacted by re-organization. This includes identifying the advising and student success staff necessary to maintain or improve current levels of support and the administrative staff required to support each department.
- Identify how best to re-allocate graduate assistantships to and within the new McCormack College.
- Identify one-time short-term investments that would help the new McCormack College successfully launch.
- Examine longer term implications of space needs in conjunction with the campus master-planning process.

Option – “As is”

- Identify how best to re-allocate resources from other colleges/schools and restructure resources within MGS to support the growth of the Global Studies BA as a hybrid degree (on-campus and on-line).
- Identify how best to grow the Global Studies BA as new enrollments rather than shifting enrollment from other colleges/schools.

- Examine how to shift existing curricula, scheduling, teaching loads, and instructional resources within MGS such that MGS faculty are taking responsibility for and teaching in the undergraduate program.
- Identify a priority on faculty searches that focus on undergraduate education
- Develop a new name (that retains the “McCormack” brand) that reduces or eliminates the “Graduate” only emphasis in the nomenclature.
- Restructures the administrative support within MGS to be more efficient and better support the growth of undergraduate enrollments.
- Integrates the ongoing coordination and alignment of academic and career advising across campus to support structural changes within and across academic units.
- Explores with CLA, and perhaps other units, ways to develop and support joint degrees in which McCormack faculty and peers in other units contribute to joint degrees using existing resources within those units.
- Examine how best to re-allocate assistantships to better support the instructional mission of McCormack.
- Finalize a new constitution and by-laws for McCormack.
- Launch an external search for a permanent dean of the new McCormack College. This search will commence as soon as possible to ensure that the new dean is identified with an intended start date of July 1, 2023 in advance of the formal implementation of formal structural changes.

Kathleen Kirleis

Vice-Chancellor for Administration and Finance Report

Monday, December 5, 2022

Good afternoon. I would like to report on the following items:

- 1) Campus Update – thank you to all of the faculty members who attended the campus update on Tuesday, November 15th. Part of the agenda included a financial update. The materials are now available on the university website for those who may not be able to attend the actual session live.
- 2) As reported last month, the university's Board of Trustees is scheduled to meet in December and there are two major items will be reviewed at its Administration and Finance Committee meeting on December 14th that will then go to the Board on December 15th.
 - A) Five Year Forecast
 - B) FY23 first quarter projection
- 3) The Trustees' Audit and Risk Committee also is meeting on December 14th. The university's auditors KPMG will be in attendance to present the FY22 audited financial statements. Information security risk is also expected to be discussed at the meeting.
- 4) The Office of Budget and Financial Planning will be kicked off the budget process for the FY24 in November. Budgets are due on January 13th. The FY24 operating budget will be planned with the traditional incremental budget process as work continues on Activities Based Budgeting. The Office of Budget and Financial Planning issued guidance that allows units to plan and enables the university to reach a 1.5% operating margin. This continues us on the trajectory to meet the 2% operating margin by FY25.
- 5) The five year capital budget will also be updated as part of this year's budget process. Both new and existing projects will be evaluated, with the cash flow for these projects being updated as needed.
- 6) The 2023 budget for residence hall P3 project was passed by the Board of Directors for the project in November. Room rates for the next academic year are in place under a budget that meets the required 1.2 debt service coverage ratio, the project's equivalent to our operating margin. Similar to this year, we are planning for full occupancy next year.
- 7) Active Threat Training - a communication went out to the campus community about upcoming active threat training on 11/29. There are 3 options:
 - a. Active Threat Training Video – this video is designed to provide our campus community a training opportunity and information about how they, individually, should respond to a campus emergency. UMBPD, Office of Emergency Management, and the UMass System have developed a campus-focused Active Threat Training Video. The video is posted on the Emergency Management – Active Threat Resources webpage (<http://www.umb.edu/preparedness>). Please note that some of the scenes in the video

appear to be realistic, but they are all staged for the purposes of the training video. You can view the video at [UMass Boston Active Threat Training Video](#).

- b. The Office of Emergency Management and UMBPD will hold Active Threat Training virtually on the following dates.

Tuesday, December 20th at Noon

Thursday, January 26th at Noon

Monday, February 6th at Noon

- c. A full scale exercise will be held on Friday, March 17th.

