

University of Massachusetts Boston

ScholarWorks at UMass Boston

1983-1991, News & Views

University Publications and Campus
Newsletters

2-5-1990

News & Views - Vol. 08, No. 07 - February 5, 1990

University of Massachusetts Boston

Follow this and additional works at: https://scholarworks.umb.edu/university_newsandviews



Part of the [Higher Education Administration Commons](#), and the [Organizational Communication Commons](#)

Recommended Citation

University of Massachusetts Boston, "News & Views - Vol. 08, No. 07 - February 5, 1990" (1990).
1983-1991, News & Views. 101.
https://scholarworks.umb.edu/university_newsandviews/101

This University Newsletter is brought to you for free and open access by the University Publications and Campus Newsletters at ScholarWorks at UMass Boston. It has been accepted for inclusion in 1983-1991, News & Views by an authorized administrator of ScholarWorks at UMass Boston. For more information, please contact scholarworks@umb.edu.

UMASS BOSTON NEWS & VIEWS

VOLUME 8 ISSUE 7

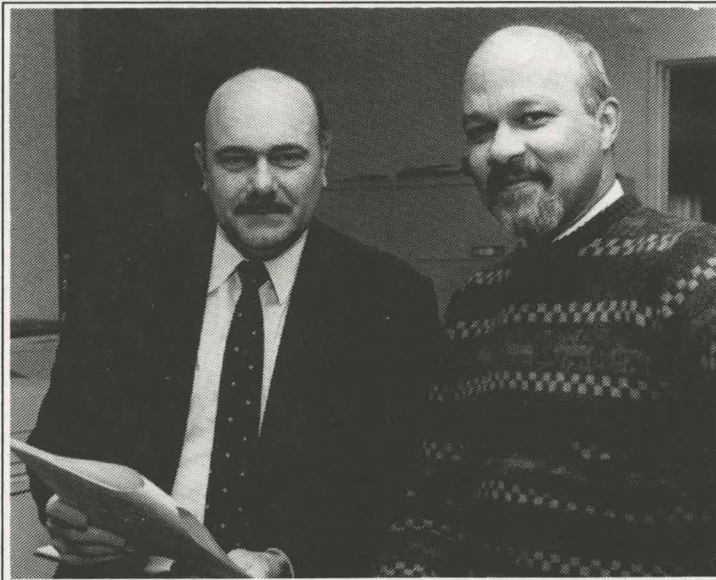
FEBRUARY 5, 1990

OFFICE OF PUBLIC INFORMATION

OPEN LETTER FROM THE PROVOST: Faculty & UMass/Boston's Mission

Last November, in a memorandum outlining the Campus's response to the financial crisis that has reduced its Fiscal Year 1990 budget \$6.1 million dollars, Chancellor Penney wrote to faculty and staff of her fear that UMass/Boston's "ability to fulfill [its] mission is at risk." Her memorandum went on to outline a three-stage process by which the Campus would, first, find a way to complete Academic Year 1989-1990 with sharply reduced resources, then, go on to plan for a future in which UMass/Boston can anticipate diminished funding from State sources.

Many of you know that my association with the University of Massachusetts at Boston extends back to its first days. For over twenty years I have watched UMass/Boston grow, to emerge as a strong institution where scholarly inquiry is respected, encouraged, and nurtured; where learning is stimulated, intellect sharpened, and creativity refined; and where public service, of many varieties, is fostered. I have a strong, and very personal, sense of the effort and commitment on the part of many individuals who worked diligently to create at UMass/Boston an environment in which a first-rate faculty and a diverse and inquisitive student body teach and learn, create new knowledge and question old ideas, prize academic tradition and build new modes of public service. The values that went into building such an environment are values I do not want this Campus to abandon—ever. But the next several months, perhaps years, will severely test them. If the best of UMass/Boston is to be preserved, then Chancellor Penney and I must have guidance and support from the faculty. The



Provost Leverett Zompa, left, met with Quentin Chavous, Chair of the Committee on Access.

task before us is of monumental dimension. Seeing it through to a successful conclusion is not, however, beyond our reach.

