



Faculty Council Meeting
Monday, September 14, 2026, 1:00-3:00 PM
Chancellor's Conference Room
Third Floor, Quinn Administration Building
<https://www.umb.edu/faculty-staff/faculty-council/>

Agenda

Supporting documents are included as appendices to this **agenda and** may also be found in the September Meeting Documents Folder here: [09-14-2026 September Meeting Documents](#) (To access these documents, you must be signed into your UMB account.)

- I. Motion to approve or amend the agenda
- II. Motion to approve or amend the May 4, 2026 Meeting Minutes (see Appendix A)
- III. Faculty Council Chair Announcement – Timothy Oleksiak
- IV. Note from FC Parliamentarian – Gonzalo Bacigalupe
- V. Discussions and questions regarding previously circulated administrative reports (Appendix B)
 - a. Chancellor – Marcelo Suárez-Orozco
 - b. Provost and Vice Chancellor for Academic Affairs – Joseph Berger
 - c. Vice Chancellor of Administration & Finance – Kathleen Kirleis
- VI. Reports from union representatives (5-minutes each)
 - a. Classified Staff University Representative - Alexa MacPherson, CSU President
 - b. Faculty Staff Union Representative – Jason Rodriquez, FSU President
- VII. Discussion of Faculty Council vacancies (see Appendix C for brief role and responsibilities)
 - a. Board of Trustees (BoT) representative to serve until the spring 2027 elections
 - b. An alternate faculty representative to the BoT to assist BoT representative to serve until the spring 2027 elections.
 - c. Two CLA representatives to serve until spring 2027 elections
 - d. One CSM representative to serve until spring 2027 elections
 - e. Do we have volunteers to fill these vacancies?
- VIII. Discussion of Standing Committee vacancies (see Appendix C for role and responsibilities)
 - a. FC Joint Discipline and Grievance Committee members
 - i. Member from SFE _____
 - ii. Member from CEHD _____
 - iii. Member for Manning College of Nursing & Health Sciences _____
 - iv. Open seat _____
 - b. Academic Technology Committee (ATC) is currently without an IT liaison for ATC after Apurva Mehta's retirement.

- c. Financial Aid, Admissions, and Records (FAAR) committee requests two members to serve
- d. One member of FC needed to serve as members of ExCom
- e. When committees are without a chair (due to sudden vacancies or the end of a term), it is up to current members to determine a chair and notify FC Chair that there is a vacant seat as soon as possible. FC need not vote to approve Standing Committee Chairs.
- f. Do we have volunteers to fill these vacancies?

- IX. Motion to approve members of Faculty Council Standing Committees
 - a. Approve Members of the Financial Aid, Admissions and Records (FAAR) Committee (all current members who wish to serve another term)
 - i. Richard Hung, SFE
 - ii. Mona Abo-Zena, CEHD
 - iii. Serra Acar, CEHD
 - iv. Cuf Ferguson, CLA
 - v. Werner Kunz, CM
- X. Motions from Graduate Studies Committee – Andre (see Appendix D)
- XI. Arising from open meeting of May 2026: Updates on “top-off” for faculty receiving financial grants, awards, etc.
- XII. Arising from open meeting of May 2026: Discussion of Canvas hacking incident and its long-term effects and new questions (as of 9/2/26) regarding [Digital Accessibility Policies](#) email (sent via David Albrecht to campus community on 9/2/26)
 - a. Chief Information Officer – David Albrecht (invited on 9/1)
 - b. Academic Technology Committee — Travis Johnston, Standing Committee Chair
- XIII. Arising from open meeting of May 2026: Discussion of impacts of accelerated master’s program (AMP) policies.
- XIV. Arising from open meeting of May 2026: Motion to create a working group to review and report on tracking outcomes of motions passed by Faculty Council.