All are welcome to attend any and all of these events. More information will be forthcoming regarding the training specifics via campus e-mail.

Re: Your Written Report for the Faculty Council Meeting on 12/05/2022

Caroline Coscia <Caroline.Coscia@umb.edu>

Tue 11/29/2022 3:33 PM

To: Zong-Guo Xia <ZongGuo.Xia@umb.edu>

Cc: Kevin E Kehl <Kevin.Kehl@umb.edu>

Here is the FSU report

Faculty Staff Union – December 5th report

Bargaining Survey

The Core Bargaining Team expects to begin negotiations for our 2023-2026 collective bargaining agreement early Spring 2023. Part of the team's preparations is to gather member feedback through a survey.

Watch your email for the survey. We ask that you take a few minutes to provide the team with feedback.

Senior Lecturer IIs on a 3-4 or 4-3 workload

New to our current contract is eligible Senior Lecturer IIs may select a 3-4 or 4-3 workload with additional service. It has come to our attention that some SLIIs are being told that their additional service can only be university level service. This is incorrect. Additional service can be at all levels – department, college, and university.

Caroline L. Coscia

Faculty Staff Union (FSU) President 2022-2024

Senior Lecturer II, Political Science Department

University of Massachusetts Boston

Caroline.coscia@umb.edu

From: Jonathan Vega Martinez <Jonathan.VegaMart001@umb.edu>
Sent: Monday, November 7, 2022 11:34 AM
To: Zong-Guo Xia <ZongGuo.Xia@umb.edu>
Subject: Re: Your Report at the Faculty Council Meeting on 11/07/2022 & Beyond

Hi Zong-Guo Xia,

I apologize not sending this statement sooner, but this is a relatively new development, and the GEO has been figuring out exactly what we'd like to say during our allotted time. Below is our statement for today.

Hi everyone,

We discovered that this semester the administration changed how new grad students received the GEO dues form. The new process separates the dues form from the rest of students' paperwork, instead burying it in a confusing email. This was done without consulting the GEO or even notifying us in advance of the change. As a result, dues-paying membership among entering students has dropped from 80% in previous years to only 15% of new students in 2022.

This is obviously a union-busting tactic. 90% of students who saw our form signed up for dues, so support for the union is still high. The issue is that under the new system only around 15% of students could even find the form. Since the university did not notify us in advance, we had no opportunity to prepare for keeping membership up under the new system.

We're currently strategizing on how to best respond to this development and will keep you informed of any new developments.

Best,

Jonathan Vega Martinez (he/him)

PhD Student Sociology

GEO Organizing Committee

[Office Hours Sign-Up](#)

UMASS BOSTON GSA

Fall 2022 Update



Graduate Student Assembly at UMass Boston

We have been working on some changes

- We are in the process of facilitating a name change to “Graduate Student Government”.
- We are working with campus administration and contractors to find a graduate student space outside of the Alumni club.
- We have expanded the e-board to include 2 part time secretaries and ran the hiring process to search for candidates.
- We have included international students to our eboard.
- We are in the process of updating our constitution and GSA Manual (will be continued into January).
- We have sent out monthly newsletters with important dates, event information, and grant information.
- We formed an event committee that required an interview process.
- We have been collaborating and giving advice to the Undergraduate Student Government.
- We have been posting information on our social media to keep students informed.
- We are creating an indoctrination period for onboarding eboard members. We will have elections in March 2023.

Events Update

- International Student Social
- Grad-I-tude event
- Linked In training series with a CV/Resume and Linked In components in conjunction with ACES.
- Recognized Professional Associations (grad student clubs) Q & A
- Grants Q & A
- Tables in the campus center during Welcome Week
- Coming soon: Student Loan Relief Q& A
- Coming soon: GEO & GSA end of semester get together

Spayne, Bollinger, and Professional Development Grants Update

The majority of our budget goes towards supporting graduate student's research experience at UMass Boston.

1. PDGs

We have had 55 applicants guaranteed \$11,000.

2. Spayne Grant for masters thesis/projects

We had 2 applicants and have guaranteed \$3,000.

3. Bollinger for PhD dissertations

We had 12 applicants and have guaranteed \$6,000.

Spring

We would like to meet with you on a more frequent basis and determine any objectives we can focus on, the USG, GSA, and Chancellor.