During my 23 years at UMass/Boston I have worked with faculty colleagues on more committees than I care to recall. I have argued, agreed, disagreed, and comprised; I have drafted committee reports, redrafted them, and then gone back to the original text. Whether I felt elation that a committee's final product was exactly what I hoped or discomfort that maybe the report was not quite what I had anticipated, I have always come away from such assignments with a heightened sense of respect not only for the views of my colleagues—but also for the quality of thought that shaped those views. When Chancellor Penney, then, asked me to assemble a Committee on the University of the Future, and three supporting committees, on Excellence and Quality, on Ac-

cess, and on the Campus's Urban Mission, I had two immediate thoughts. The first was that we were seeking advice and wisdom from the Campus's most fundamental source, the faculty. Absent your counsel, no plan would be adequate, no process legitimate. My second thought was how difficult it would be to select committee members from the many colleagues whose insight and integrity would enrich the ensuing debate.

The four committees have been meeting since January 8, and, although the Futures Committee's work is far from complete, I can report that both of my early thoughts were entirely accurate. Choosing committee members was not an easy task, but having made those decisions, I have found that each committee member shares an earnest commitment to preserving the future of UMass/Boston. You should know that the difficulty of the selection process

was made simpler because no one I asked to serve on the Futures Committee turned down my invitation—even though it meant giving up semester break and, in a number of cases, changing holiday plans and research schedules. You should also know that the supporting committees completed their work with remarkable dispatch, finishing by January 24. I will not name the committees' memberships now, but a complete list of membership appears on page 4.

Chancellor Penney and I asked the Futures Committee to respond to this charge:

Articulate the values in the Mission statement concerning access, quality, and urban university. This will be accomplished with the assistance of subcommittees which will examine the priorities in each area.

The Futures Committee will also provide the administration with feedback on restructuring plans which will be developed after careful consideration of the report of the committee.

Committee members have been meeting regularly since receiving their charge; I have participated in a number of their sessions, and I must say that the experience has been exhilarating, even though, or perhaps because, the issues under debate are so crucial to the Campus. I have come away from committee meetings more encouraged that the future of the Campus will be one that maintains the best traditions of our past.

Early this month the Futures Committee will issue an interim report to the faculty, the Deans and Vice Chancellors, and Chancellor Penney and me. After a

• continued on page 4

UMass/Boston's continuing fiscal crisis

by Jean MacCormack

Vice Chancellor, Administration and Finance

As most of the University Community is aware, the Commonwealth's continuing fiscal crisis has had a serious impact on UMass/Boston. Although figures have been shared several times with the University Community, I want to take the time to try to explain as clearly as possible our current situation as a context for the discussions taking place about our future. We face a very difficult and challenging set of circumstances that we must address as a University Community.

Since July, 1988 the Campus has had to face a loss of \$6.3 million actual dollars from its State allocation, but more importantly has had to deal with the loss of close to \$16 million dollars in real spending power. These figures are illustrated in Chart I, which traces actual allocations and real needs of the campus from 1988 to 1990. In 1988 we had a State appropriation of \$61 million. This was a million dollars less than we needed to meet continuing obligations, particularly a \$1 million dollar shortfall in our energy account. In 1989, we had a State allocation of \$62 million, with a continuing \$1.2 million dollar energy shortfall, a \$5.4 million dollar unfunded salary increase liability, and \$1 million dollars of increased obligations through legislative mandates and inflation. In 1990, we entered the fiscal year with a State allocation of \$58 million but with a real need of \$71.7 million dollars. This need included all the obligations of 1989 which continued, as well as some additional legislative mandates, additional inflation, and planned new program costs. In mid-October of FY1990, the State Budget was again reduced through the reversion process bringing the State allocation to \$55.7 million.