WHEREAS faculty council members have expressed curiosity regarding the number of accepted proposals

WHEREAS there is currently no single repository for approved FC proposals and administrative responses outside minutes and reports

BE IT RESOLVED that the Faculty Council constitute an ad hoc committee with the following description and charges:

Name: Ad Hoc Faculty Council Motion Review Committee (MRC)

Charge: The MRC is charged with developing a systematic review of motions passed by Faculty Council from Fall 2020-Spring 2028 as well as written responses from administration, if any, to these motions. The review will exclude motions from the General Education Committee and the Graduate Studies Committee. The MRC will create an archive of motions and response for Faculty Council by May 21, 2028.

Membership: Faculty Council shall appoint Amy Todd to chair this committee and entrust her to find and select up to four additional members. No more than 2 members should be from any one college.

Dissolving of Committee: The MRC shall be dissolved after submission of their findings or by May 21, 2028, which ever happens sooner.

- XV. Arising from open meeting of May 2026: Discussion of increased surveillance on campus
 - a. Director of Public Safety and Chief of Police – Stacey Lloyd (invited on 9/1)
- XVI. New Business
- XVII. Motion to Adjourn

Appendix A – Minutes for Monday, May 4, 2026, 1:00 – 3:00 pm

Members Present: Amy Todd (CLA), Andre Maharaj (CEHD), Dan Finn (CLA), Daniel Gascon (CLA), Gonzalo Bacigalupe (CEHD), Gretchen Umholtz (CLA), James Soldner (CEHD), Jose D'Incao (CSM), Judith Pare (MCNHS), Kathryn Archard (CM), Larry J. Kaye (CLA), Lorena Estrada-Martinez (SFE), Lusa Lo (CEHD), Lynne Benson (CLA), Marlene Kim (CLA), Mehran Azimi (CM), Nelson Lande (CLA), Niya Sa (CSM), Richard Hunter (CLA), Shaman Hatley (CLA), Timothy Oleksiak (CLA), Travis Johnston (CLA), Tyler Hull (CM)

Members Absent: Abdelkrim Mouhib (CLA), Ana Lindsay (MCNHS), Anthony Van DerMeer (CLA), Jeffrey Edward Stokes (MCNHS), Leon Zurawicki (CM), Peter Lert (CSM), Todd Drogy (HC)

Representatives Present: Caroline Coscia (FSU), Michael Mahan (PSU), Alexa McPherson (CSU), Jonathan Vega Martinez (GEO)

I.Motion to Approve or Amend the Agenda

- Amendment: postpone Items II (seating of newly elected councilors) and Item III (election of Chair, Associate Chair, and Executive Committee Members) to end of Agenda; based on past practice

Motion Approved, as Amended - unanimous

II.Motion to approve the April 2026 Meeting Minutes

Motion Approved - unanimous

III.Motion to recommend candidates for the degree of Bachelor of Arts or Bachelor of Science

Be it moved that faculties recommend to ~~the President and the Board of Trustees~~ *the Chancellor of UMass Boston* that the listed students and any additional candidates who upon completion of all requirements for graduation and the maintenance of good standing be awarded the degree of Bachelor of Arts or Bachelor of Science.

- Amendment: replace “the President and the Board of Trustees” with “the Chancellor of UMass Boston”, reflecting correction to approval process

Motion Approved, as Amended - unanimous

IV.Motion to recommend candidates for the Graduate degrees

Be it moved that faculties recommend to ~~the President and the Board of Trustees~~ *the Chancellor of UMass Boston* that the listed students and any additional candidates who upon completion of all requirements for graduation and the maintenance of good standing be awarded the degree of Master of Arts, Master of Fine Arts, Master of Science, Master of Education, Master of Business Administration, Master of Public Administration, Master of Public Policy, Doctor of Philosophy, Doctor of Education, Doctor of Nursing Practice, Certificate of Advanced Graduate Study, Post-Master's Certificate, Educational Specialist.

