



University of Massachusetts
Boston
100 Morrissey Blvd.
Boston, MA 02125-3393

University Governance
Faculty Council

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

February 6th, 2023

Minutes for Monday, February 6, 2023 1:00-3:00

Members present: Nurul Aman (CLA), Gonzalo Bacigalupe (CEHD), Lynne Benson (CLA), Kui Du (CM), Todd Drogy (Honors), Paul Dyson (CLA), Joel Fish (CSM), Sommer Forrester (CLA), Priscilla Gazarian (CNHS), Mohsin Habib (CM), Maria John (CLA), Janna Kellinger (CEHD), Marlene Kim (Rep to the BoT), Robert Kim (CM), Harry Konstantinidis (CLA), Nelson Lande (CLA), Qingjiang Vince Li (CSM), Lusa Lo (CEHD), Alex Mueller (CLA), Pamela Nadash (MGS), Timothy Oleksiak (CLA), Neil Reilly (CSM), Jason Rodriguez (CLA), Niya Sa (CSM), 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: Caroline Coscia (FSU), Jonathan Vega-Martinez (GEO)

I. Approval of the Agenda

Motion Approved

II. A Moment of Silence to Reflect on the Tragic Death of Sayed Arif Faisal, a Former Student of UMass Boston and the Only Child of His Parents, at the tender age of 20.

Sayed Arif Faisal and his family moved to the United States from Bangladesh about 7 or 8 years ago. He joined UMass Boston as a freshman in Fall 2020, after COVID-19 forced us to continue the university operations remotely. Sayed Arif Faisal was shot and killed by a Cambridge police officer on January 4, 2023, when he was apparently suffering from a mental health crisis.

Many of our students continue to struggle with the physical and mental health issues exacerbated by the pandemic, as well as with gun violence, police brutality and systemic racism.

III. Motion to approve the 12/05/2022 minutes

Motion Approved

IV. Motions from the Graduate Studies Committee (Andre Maharaj, Chair)

Motion #1 From: CLA

Request for a new course ANTH 642 Latin American Historical Archaeology: Addressing Colonialism, Nation, Diaspora, and Displacement

Rationale: This course will expand the regional and theoretical topics within the Anthropology Department and the Historical Archaeology graduate program along themes of colonialism, African Diaspora, Latin American societies, and immigration heritage. Considering the rising group of Latin@ students as part of our university and the goal of bringing international students into our graduate program, this course offers a broader understanding of the place of Latinidad in the United States and beyond. The course fits into the Historical Archaeology graduate program curriculum by its emphasis on multicultural societies of the modern world, the archaeology of colonialism, African Diaspora studies, globalization, and public and collaborative archaeology.

Description: This course brings together archaeological narratives, practices, and approaches pertaining to Latin American history and the politics of race, gender, colonialism, and national constructions. Students will explore a variety of dialogues around the topic of *Latinidad* as a historical category built on the bases of narratives of resistance, survival, and recognition. Since the 1960s, Latin American archaeologists have developed their own interpretations of the past, ones that differ from North American archaeology. Latin American historical archaeology specifically has generated post-colonial theories and practices developed in the peripheries and for local communities, aiming for social justice and active processes of decolonization. The course also explores diverse practices and discourses around Latin American material heritage as an adaptable source for ethnic, national, and gender narratives in the present so that students can learn about the past with a deep influence in present social, political, and cultural dynamics around Latin@ collective identities in the Americas.

Motion #2 From: CM

Request for a program change to the MS in Accounting, to make MBA AF 640 Accounting Data Analytics, which is currently an accounting elective, a required course for the MSA program. Students will have one fewer elective.

Rationale: The MSA program has recently been STEM-designated with emphasis on data analytics. This course teaches fundamental skills required for other accounting courses and reflects the core features of our STEM designation. Requiring this course will ensure MSA students understand necessary accounting analytics skills and better prepare them for their future careers.

Motion #3 From: CM

Request to change the name of MBA AF 636 from Quantitative Analysis of Business Data to Applied Econometric Analysis of Business Data and to change the course description.

Rationale: Econometrics has become an essential tool in applied analysis of business and financial data. The name change does not represent a shift in focus or content for the existing course but rather allows for a more marketable name that is also in line with industry practice and perceptions. This name change should enhance student interest in the overall program offerings.

Old description: The objective of the course is to familiarize students with the analytical foundations of quantitative analysis of business data and data management techniques using statistical/data analysis software. Particular emphasis will be placed on hands-on experience with data analysis and the economic interpretation of empirical findings. The course will focus on learning a number of quantitative techniques employed in finance, economics and management. These techniques include linear regression analysis, panel data models, instrumental variables, time series analysis and limited dependent variable models. The course will use data and applications that are drawn from the finance

and economics literature as well as consulting practice. This course will also provide students with analytical tools for the development of a Master's thesis.

New description: The objective of the course is to familiarize students with the analytical foundations of econometric analysis of business data and with data management techniques using statistical/data analysis software. Particular emphasis will be placed on hands-on experience with data analysis and on the economic interpretation of empirical findings. The course will focus on learning a number of econometric techniques employed in finance, economics and management. The course will use data and applications that are drawn from the finance and economics literature as well as consulting practice. This course will also provide students with analytical tools for the development of a Master's thesis.

Motion #4 From: CM

Request to change the name of MBA AF 634 from Risk Management to Financial Engineering and Risk Management and to change the course description.

Rationale: Corporations have steadily increased the use of financial engineering in management of financial risk and in design of desired risk exposures. The name change does not represent a shift in focus or content for the existing course but rather allows for a more marketable name that is also in line with industry practice. This name change should enhance student interest in the overall program offerings.

Old description: The goal of this course is to provide students the fundamentals of corporate financial risk management. The first part of this course develops statistical tools and techniques required to identify and measure different aspects of corporate financial risk. Next these measures are used to build, evaluate and understand financial risk management solutions. One key focus of this course is the role of financial engineering in developing business strategy. Specifically how do companies financially engineer to manage risk caused by variables over which it has little control such as commodity prices, inflation, interest and exchange rates? Case methods will be used to highlight the value of identifying, monitoring and managing of such operational, financial risk.

New description: The goal of this course is to provide students the fundamentals of financial engineering and corporate financial risk management. The course focuses on financial engineering using futures, forwards and swaps in developing business and risk management strategy. Specifically how do companies use financial engineering to manage risk caused by factors over which they have little control such as commodity prices, interest and exchange rates? The course covers both theoretical and practical aspects of financial engineering and risk management. Case studies are used to highlight the value of identifying, monitoring and managing financial risks.

Motion #5 From: CM

Request to change the name of MBA AF 631 from Environmental Accounting and Finance to Sustainable Finance and Impact Investing and to change the course description. The new name reflects a focus on ESG and Impact Investing. The course will be redesigned to expand the coverage on ESG investing, introducing new topics on ESG data and indicators, ESG impact on financial performance, and sustainable investment strategies.