Chart II points out a similar escalating shortfall in our Library special funding. The Commonwealth provides a special appro-

priation for maintaining Library collections and for acquisitions. This appropriation for the Boston Campus has dropped from \$946K in 1988 to \$402K in 1990. Neither amount met the real need, which is at the present actually \$1.5 million.

The actual loss of these dollars has had a dramatic impact on the life of the campus, particularly because of the way the reductions have been taken. Chart III, which provides a history of just our FY1990 State allocation, points out clearly how dramatically resources have shifted in less than a 14 week period. Initially the reductions happened quickly, without advance notice, at the beginning of the fiscal year, and then they began to come frequently in the middle of the year when programs and activities are already underway. This has made comprehensive and long-term planning for managing or stabilizing the crisis almost impossible.

Faced with this crisis in mid-July 1988, the Campus was forced to take actions to limit enrollment, reduce section offerings, cut back on administrative costs, and to reluctantly institute a new curriculum support fee. Chancellor Penney had not yet arrived on campus, but when she did, made it clear to the entire campus community that difficult challenges lay ahead and that it was critical to focus our decision-making on preserving the quality of programs and maintaining access.

Therefore, in planning for FY1990, realizing that the most we could hope for was level-funding, the campus moved to a very serious reduction in force in administrative areas. This action meant the loss of 18 full-time professional staff but reduced the personnel budget by close to \$1 million dollars. In addition, expense budgets were cut in all areas and vacancies that occurred through attrition were not refilled

TOTAL UMB STATE FUNDING NEEDS
(FY1988 - FY1990)

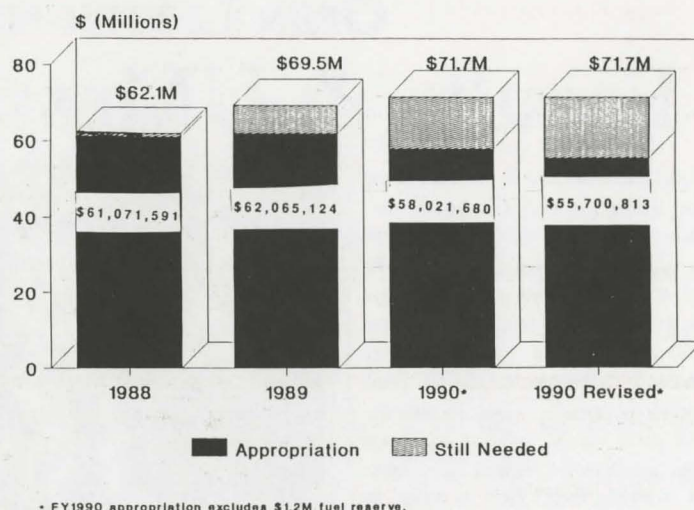


Chart I

SHORTFALL IN LIBRARY SPECIAL FUNDING
(FY1988 - FY1990)

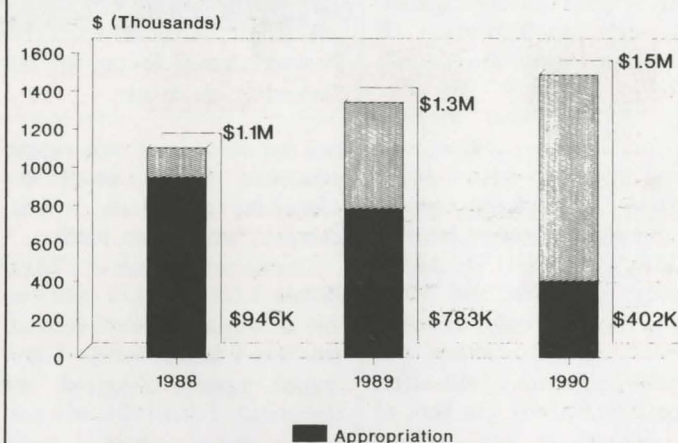


Chart II

in non-academic areas. As Chart IV indicates, personnel budgets in the non-academic areas have been significantly reduced. Central administration and services have taken a \$2.5 million dollar reduction equivalent to 22.4% of what it was in FY1989. Academic administration and services took a \$1 million dollar reduction equivalent to 14.8% of its FY1989 allocation. In order to protect the academic enterprise and to provide student essential services, the collegial units have

had only a 1% reduction in personnel for a total dollar savings of \$362,000. This Chart points out clearly that the campus has made significant reductions in the non-academic areas in trying to meet this fiscal crisis.