- Amendment: replace “the President and the Board of Trustees” with “the Chancellor of UMass Boston”, reflecting correction to approval process

Motion Approved, as Amended - unanimous

V.Motion to admit to the record the response from Provost Berger and Marie Bowen to “Motion concerning requests from Human Relations that faculty re-file I-9 form,” passed on March 2, 2026 (and again on April 6, 2026). (see [Appendix A](#) below)

Motion Approved - unanimous

VI.Motions to approve new members of standing committees:

Motion to add Kathryn Archard (Faculty Council) from Management and Serra Acar from Curriculum & Instruction to the Academic Affairs Committee.

Rationale: Both are members of the Open Education Resources (OER) committee. Presently, the OER has no means to contact FC, nor bring any motions to FC.

Motion Approved - unanimous

VII. Motions from the Graduate Studies Committee (See [Appendix B](#) below)

Motion Approved - unanimous

VIII. Motion to approve the Revised Acceptable Use Policy (AUP)

- Supporting documents: [Acceptable Use Policy \(Clean copy plus prior drafts\)](#)
- Motion was tabled on [February Faculty Council Meeting](#)
- Members endorse concerns raised in [Parliamentarian Report](#), argue need for issues raised therein to be discussed and incorporated into policy before voting
- Members comment that policy is risk averse and primarily protects the institution over individual faculty members (e.g. no explicit mention of academic freedom)
- Member questions what surveillance practices are already in place, and how approval of the AUP would substantively affect these practices
- Chief Information Officer (CIO) David Albrecht clarifies that a major purpose of the proposed AUP is to provide greater clarity and transparency on existing security and surveillance practices.
 - IT does currently monitor devices for malicious software and for exfiltration of protected data (e.g. FERPA, PII, financial data) beyond university networks
 - IT does not search device contents or activity logs beyond this, unless instructed to do so by an authorized investigatory procedure (e.g. FOIA Request, subpoena, Human Resources investigation, etc.) and always in consultation with Office of General Counsel (OGC)
 - Members argue need for these clarifications to be explicitly incorporated into policy language to avoid future confusion
- CIO Albrecht clarifies that any devices utilizing university infrastructure (including personal devices connected to university wifi) would be subject to AUP, but that searches and surveillance would only be conducted according to above practices
 - CIO Albrecht clarifies that all university email correspondence is already legally subject to public records requests. Further cautions that university business should only be conducted over university emails, as use of personal email to conduct university business would then subject that personal email to public records law.
- CIO Albrecht clarifies that AI provisions of policy are primarily concerned with ensuring no protected data (e.g. FERPA, PII, financial data) is being fed into AI models that operate externally from university servers.
 - Google Gemini and Microsoft Copilot have been official approved and procured by the university, and may be accessed using UMB log-in credentials. When accessing these tools via UMB log-in, the data being fed into them will be protected within university servers.
- Member raises concern about AUP's lack of clarify on how FOIA requests are handled, specifically provisions for notifying faculty if they are being subjected.
 - Vice Chancellor for Marketing & Engagement Megan Sullivan clarifies university's process for handling FOIA requests: Matthew Fenlon (Assistant Chancellor Government Relations) is the university's designated FOIA representative. When a FOIA request is received, AC Fenlon works with Office of General Counsel to review and refine the scope as much as legally permissible. Human Resources then notifies impacted Faculty members.

- VC Sullivan confirms that impacted Faculty members are notified by Human Resources *before* the university authorizes IT to compile and release requested information.
- Amendment: Faculty Council approves of the AUP, subject to the provision of an accompanying FAQ protocol which documents the above clarifications.

Amendment Approved - unanimous

Motion Approved, as Amended – 14 in favor, 4 abstentions

IX.Motion to Allow internship courses from Community Colleges to transfer to UMass Boston as elective credit (Academic Affairs Committee)

Whereas current University policy is that internship courses should not be accepted in transfer from Community Colleges; and

Whereas our major "feeder" Community Colleges, specifically Bunker Hill Community College and Roxbury Community College, have expressed concerns over this policy as many, though not all, of their programs incorporate internships; and

Whereas other institutions are accepting these courses in transfer and we are losing a competitive advantage;

Be it resolved that Faculty Council approves the recommendation of the Academic Affairs Committee that UMass Boston should:

1. Allow internship courses from Community Colleges to transfer to UMass Boston as elective credits and
2. Allow departmental discretion for when such courses can transfer as equivalents.