Rationale: Investors are increasingly applying ESG factors as part of the analysis process in investment management to identify material risks and value drivers. Additionally, even though it is not part of mandatory financial reporting, companies are increasingly disclosing ESG information in their annual

reports and standalone sustainability reports. The CFA Institute recently developed the Global ESG Disclosure Standards for Investment Products. The CFA Institute is also offering a certification in ESG Investing. This class introduces these new concepts to students. It also complements other courses in investments that focus on traditional financial investment criteria.

Old description: Environmental concerns and climate change are emerging as important business drivers and gaining the attention of accountants, financial managers, and investors. As investors and society require companies to become more socially and environmentally sustainable, the measurement, management, and external reporting of information about environmental risks and performance is of growing importance. Topics covered in the course include corporate environmental disclosure and reporting, environmental management accounting, carbon markets, green project analysis, corporate environmental risk assessment and valuation, socially responsible investing, and green banking.

New description: This course will introduce ESG (Environmental, Social and Governance) investing, exposing students to ESG data and indicators, ESG impact on financial performance, and sustainable investment strategies. Environmental concerns and climate change are emerging as important business drivers and gaining the attention of accountants, financial managers, and investors. As investors and society require companies to become more socially and environmentally sustainable, the measurement, management, and external reporting of information about environmental risks and performance is of growing importance. Topics covered in the course include corporate environmental disclosure and reporting, environmental management accounting, carbon markets, green project analysis, corporate environmental risk assessment and valuation, socially responsible investing, and green banking.

Motion #6 From: CM

Request to change the name of MBA AF 625 from Derivative Securities to Options: Theory and Applications and to change the course description.

Rationale: Options are very popular and very easy to trade for small retail investors using online trading platforms. Options additionally have a strong presence in the finance-oriented social media space. Also, the topic is deep enough to yield a semester worth of material. The name change does not represent a shift in focus or content for the existing course but rather allows for a more marketable name which should enhance student interest in the overall program offerings.

Old description: Derivative securities are securities such as futures contracts and call options whose value is determined by the value of some other underlying variable. Derivative securities have become an essential tool used in both corporate risk management and portfolio management. This course explores the institutional details of the various markets in which derivatives trade. It introduces the theories which govern the pricing of futures, options, and swap contracts. Practical methods of implementing derivatives-related strategies for hedging risks and gaining specified portfolio exposures are covered, as well as methods used to evaluate the outcomes of these strategies.

New description: This course introduces students to options and related derivative securities. They have become an essential tool used in both corporate risk management and portfolio management. This course explores the institutional details of trade, theories of option valuation and practical strategies and methods for hedging risks and gaining specified exposures using options and related derivative securities.

Motion #7 From: CEHD**Request to change the description and modality of CSP 660 Physiological Bases of Behavior**

Rationale: This course has traditionally been an on-campus/in-person course. However, when courses shifted to remote/online due to the COVID-19 pandemic, students were able to complete online course training modules asynchronously, so that (synchronous) class time could be better used for discussions and group activities. This course focuses on brain anatomy and brain/behavior relationships. The primary modality for delivering the content is via a series of online modules covering the organization of brain structures and functions as well as the relationship between these and intelligence, neurodevelopment, and developmental disorders. Students interact with these online modules asynchronously, and assignments are integrated throughout the modules to check for understanding. Therefore, pedagogically remote delivery aids with the teaching and learning in the classroom.

Old description: This course will give graduate students foundational knowledge of the biological bases of human behavior. Classes cover systems and structures of the nervous system, neuronal communication, hormonal influences, environmental influences on the brain and nervous system, drug addiction, behavior disorders, anxiety and mood disorders, schizophrenia, and psychopharmacology for these and other disorders.

New description: This course will give graduate students foundational knowledge of the biological bases of human behavior. Course content covers systems and structures of the nervous system, neuronal communication, genetics, hormonal, and environmental influences on the brain and nervous system. The course includes exploration of physiological processes such as perception, memory, language, and emotion. Activities designed to increase understanding of neurodevelopment, problems that cause pathology, and interventions are included.

All Motions Approved

V. Motion to Approve New Members to Faculty Council Standing Committees for a 2022-2024 term:

- Graduate Studies Committee
 - John Fulton (CLA)
- General Education Committee and Subcommittees
 - Maria Cisterna Gold, CLA (Latin American and Iberian Studies) to serve on the Distribution Subcommittee while Nino Kebabze, CLA (Latin American and Iberian Studies) on leave in spring 2023

**Note: The Executive Committee still seeks nominees for additional vacant seats; additional confirmations are forthcoming.*

Motion Approved

VI. “Beacon Budget Model” for UMass Boston: Overview, Status Update, Timelines for Development & Implementation, Questions & Answers

Kathleen Kirleis, Vice Chancellor for Administration and Finance

See “ABB Budget Primer 01-19-2023”

In the process of building the “Beacon Budget Model” for the university. Currently in the process of building the framework for it. The new budget model is a hybrid model that is being built to cater to UMB’s need. It is not a RCM model, an activities based model, nor incremental, but a combination of several models. The decisions around the budget are being made to support the strategic plan of the university.

It is important to remember that this is a process in development and will be open to discussion through the process.

Discussion:

Q: What the two shadow years will look like and what will the model actually do for us? What does the timeline look like?

A: The framing document will come first...the layout and the key driving parts of it. The first shadow year will be a place to see where the pools of budgets and expenses are, where can recalibrations happen, and how rapidly it can be phased in. This will help make the decisions. Second year is used to fine tune and get more experience with the budget.

Q: What are the benefits in the change of the model? What initiative prompted this? What about UMASS Amherst's attempt with this type of model?

A: The benefits will be more transparency, more understanding, and more chance to talk about where the expenses are allocated. Amherst did try this model and we have included their feedback in the discussion about how they understood it. This shouldn't affect our situation. Our intent from the beginning was to have a hybrid budget.

Q: The term “transparency” has been heard a few times; how transparent will things actually be? How much will we be able to see? Will we see where the money is coming from?

A: This will allow us to see things at the campus level, college level, and department level. We’ll be able to see where the money is going and to have a better feel to how it is being spent. The budget sources can be broken down as such: Tuition & Fees; State Appropriation; and Everything Else (grants, auxiliaries, gifts/philanthropy)

Q: What is the timeline we should expect?

A: We plan to share the framing document this month. In the late Spring, we will rollout the "first iteration" of the model.

Q: How is this going to help in the classroom? What is going to happen in terms of the student experience?

A: The budget can better follow enrollments, can make better decisions to focus spending where it is necessary. The state has also been stepping up the contributions to funding that helps student success and we can better allot those contributions.