As we face FY1991 with little indication that the Commonwealth is able to stabilize the fiscal situation, some serious planning and reorganization is necessary at the Boston Campus. Chart V provides an illustration

• continued on next page

THE HISTORY OF FY 1990 STATE ALLOCATION AND REDUCTIONS

FY1988 ALLOCATION	\$61,071,591
FY1989 ALLOCATION	\$62,065,124
REGENTS INITIAL FY 1990 ALLOCATION JULY 1, 1989	\$62,065,124
REGENTS FY 1990 ALLOCATION JULY 13, 1989	\$58,021,680
REGENTS FY 1990 ALLOCATION OCTOBER 18, 1989	\$55,700,813

Chart III

REDUCTIONS AND CUTS MADE AT UMB IN PERSONNEL (from 7/1/88 to 1/15/90)

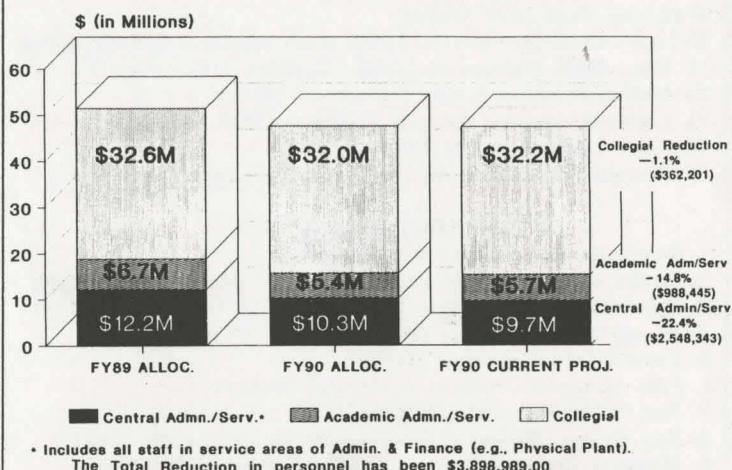


Chart IV

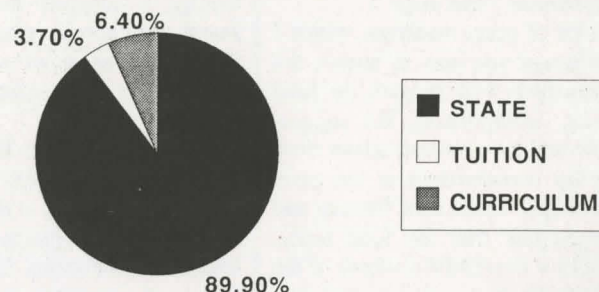
of the current breakdown of the FY1990 budget. The State allocation of \$55.7 is supplemented by \$2.3 million dollars of tuition retention funds, and \$3.9 million dollars in Curriculum Support Funds. This provides total resources of \$62.1. Again, as Chart I points out this is still \$9.6 million dollars less than we need to operate at what would be considered level funding based on FY1988.

It is important to understand that the State allocation is barely covering our salary, energy, and maintenance obligations. Funds generated from tuition increases and substantially increased fees are now essential to the operation of academic enterprises. These tuition and fee increases have

placed a substantial burden on students, a burden that may have significant impact on our enrollment.