Rationale (best practices and anticipated outcomes):

After surveying public transfer credit databases from other state institutions, including other UMass four-year institutions, it is found that many institutions are allowing these courses to transfer in for elective credit. In some cases, though not many, they are transferring in as equivalent credit. (review [hyperlink document](#)). AACRO (The American Association of Collegiate Registrars and Admissions Officers) recommends institutions allow internships for credit where possible and does not denote a reason that we should not accept these courses. See Guide to Best Practices: Awarding Transfer and Prior Learning Credit posted in the Motions & Supporting Documents subfolder in the May Meeting Documents Folder.

The proposed change will help in maintaining positive relationships with key community college partners such as BHCC and RCC – especially as we pursue another joint admissions agreement with RCC. The MassTransfer (Articulation) program includes pathways that are both linked and mapped where we must guarantee 60 credits. By allowing internships to transfer in for credit, we are enabling additional programs to be linked and mapped because historically we've excluded those with internships incorporated.

- Supporting documents: [Motions from the Academic Affairs Committee](#)
- Academic Affairs Committee clarifies that students who earn an Associate's Degree at a community college are supposed to be eligible to automatically transfer 60 credits toward an undergraduate degree at UMass Boston per existing statewide agreements, but current UMass Boston policy doesn't allow for transfer of internship course credits earned during associate degree career
- Academic Affairs Committee clarifies that proposal is for internship transfer credit to be automatically approved as elective credits, but that individual programs may choose to approve for required credits toward degree requirements. Programs that have their own internship or capstone requirements would be under no obligation to approve transfer credits in lieu of that degree requirement.

Motion Approved – 17 in favor, 1 abstention

X.Motion to make changes to the course repeat policy (Academic Affairs Committee)

Be it resolved that Faculty Council approves the recommendations of the Academic Affairs Committee that:

1. A student's first F grade *in any given course at UMass Boston* should not count as a repeat when a student enrolls in the same course again, according to the following conditions:

The present course repeat policy is 4 repeats lifetime for undergraduate students. AAC recommends not counting the first F grade as a repeat when the student enrolls in the same course again. This maintains the 4-repeat limit (with possible appeals to the Director, Undergraduate Studies for an additional repeat). The F grade will appear on the transcript but not be factored into the GPA if a repeat replaces the F grade with a passing grade. If a course is failed for the second time followed by a new enrollment in the same course, then the third attempt is counted as a repeat. The Academic Policy Initiative (API) group has a similar recommendation.

2. The current practice of not counting a W as a repeat should be maintained.

3. The current limit of 4 repeats lifetime for undergraduates should be maintained, with exception for the first F grade when a student re-enrolls in the same course. The AAC does not support unlimited repeats.

4. When a student repeats a course, the current policy is to use the repeat grade to replace the original grade. The AAC recommends using the better grade of the two. The Registrar says that this can be done. Both grades will be evident on the transcript but only the higher of the repeated course grades will be included in the GPA. The API has a similar recommendation.

5. Departmental policy, rather than a broad UMB standard, should determine whether GenEd courses can be repeated. Some institutions disallow repeating GenEd courses. The Registrar informed the AAC that it is not easy always to define what is a GenEd vs elective course. Thus, the AAC defers to departmental policy.

6. Departmental policy, rather than a broad UMB standard, should determine whether a student who has completed advanced courses within a major/minor should be allowed to subsequently repeat a lower-level course required for that major/minor. Some feel that this is unfair to the students competing against a more advanced student (e.g. one who has completed advanced courses). The AAC defers to departmental policy.