VII. Motions on the Faculty Council Meetings (Nelson Lande, CLA)

MOVE: That beginning with the March 2023 Faculty Council meeting—and subject to the agreement of the Chancellor, the Vice Chancellor for Administration & Finance, and the Provost—each Faculty Council meeting will begin at 2 pm and end at 4 pm. 6

MOVE: That beginning with the March 2023 Faculty Council meeting—and subject to the agreement of the Chancellor, the Vice Chancellor for Administration & Finance, & the Provost—the Faculty Council will meet on the following dates:

- March: Tuesday, March 7
- April: Monday, April 3
- May: Tuesday, May 2
- September: Monday, September 11
- October: Tuesday, October 3
- November: Monday, November 6
- December: Tuesday, December 5

Whenever the Faculty Council requires a second meeting during any given month, the day of the week of the second meeting will be the same day of the week as the day of the week of the first meeting.

MOVE: That beginning with the March 2023 Faculty Council Meeting, Councilors will be required to attend Faculty Council meetings in person and not by Zoom. Exceptions will be granted to those Councilors who, owing to illness, are unable to attend in person.

Motions A & B tabled (changes to the schedule and start times).

Motion C denied (move to in-person meetings).

VIII. Reports – maximum of 10 minutes

- Chancellor – Marcelo Suárez-Orozco
 - *Report Attached*
- Provost and Vice Chancellor for Academic Affairs – Joseph Berger
 - *Report Attached*
- Vice Chancellor for Administration & Finance – Kathleen Kirleis
 - *Report Attached*
- Faculty Representative to the Board of Trustees – Marlene Kim/Roberta Wollons
 - *Report Attached*
- Representatives from the Graduate Employee Organization – Jonathan Vega-Martinez
 - *Report Attached*

IX: New Business

N/A

X. Motion to Adjourn

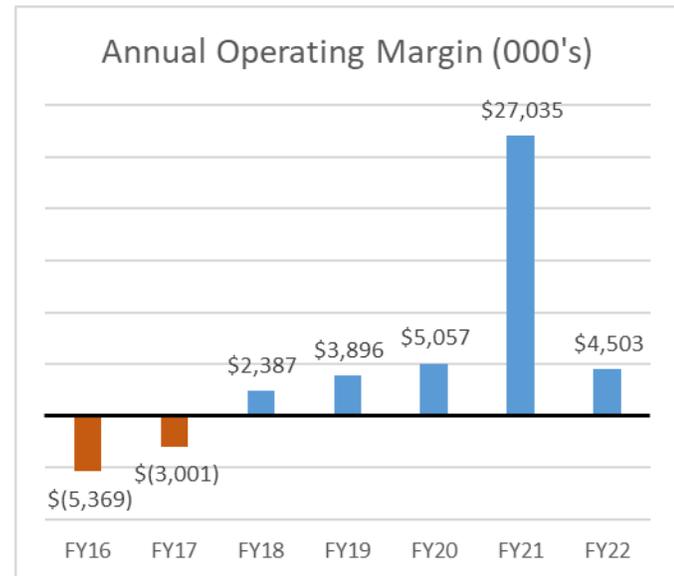
UMB Budget Overview

Operating Budget

The Boston campus had an FY22 annual operating budget of \$482M. The FY23 annual operating budget¹ is \$470M. The reduction in budget is due to the reduction in stimulus funds from year to year (see below for more on stimulus funds).

The campus has produced an annual operating surplus for five continuous years since FY18. This has been achieved through the combination of enrollment and retention efforts, structural expense reductions, controls on new spending, active financial management and cooperation from departments with new organizational structures and improved policies and procedures from the university system and campus alike.

The campus is required by the Board of Trustees to reach and maintain an annual operating margin of 2% by FY2025. The FY23 Budget has a milestone requirement of a 1% annual operating margin.

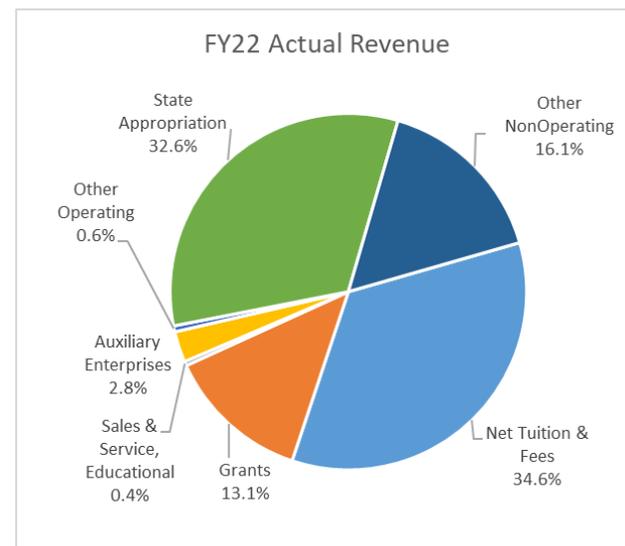


COVID/Stimulus Funding: The FY21 operating surplus is driven by federal and state COVID relief funds. The campus received over \$77M through several programs (CARES/CRRSAA/HEERF [I-III], ARPA, and GEER). \$31M passed through the campus directly to students in the form of emergency grants. The remaining \$46M was institutional aid used to offset revenue losses in auxiliaries and tuition & fees during the height of the pandemic (FY20/21). The campus also received funds through FEMA.

Major Revenue & Expense Categories (all funds)

Revenue: FY22 Net Tuition & Fees (\$168M) and State Appropriation (\$158M) are each approximately 1/3 of total annual revenue.

- Gross Tuition & Fees increased at a Compound Annual Growth Rate (CAGR) of only 0.1% between FY18-22. **Net Tuition & Fees declined by -2.5% on average annually over the same period.**
- The state appropriation (including fringe costs) has increased at a CAGR of 4.0% between FY18-22.
- Remaining revenue sources include Grants (expense offset), Auxiliaries², and Other Operating and Other non-



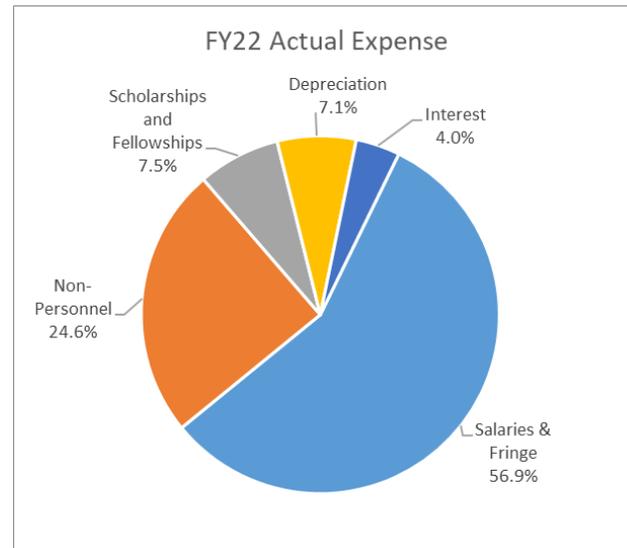
¹ https://www.umb.edu/budget/operating_budget

² Parking, Dining, Bookstore, WUMB, Copy Center, Nantucket, Marine Operations, and University Health Services

Operating funds³. These combined sources of revenue increased at a CAGR of 11.1% annually over the period. Major fluctuations year to year included the impacts of COVID on Auxiliaries and Educational Sales & Services (“ESS”), non-Operating Federal Grants (COVID-related aid and stimulus), and State, Local and Private Grants & Contracts and Gift revenue.