Already we know from reviewing House I for FY1991 that higher education faces additional reductions and that UMass/Boston could lose an additional \$5.4 million dollars in State allocation. Even if these losses are off-set by a 15% tuition increase providing additional retained revenue of \$2.3 million, the campus will face a \$3.1 million shortfall. This will require us to make major changes in the way we provide our services. 75% of our current budget is in salaries and 25% is in expenses. And as Chart VI illustrates our basic expense accounts are 84.4% fixed, leaving very little room for

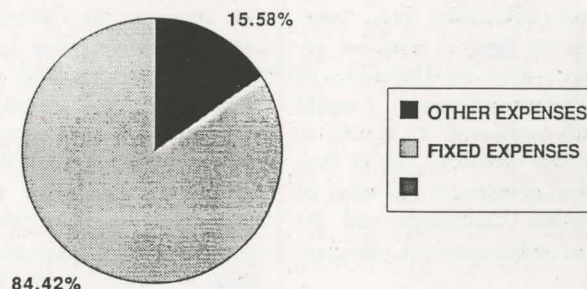
UNIVERSITY OF MASSACHUSETTS AT BOSTON FY90 OPERATING BUDGET (TRUST FUNDS NOT INCLUDED) 1/15/90



State Funds	= \$55,892,843.00	(Includes Mass Field Center)
Tuition Retention	= \$ 2,303,500.00	
Curriculum Trust	= \$ 3,976,922.00	
Total Funds	= \$62,173,265.00	

Chart V

UNIVERSITY OF MASSACHUSETTS AT BOSTON FY90 EXPENSES (1/15/90)



FIXED EXPENSES	\$12,307,123.00
OTHER EXPENSES	\$2,271,154.00
TOTAL EXPENSES	\$14,578,277.00

Chart VI

further reductions.

The active participation of the University Community in the planning process is critical. The Futures Committee has a major role to play in setting priorities and directions for our programmatic and fiscal future and well being. As the Vice Chancellor for Administration and Finance I welcome their and the University Community's involvement in this critical process.

News and Views is a bi-weekly publication of the UMass/Boston University News Bureau. News items should be addressed to the News Bureau, Third Floor, Quinn Administration Building, Harbor Campus, Boston, MA 02125.

OPEN LETTER FROM THE PROVOST

• continued from page 1

series of open meetings, which I encourage you now to attend, the Committee will prepare its final report, incorporating the suggestions and insights they glean from faculty contributions at the open meetings. Chancellor Penney and I anticipate that the final report will be a thoughtful analysis of the UMass/Boston mission, and that it will furnish us, and other members of the administration, with a series of alternatives from which we will then determine the most effective reorganization of the Campus—the third and final phase of our planning process. I expect that making this determination, then implementing a reorganization, will be among the most difficult assignments Chancellor Penney and I will ever undertake. They will be impossible to effect without your support.

Those difficulties pale, however, in the light of what we are striving to save: the University of Massachusetts at Boston. I would ask each member of the faculty to review our mission, for it provides the context for the work of the Futures Committee and the basis of administrative reorganization:

The University of Massachusetts at Boston is the public four-year undergraduate, graduate and professional institution of higher education for the Boston metropolitan area. It offers academic programs at the bachelors, masters, and doctoral levels in the humanities, the sciences, and the professions. In the development of these programs, it ensures the academic excellence appropriate for a university in the appointment of its staff, in the teaching of its faculty, and in the learning of its students. As a public university, it protects the access of all citizens, regardless of financial situation, physical disability, race, ethnic background, age, or sex, to the opportunity for university education. As an urban uni-

versity, it supports teaching, research, and service which address the special needs of residents in the various communities of the city.

The University at Boston provides access to high quality in education, offering a diverse student body the opportunity, at all levels of instruction, for intellectual and personal growth. As members of the University explore the past for a better understanding of the present, and come to grips with the present in the hope of a wiser and happier future, they share in the work of building a more humane society for all.

In my view four precepts guide the Campus's implementation of the principles articulated in the mission statement. These precepts are: dedication to excellence in academic programs, faculty, and scholarship; insistence that access to the Campus's educational opportunities be maintained for all qualified students; preservation and nurturance of diversity in the make-up of the student body, the faculty and staff; and awareness that the Campus holds a heightened responsibility to respond to the needs of urban life in Massachusetts, the nation, and the world.