Expenses: FY22 Salaries & Fringe (\$274M) and non-Personnel (\$118M) expenses account for over 80% of annual expenses.

- Salary costs, flat since FY18, have been trending up recently despite declining FTE (fewer positions combined more recently with higher vacancy) due to increased cost-of-living adjustments and fringe cost increases.
 - **The majority of fringe costs are paid by the state and included in the state appropriation revenue.**
- Of annual non-Personnel expenses, nearly 2/3rd consists of restricted or non-discretionary expenses like Central Assessment, Utilities, and Debt Service Administration, etc.
 - **Remaining non-Personnel expenses are largely comprised of Depreciation and Interest on Debt which combined total over 10% of all expenses**
- Scholarship & Fellowship expenses make up 7.5% of all expenses

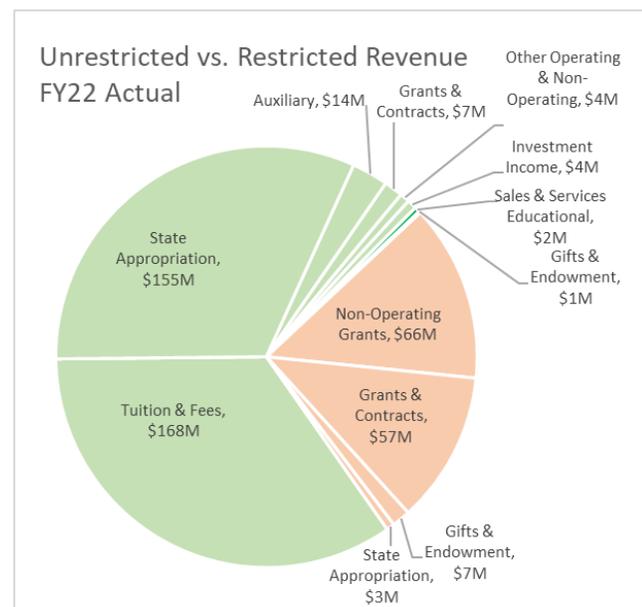


Unrestricted vs. Restricted Revenue

Unrestricted revenue accounts for 73% (\$353M) of total annual revenue (\$486M) with the largest categories being Tuition & Fees and State Appropriation.

Restricted Funds/Grants & Contracts

Restricted revenue accounts for the remaining 27% (\$132M) with the largest categories being Non-Operating Grants and Grants & Contracts. Grant and Contract revenue is generally, though not completely, offset annually by expenses (which drive the revenue). The unrestricted revenue gain from indirect or administrative cost reimbursement from spending grant funding is deposited to the Research Trust Fund (“RTF”). These and other revenue-based funds like Educational Sales & Services (“ESS”), accumulate, or carry-forward, from year to year if not spent.



³ Includes: Gifts, Investment Income, Endowment income distributed for operations, Non-Operating Federal Grants, Other Nonoperating Revenues

Unrestricted Funds/General Operating Funds

Within Unrestricted Funds are General Operating funds (“GOF”⁴). General Operating Funds are used for any non-restricted purpose. They are allocated incrementally through the annual budget process based on historical and projected Payroll/Fringe and non-Payroll needs. The sources of these funds are largely Tuition & Fees, State Appropriation but include all unrestricted sources of funds (see above chart).

By far the largest area of GOF spending is Academic Affairs, comprising nearly 2/3 of the total. Over 90% of GOF spending occurs within the top 5 VC areas: Academic Affairs, Administration and Finance, IT, Student Affairs, and Enrollment Management. Below is a table of budget areas by size of FY23 GOF budget.

Budget Area	FY23 GOF Budget		
	Payroll/Fringe	non-Payroll	Total
College of Liberal Arts	\$ 46,272,303	\$ 1,502,482	\$ 47,774,785
VCAF/Facilities	5,538,607	18,501,650	24,040,257
Academic Affairs - Other	17,724,549	6,013,742	23,738,291
College of Science & Mathematics	22,560,630	400,000	22,960,630
College of Management	16,323,964	664,000	16,987,964
Information Technology	9,531,920	5,853,802	15,385,722
Student Affairs	11,324,135	2,887,418	14,211,553
College of Nursing & Health Sciences	13,012,103	681,000	13,693,103
College of Education & Human Develop.	11,766,645	206,600	11,973,245
Graduate Studies & Research	9,609,147	119,076	9,728,223
Enrollment Management	6,563,236	1,401,046	7,964,282
Academic Support Services	7,395,821	535,000	7,930,821
McCormack Graduate School	6,861,050	342,000	7,203,050
University Advancement	4,714,597	1,895,452	6,610,049
Marketing and Engagement	3,585,998	2,180,208	5,766,206
VCAF/Campus Services	2,467,638	3,221,209	5,688,847
School for the Environment	4,779,332	212,500	4,991,832
Athletics & Recreation	3,622,777	1,321,747	4,944,524
Chancellor's Office	1,489,158	2,877,500	4,366,658
VCAF/Finance	3,386,400	704,338	4,090,738
Human Resources	2,468,627	350,000	2,818,627
Vice Provost for Research	1,681,642	-	1,681,642
Honors College	1,144,772	60,000	1,204,772
Total	213,825,051	51,930,770	265,755,821

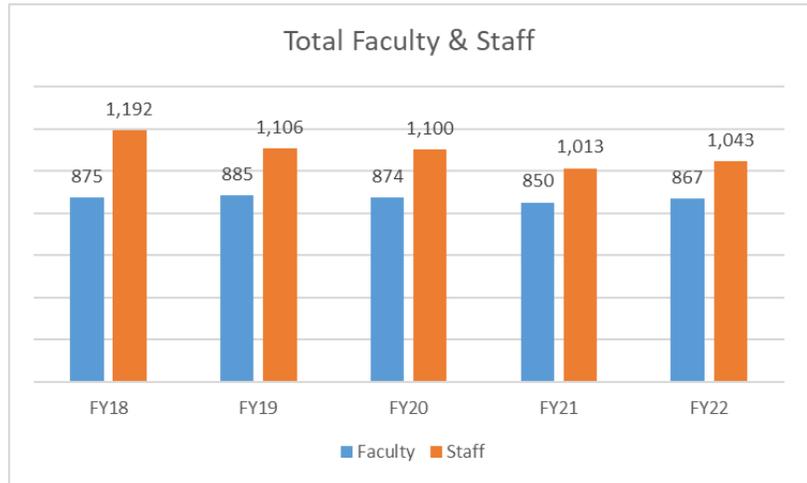
⁴ Within GOF, funds used to be considered “State” or “Trust” referring to whether funded by State Appropriation or Tuition & Fee revenue. There is no longer any distinction made, and both are considered General Operating Funds. All salaries on state appropriation still “receive” fringe benefit reimbursement from the state, but there is no specificity for one position over any other.

Staffing

Personnel salaries and fringe benefit costs are the largest expense of the campus as noted above. FY22 combined restricted and unrestricted total FTEs were around 1,910, down from FY18 by 157, or -7.6%.

Staff FTE's have declined by 149 (-12.5%) since FY18 while Faculty has declined by 8 (-0.9%) over the same period.

Faculty positions grew in FY19 as Staff positions declined. Even as both declined in FY20/21, the ratio of faculty to staff increased to .84 in FY21, up from .73 in FY18.



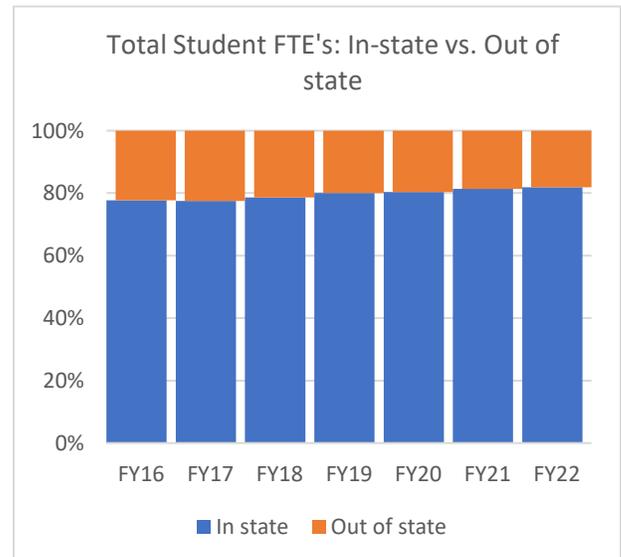
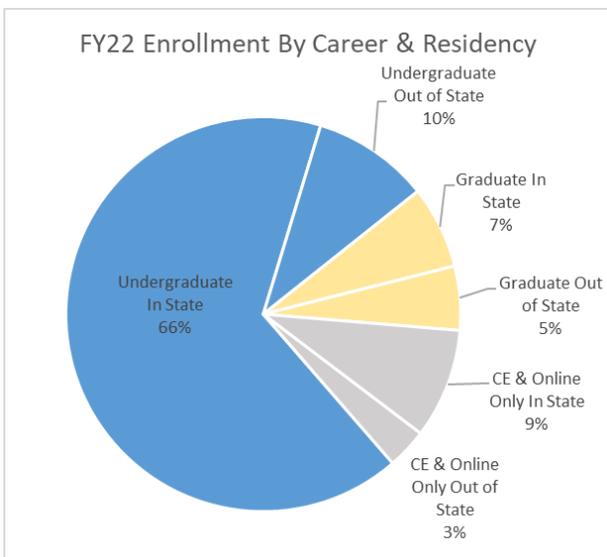
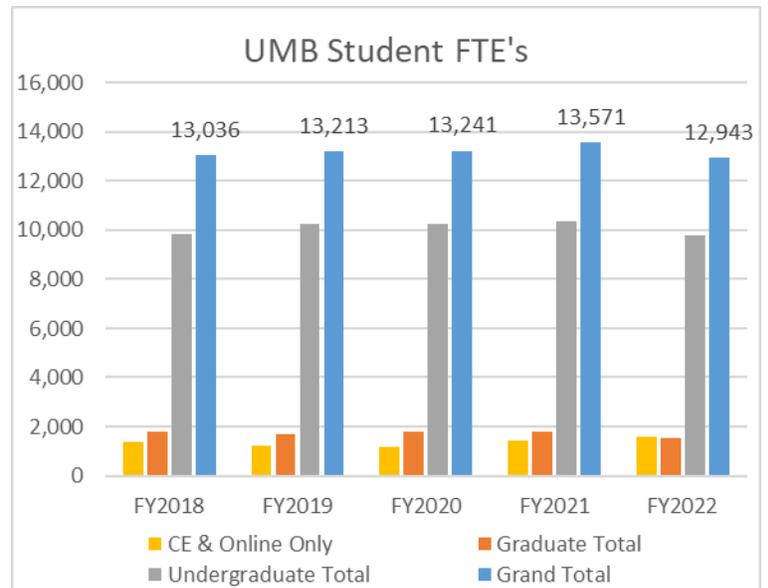
Enrollment

Gross Tuition & Fees are by far the largest revenue source for the campus. Annual increases in tuition rates, student retention and net new enrollment serve to increase resources available.

UMB total student FTE's have been relatively flat for 5 years with each year total within +/- 2.8% of the average over the period.

In-state FTE's account for 80% of the total – a percentage that has been growing.

Undergraduate enrollment accounts for over ¾'s of all student FTE's. Graduate, 12% and CE/Online only (which can be non-matriculated, undergraduate or graduate), 12%.



The campus also develops an annual capital expense budget and 5-year plan alongside the annual operating budget and 5-year forecast. Details can be found at the link below.

Capital Budget & 5 Year Plan

The FY23 Capital budget is \$73.9M and the entire FY23-27 5-year capital plan is valued at \$172.9M

https://www.umb.edu/budget/capital_budgeting

Celebrating Black History Month: Events and Activities on Campus

At UMass Boston, Black History Month has long affirmed a cornerstone of our educational ethos: the power of diversity to expand the ways we learn and create more equitable systems based on new knowledge and understandings, mutuality, and good will. The more we attract students, faculty, and staff from all backgrounds, the more we complexify the conversations we have on issues of common interest. On that note, I am pleased to share that UMass Boston is hosting the following events and activities in honor of Black History Month:

- **Colloquium: “Commemorative Conflict as an Encounter,”** Thursday, February 9, 5:30 - 7:00 p.m. Presentation by Dr. Dana Francisco Miranda – Campus Center, 3rd Floor, Room 3540 and Zoom – Register Here:
https://www.umb.edu/news_events_media/events/colloquium_commemorative_conflict_as_an_encounter_with_dr_dana_francisco_miranda
- **Black History in Africa, African Scholars Forum: “Kofi Annan and Global Leadership,”** Friday, February 10, 2:00 – 3:30 p.m. Presentation by Dr. Abiodun Williams Professor, Practice of International Politics Fletcher School of Law and Diplomacy & Tisch College of Civic Life, Tufts University. Register Here:
<https://events.r20.constantcontact.com/register/eventReg?oeidk=a07ejm3f0oi713aa974&oseq=&c=&ch=>
- **In Her Name Project:** The Applied Ethics Center is hosting an open poster design contest to honor the life and work of Phillis Wheatley Peters. Participants are asked to design and construct a new monument to represent her historical and contemporary significance, to be situated anywhere on the UMass Boston campus. The contest is open until March 15. Designs may be returned to our Philosophy Department, Wheatley Hall, 5th floor, Rm. 00017, or to dana.miranda@umb.edu.
- **A History of Black Sporting Resistance,** virtual presentation by Dr. Joseph N. Cooper, Wednesday, February 15, 12:00 - 1:00 p.m.; *Zoom Link:*
<https://umassboston.zoom.us/j/5160081901?pwd=b2RtcGZWNNU1dkEwRGdGL0RGVUdZQT09>
- **Black Life Community Gathering,** Wednesday, February 22, 12:00 -1:00 p.m., ISC Room 1400C. *Zoom Link:*
<https://umassboston.zoom.us/j/5160081901?pwd=b2RtcGZWNNU1dkEwRGdGL0RGVUdZQT09>

Enrollment

Overall student headcount for spring 2023 is down slightly compared to spring 2022. We experienced a year-over-year increase in new master’s enrollment and a decline in new undergraduate enrollment.

- Undergraduate new student enrollment is down around 13% from a spring 2022 high. We believe the high enrollment in spring 2022 was larger than a typical year because transfer students did not move around as much during the COVID-19 pandemic. When the majority of schools were remote during the pandemic, students were not looking to transfer. Now, it appears that our spring 2023 undergraduate intake numbers are more consistent with our numbers in spring 2021 and spring 2020.
- New Masters enrollment was strong for spring 2023 – especially amongst international students. New Masters are up nearly 30% over spring 2022.

This is a critical time of the year for first year applications. The application deadline for incoming first year students is February 15 and we have already released several rounds of admits and financial aid packages.

- First-year applications are up 5% year-to-date over Fall 2022 applications. Out-of-state and international applications account for most of the increases.
- First-year acceptances are up around 25% compared to this same time last year.
- Applications from new undergraduate transfer students and graduate students for the fall will pick up over the next few months.

The University will be hosting two upcoming Welcome Day programs for admitted first-year applicants on Saturday, March 4th and Saturday, April 1st from 10AM – 2PM. These annual events are an important opportunity to connect with admitted students and parents/guardians, and to share information about our academic programs. We appreciate the participation of college Deans, faculty, and staff to make the day a success, and I thank you in advance for your participation and support.

Congressman Lynch Visits UMass Boston to Announce \$3M Investment in Manning College of Nursing and Health Sciences

Thanks to the advocacy and support of Congressman Stephen Lynch, UMass Boston recently received \$3 million in Congressionally Directed Spending to build a new homecare digital and simulation lab in our Manning College of Nursing and Health Sciences (MCNHS). Just last month, I hosted Congressman Lynch and UMass Board of Trustees Chair Steve Karam on campus to announce this wonderful investment in our institution. “This (funding) is just the beginning,” Congressman Lynch stated at our press conference. I very much look forward to continuing to partner closely with him to secure additional funding in the future.

This funding represents a major new investment in building UMass Boston’s research and teaching infrastructure. It will benefit health care delivery within the City of Boston, and it will advance the health care innovation ecosystem throughout the Commonwealth – priorities that align with the goals in our new strategic plan, *For the Times*. It is also noteworthy that this lab proposal drew broad support from several state legislators, city council members, and business

leaders in Boston. The new lab itself will enable the Center for Clinical Education and Research at MCNHS to offer pioneering home care technologies/training and prepare the next generation of in-demand home care nurses to treat patients who are aging, disabled, or have experienced health disparities.

Mayor Wu Highlights UMass Boston’s Early College Partnership in her State of the City Address

Also last month, I attended Mayor Michelle Wu’s State of the City address during which she announced an expansion of UMass Boston’s Early College initiatives that will provide graduates of Boston Public Schools with a “fifth year” of high school and an opportunity to earn a full year of college credit for free. The announcement builds on UMass Boston’s existing Early College programs which serve 95 students at Boston Community Leadership Academy, Fenway High School, and New Mission High School.

Students in our Early College programs receive in-person instruction, wrap-around support services, mentoring, and tutoring from UMass Boston faculty, advisors, and students. Research shows that Early College programs help bridge the high school to college transition and increase the likelihood of degree completion, resulting in more equitable academic outcomes and more accessible pathways to careers in high demand fields like health sciences. The programs bolster our commitment to student success for first-generation students, students of color, and students facing economic challenges.

Update on Substructure, Science Center, Pool Building and Plaza Demolition and Quad Development (SDQD)

The SDQD project continues to make progress, with approximately 78% of the project now complete, as of February 3, 2023. Work on backfilling the quad has progressed and soon it will be connected to the plaza. The project is planned to be substantially complete in November 2023. I look forward to providing further updates on this project this coming spring.

Academic Reorganization

I appreciate all of the ongoing input, advice, questions, consultations and discussions regarding how to structure and continue to strengthen our academic units here at UMass Boston. I remain committed to making the most principled and forward-looking decisions regarding our academic reorganization that will best serve our university and continue to affirm UMass Boston as a truly unique and distinct place for teaching, learning, research and community engagement; based both on our faculty expertise and the students and communities we serve. My decisions regarding the important matter of academic organization therefore are informed both by the extensive work already done by the ART and the newly articulated and comprehensive strategic plan. That said, and Again, thank you to all who took the time to provide feedback and direction through this critically important process thus far. I have resolved to move forward on one action item and proceed in constellating a process for more input in the following manner: In our continued efforts to focus our areas of university distinction and strength, I also aim to address educational opportunity asymmetry, including the resource implications, both human and financial. These efforts have led to the strategic plan, ongoing mapping of the strategic plan within colleges, the proposal for academic reorganization, and many other initiatives.

Again, thank you to all who have taken and continue to take the time to provide feedback and direction through this critically important process. I have resolved to move forward on one action item and proceed in constellating a process for more input in the following manner:

- The Gerontology Department and Institute will move to MCNHS effective July 1, 2023.
- A still-to-be determined joint committee/working group on CLA-MGS organization will be convened to make recommendations to me regarding the best ways to structure the relationship between CLA and MGS. The recommendations could range from moving academic departments from CLA into MGS or moving MGS into CLA. It is my expectation that final recommendations identify ways to best structure the relationship between these two academic units in ways that provide a better balance within each of these units across the four major, essential components of the mission - undergraduate education, graduate education, research and scholarly activity, and community engagement – while also attending to the need to redistribute and balance service responsibilities. Ideally, the new structural arrangement will also enhance opportunities for CLA faculty to contribute to graduate education, enhance MGS opportunities to contribute to undergraduate education, and recalibrate the use of resources supporting undergraduate and graduate education. The committee will commence work in February and provide recommendations to me by May 5, 2023. It is my expectation that the recommendations will inform a definitive decision that will be implemented by September 1, 2023.