The University of Massachusetts at Boston has a past of which it is justifiably very proud. In 25 short years we have built, from our mission, a Campus in which faculty have produced scholarship of remarkable depth and range and activists have introduced service programs benefiting constituencies long neglected; a Campus from which students have graduated, receiving their education from an institution that welcomed them when other doors were closed, that encouraged their potential when others argued there was little. Our work together now is to build a future of noble purpose and integral design. I am confident we will together succeed.

COMMITTEE MEMBERS

FUTURE'S COMMITTEE

1. Barry Bluestone- Boyden Professor
2. Yung-Ping Chen- Manning Professor
3. Marlene Fine- Assistant Professor of Analysis & Communication
4. Susan Horton- Chair of English Department; Chair of Committee
5. Joan Liem- Chair of Psychology Department
6. Thomas N. Margulis- Professor of Chemistry
7. Martin Quitt- Professor of History
8. Wornie Reed- Director of Trotter Institute
9. Robert Spaethling- Deputy Provost

COMMITTEE ON QUALITY

1. Patricia Davidson- Professor of Mathematics & Computer Science
2. Linda Falstein- Director of Math Academic Skills Courses (CAS)
3. Thomas Ferguson- Professor of Political Science; Co-Chair
4. Jacqueline Haslett- Associate Professor of Physical Education
5. Richard Horsley- Professor of Religious Studies
6. James Jennings- Associate Professor, CPCS
7. Arthur O'Shea- Professor of Counseling
8. Frances Portnoy- Professor of Nursing
9. Elizabeth Pratt- CAS Student
10. Mark Schlesinger- Associate Professor of Analysis & Communication
11. Mary Shaner- Professor of English; Co-Chair of Committee
12. Michael Shiaris- Associate Professor of Biology
13. Constantine Souris- Associate Professor, CPCS
14. Carol Upshur- Associate Professor, CPCS
15. Fatemah Zahedi- Associate Professor of Management Sciences

COMMITTEE ON ACCESS

1. Ronald Ancrum- Director of Admissions
2. Bernice Auslander- Professor of Mathematics and Computer Science
3. Quentin Chavous- Associate Professor (CPCS); Chair of Committee
4. Joseph Check- Associate Dean, College of Education
5. Howard Cohen- Associate Provost
6. Edith DeAngelis- Professor of Physical Education
7. Jean Griffin- Associate Professor, CPCS
8. Suzy Groden- Director of Freshman Studies and Tutorial (CAS)
9. Maryanna Ham- Assistant Professor of Counseling Psychology
10. Lawrence Kaplan- Professor of Biology
11. Ralph Rivera- Gaston Institute Research Fellow
12. Steven Schwartz- Associate Professor of Psychology
13. Robert Spayne- Associate Dean of Graduate Studies & Research
14. Anthony Tsourgranis- CAS Student
15. Patricia Wilkie- Associate Professor of Management

COMMITTEE ON URBAN MISSION

1. Scott Bass- Director of Gerontology Institute
2. Edmund Beard- Director of McCormack Institute
3. Barbara Buchanan- Director of Field Education, CPCS
4. Carl Cedagren- Associate Professor of German
5. Daniel Currie- CPCS Student
6. Richard Delaney- Director of Urban Harbors Institute
7. Clara Estow- Associate Professor of Spanish
8. Fredrick Gamst- Professor of Anthropology
9. Richard Hogarty- Professor, CPCS
10. Donaldo Macedo- Director of Bilingual/ESL Program; Chair of Committee
11. Sherry Mellow- Assistant Professor of Nursing
12. David Patterson- Chair of Music Department
13. Ronald Polito- Associate Professor of Art
14. Castellano Turner- Director of Clinical Psychology Program
15. Miren Uriate- Director of Gaston Institute
16. Ann Withorn- Director of Human Services Graduate Program
17. Leon Zurawicki- Associate Professor of Marketing