Committee and Task Force Updates

I am also pleased to update you on a number of ongoing committees and initiatives that are carrying over from last semester. These include the following:

NTT Governance Task Force

1. Team has met weekly (except for January non-responsible time) since call to work together in Fall 2022
 - a. Two data sets to inform our report are almost completed:

- b. Analyses of what we know of current Bylaws and Constitutions in terms of voting, NTTs generally, and continuing appointments; Excerpts are being placed in a Table for reference
 - c. Qualtrics Survey created by group, open for three weeks, and directed to chairs asking key questions (forced and open responses) about knowledge related to voting practices and continuing appts.
 - d. Survey closed 1/30/23 and data are being analyzed
 - e. Note we considered listening sessions but decided not enough time and this approach may be a vehicle post taskforce based on our findings.
2. On target for Report to be submitted 2/28/23

Teaching credit for advising Task Force

1. Met weekly until early December and have not met since then.
 - a. The group conducted a review of policies at peer institutions and formulated an outline of what a Provost-level policy may look like, with suggestions for implementation at the college-level
 - b. The group drafted survey questions that needed to be operationalized in Qualtrics and disseminated to all faculty, with specific surveys to particular groups (chairs, GPDs, deans). However, no one in the group is sufficiently comfortable with Qualtrics to implement the survey and dissemination, and IR no longer has the capacity to do this work.
2. The plan is to figure out the Qualtrics survey and begin campus-wide dissemination.

Holistic Evaluation of Teaching

As you know, the Faculty Council approved the Task Force on the Holistic Evaluation of Teaching motion that “*various departments within each college discuss the recommendations of the task force for a cluster of approaches to provide holistic evaluation of teaching, and we strongly encourage departments to articulate by the end of April 2023 a plan for how best to discuss, engage with, and consider implementation of the recommendations within their department and the support and resources needed to do so. A subcommittee of task force members will be available to consult on college and departmental plans.*” I join the Executive Committee of the Faculty Council in expressing “gratitude to faculty leaders who decide to participate in this continuing exploration and experiment for a more holistic approach and more fair, robust and effective ways of evaluating and improving our teaching practices. We look forward to learning more about their innovative outcomes and recommendations.”

I look forward to hearing from you about these explorations. Please utilize Dean of Faculty Rajini Srikanth as a resource as needed. Please also work with Dean Srikanth in providing a summary of learnings, questions, progress or future plans that you believe will be helpful in future planning within other departments. Thank you again for your dedication to teaching and learning excellence.

Grand Scholarly Challenges

As you know, through our very thoughtful and thorough strategic planning efforts, we have identified four [Grand Scholarly Challenges](#) (GSCs) i.e specific areas to which the university aspires to turn focused scholarly energy, resources and attention. Through each of the identified GSCs we will endeavor to address the unique challenges and opportunities most relevant to communities in which we are embedded by leveraging the university's scholarly strengths in **powerful nodes of inquiry and action**. As noted in the strategic plan, many of the complex challenges of the day require the merging of ideas, approaches, and technologies from widely diverse fields of knowledge to prompt innovation and this is precisely the spirit of these Grand Scholarly Challenges.

Having identified the four specific areas of focus, we now seek to bring together a team that can help begin to refine plans for implementation and execution as well as recommend important next steps for immediate funding (resource) opportunities. This work includes developing an internal grant process that will be funded by the Office of the Provost. The group will be charged with pursuing the following goals:

1. Develop an RFP proposal for initial funding to launch the GSC effort in AY23-24. The RFP should articulate:
 - a. Selection criteria including key performance metrics
 - b. Timeline for submission, review and awarding initial grant(s)
 - c. Plan for subsequent reporting of progress, outcomes, and impact
2. Identify a plan for identifying, cataloging, and recognizing ongoing and future scholarly work that contributes to the GSCs.
3. Identify a plan for strategically steering the GSCs for the duration of the *For the Times* strategic plan.

Faculty Council Report

2/6/2023

Vice-Chancellor for Administration and Finance Kathleen Kirleis

1. UMass Boston is presently closing out 2nd quarter, which is due to the President's Office today. We currently are projecting a 1.4% operating margin for FY23, which meets the required 1% operating margin that was put in place for all campuses this fiscal year. These results are possible due to continued focus on enrollment and retention, strong state support and increased levels of research and auxiliary activity.
2. The FY24 budget planning process is underway. The budget is being planned using our strategic plan and the current incremental budget process. Provost Joe Berger is working with the colleges about this planning in Academic Affairs. Tuition and mandatory fees for FY24 will be going to the Board for approval at their April meeting. This approval allows students to know the cost of their education for the upcoming academic year, as well as their financial aid awards sooner than if the rates were approved in June. Our rest of our campus submission is due on March 30th and the entire operating budget for the campus will be going to the Board of Trustees for approval at their June meeting.

The state budget process is beginning and we will build in any changes in state support as they become known in the state's budgeting process. The state also is currently planning for how the estimated \$1.5B of new tax revenue from the Fair Share Act will be appropriated to education and transportation.

3. Work on the university's new budget model progresses. The model has been named the Beacon Budget Model, to reflect its hybrid nature and construction to meet the specific needs of UMass Boston.

There is a framework document that is being developed about how the Beacon Budget Model is constructed. It is presently being reviewed with the deans and we expect that it will be made available to other key stakeholders this month.

As may have already been reported by the Budget and Long Range Planning Committee, there was much discussion and feedback about the model at their meeting last Wednesday. The committee was also provided with a UMB budget primer, which has been prepared to provide additional information about the current FY2023 model.

The Beacon Budget Model project timeline has been updated from what was presented in the earlier budget overview document last year. We now anticipate continuing to build and share the model this semester and begin a parallel year process beginning in FY2024. The new model will be implemented only after its start date and steps being taken to implement it have been clearly conveyed to the university community.

4. The university was able to successfully complete phase II of classroom renovations in Wheatley and McCormack between the end of the fall semester and the beginning of the spring semester. Ten classrooms were renovated during this time period. There also were a number of “spruce up” projects completed around campus in some of the university’s common areas, including the lobbies in Wheatley and McCormack.
5. We continue to make improvements to the university’s food program as more members of our community are on campus. This semester, use of the Sodexo mobile app has taken off as more members of our community use the app to bypass the line at Dunkin’ or to try some of the items offered exclusively on the mobile app, such as Mariah Carey’s cookies and Ben and Jerry’s ice cream.

And last but not least, a new sandwich debuted last week at the Food Court. It is the Chancellor’s sandwich, a grilled chicken sandwich with chimichurri sauce, which was designed with assistance from our chancellor himself and pays homage to his Argentinian roots. The sandwich was so popular that it briefly sold out for a while last week. Please feel free to stop by and try it for yourself.

BOARD OF TRUSTEES REPORT FROM MARLENE KIM, FACULTY REPRESENTATIVE TO THE BOARD OF TRUSTEES.

I attended five meetings in December 2022.

CASA, December 8, 2022

1. Katherine Newman will be moving to California, where she will be Provost of the University of California
2. President's report: the number of high school graduates are down and this will continue.
3. The Commonwealth Collegiate Academy, which I have previously reported on, began this fall semester with seven high schools in Dartmouth and Lowell. Go to cca.massachusetts.edu for more information. This is externally funded by the State and two foundations.
4. The various universities have concluded that there will be \$174/credit and \$550/credit for undergraduate and graduate work for intercampus exchange reimbursement. *Note that a three credit graduate course exceeds three times that of an undergraduate course.*
5. Although not discussed, we received fall 2022 preliminary enrollments data, which continue to show declining enrollment systemwide and at UMass Boston. *These FTE numbers are those used to allocate funds to various campuses.*

AUDIT, December 14, 2022

The highest risks are in IT security. 178,000 emails sent to the President's Office in October 2022 were rejected as suspicious and phishing. The second highest risk is financial. The third, facilities.

UMass Global lost \$18.6 million last year.

Industry trends: looking at ESG (socially responsible investing like environment, social and governance) but not changes in rankings with ESG. *(This is something that faculty council and the IFC can press on).*

For their projections,

They are assuming a 2.5% increase in in-state tuition/year and 3% for out-of-state. Assumes a 0.5 percent undergraduate growth and 1.5% graduate growth per year.

Total growth is assumed 0.7%; for UMB, 0.7%.

60% of the costs are for collective bargaining increases and fringe.

With the 2.5% pay increase with collective bargaining, the state reimburses 46%.

Assuming faculty and staff FTE's increase 1.3%/year.

A and F, December 14, 2022

FY 2022 ended up with a solid operating margin.

This (FY 2023) year is projected to be solid as well.

Projections (see assumptions under 'audit' report are:

Operating margins

Q1: All UMass	UMB
2.7%	1.4%

Total Enrollment is down

Undergraduate -.3% decline

Graduate 6.7% increase

Projects were approved in Amherst, including the Goodell Renovation, a Computer and Information Sciences Building for \$130 million, of which \$75 million comes from the state, and energy improvements.

Board of Trustees, December 15, 2022

Approved CASA, Audit, A and F reports and business and budget projections, and capital projects previously approved in the previous committees.

IFC (meeting of reps from UMass Campuses)

I described the reorganization and ABB budgeting going on at UMB. I explained that the goal was to balance the size of schools/colleges, reduce 'subsidies' across such units, and have undergraduate, graduate teaching, research, and community outreach within each unit. We learned that *no other UMass university has attempted to balance size* (they thought that was inappropriate, since some colleges will always be much larger than others). More importantly, when they tried to change their budget models to something akin to what UMB is attempting to do that seems to be causing our reorganization disruption, Amherst abandoned this and never implemented it once they saw what the outcomes would be, and after implementing it, Dartmouth abandoned it after seeing the ramifications of this. As one faculty member at Dartmouth said,

[Universities] are a family. What are you going to say to your son who only works part-time-- you can't eat? What's the difference if some units are subsidized within their units or within the entire university? It makes sense to understand who is subsidizing whom—that's important information, but you don't let this drive your budget decisions. You don't allocate your budgets according to that—you use your values [for budget allocations].

In addition, in the Audit Committee meeting, we learned that each graduate class is estimated to cost over three times more than an undergraduate class, so having undergraduate classes subsidize graduate classes is what all other UMass universities do as well. Much has been written about organizational structure, which units belong with which, and size in the fields of management, organizational behavior, economics, and other fields. Faculty at UMB who are experts on this can enlighten us on this.

I thought it important to inform you about what our sister campuses do and have experienced, and that those that looked into or implemented similar budget models saw or had major problems and abandoned this.

I hope this is instructive to our university and hope the university will use an organizational model and a budget model that makes sense and that reflects our values, which includes faculty consultation and

input, including from the original ART team, which undertook a very thoughtful assessment of administrative reorganization and the task force proposed by the Chairs to examine cross-collaborations between CLA and MGS.

It has been my pleasure to serve as your faculty representative to the Board of Trustees. I will continue to work with you in another capacity.

Respectfully submitted,

Marlene Kim, Professor
Department of Economics and now also
Associate Dean, McCormack Graduate School

From: Jonathan Vega Martinez <Jonathan.VegaMart001@umb.edu>
Sent: Monday, February 6, 2023 9:48 AM
To: Zong-Guo Xia <ZongGuo.Xia@umb.edu>
Cc: Chidimma Ozor Commer <Chidimma.Ozor@umb.edu>
Subject: Re: Written Reports for the Faculty Council Meeting on 02/06/2023

Hi Zong-Guo,

I've included the GEO's report for Faculty Council below. I'll be ending virtually today, I look forward to seeing you all there!

Hi Everyone, I'm Jonathan and while I typically end with my colleague Chidimma, she is not in attendance today. Last time we met I recounted our frustration in our dealings with university administration. Our various labor/management committees continue to remain at a standstill. Our emergency fund is still not finalized, our committee to extend union protections to summer workers has made no progress, and our grievance addressing the university's failure to inform incoming graduate workers about union membership remains unresolved. These practices by administration are unconscionable and reveal just what administration think of us and our labor. Graduate workers are real employees, and we're sick of administration trivializing our labor. We teach, we grade, we research, often all at the same time, all the while balancing our own course work and research. Administration wants to ensure that UMass Boston is a top tier research institution, but how can that be possible without graduate student workers to support professors' research? This doesn't even consider the research produced by graduate students themselves! Last year I was the instructor of record for 40+ student classes, I conducted an interview study, analyzed the data which resulted in a research paper, all while also engaging in union organizing with my fellow GEO Organizing Committee members, while ALSO commuting 1.5 hours to campus. This disregard for graduate student labor reveals not only the degree of disconnect administration has from the lived reality and experiences of graduate employees, but also a fundamental misunderstanding of the amount and kinds of labor needed to ensure the campus is able to function. We thank you for your continued support, and implore you to use your privilege to speak up and out against these abuses as you are able, given your own social identities.

Best,

Jonathan Vega Martinez (he/him)

PhD Student Sociology

GEO Organizing Committee

[Office Hours Sign-Up](#)