7. Departmental oversight of their major(s) and/or program(s) cannot be overruled, subsumed, or supplanted. Departmental oversight of the aforementioned matters is obligatory to their educational endeavors and their expertise is unequalled by any general policy impacting their major(s) and/or program(s). Rationale: Multiple documents are attached for the perusal of the FC members, including the most recent changes approved by FC.

For recommendation 1: Best practices at myriad institutions (see included document), including UMB peer institutions, does not count the first F grade as a repeat.

Specifically for our students, we have many freshmen failing one or more courses in their first semester(s) due to:

- being a first generation student with little understanding of college expectations;
- not being appropriately prepared by their High School academic experiences;
- commuting or housing issues combined with poor time management;
- family situation: lack of a study space and/or a disruptive environment;
- course load: CSM majors have a first semester of 18 credits for some majors, including a Biology lec/lab course, a Chemistry lec/lab course, a gateway seminar, Eng 101, Math 140 (calculus) (or Math 130, pre-calculus, which is then 17 credits course load).

The first-year experience of F grades may preclude the student from having some or all future repeats available. Combined with the disheartening experience of F grades students may discontinue their college experience. Thus, as a matter of retention of incoming students this is a reasonable change. From the included documents it is obvious that the majority of repeated courses are introductory courses. "Students who continue into the second year on track (in terms of credit accumulation and grade point average) are far more likely to graduate than students who do not." (see document).

For recommendation 3: Unlimited repeats were discussed and rejected because if a student is allowed to repeat a course indefinitely that has consequences: they may preclude a freshman or sophomore student from enrolling in a limited enrollment course, thereby preventing that student from staying on track to graduate in 4 years; in courses where course supplies are a significant budget issue, unlimited repeats will

exhaust funds; some departments have rules preventing a third attempt at a course for educational reasons (data indicates that after the second attempt it is unlikely that the grade will improve).

For recommendation 4: Using the better grade is also best practice at many institutions including our peer institutions (see documents).

- Supporting documents: [Motions from the Academic Affairs Committee](#)
- Academic Affairs Committee clarifies that under proposed policy if a student receives an F and then needs to retake the course, that retake would not be counted against the maximum cap of 4 total retakes in an undergraduate career. Failing and retaking a 2nd time would be counted as a repeat. Retaking a course that you did not fail in an attempt to raise your GPA (e.g. earning a B and retaking to attempt an A) would be counted as a repeat.
- Registrar clarifies the majority of requests for exceptions to the current cap of 4 retakes are from students who have received an F, so the proposal to separate this situation into own category is intended to remove burden of requesting exception.
- Director of Undergraduate Studies Tim Blackman clarifies that majority of repeat requests are for required coursework in a major, since without being granted a repeat there is no pathway to graduation this then becomes a retention issue.
- Academic Affairs Committee clarifies many freshmen (especially first generation college students) face difficulty adjusting to academic expectations at university level, policy is intended to give greater leeway during this adjustment period.
- Registrar clarifies that if a course is retaken, both grades are listed on transcript but only the higher grade is used to calculate GPA (except for medical school and law school, which average both grades).
- Registrar clarifies that failed courses still generate issues with academic standing and financial aid eligibility, so there are still guardrails in place to ensure this policy wouldn't incentivize failing.
- Member questions financial aid implications of repeated coursework. Registrar confirms that Financial Aid charges based on attempted, not completed, credits.
- Member questions if students with documented accommodations would be granted flexibility under this policy. Director Blackman clarifies that students provide a personal statement when petitions for repeat exemptions, and documented accommodations are considered.
- Amendment: Insert "in any given course at UMass Boston" in recommendation 1, to clarify that policy pertains to first F grade in a particular course rather than first F grade of overall undergraduate career.

Amendment Approved - unanimous

Motion Approved, as Amended – 15 in favor, 1 opposed, 1 abstention

XI.Motion to revise the UMB Pass/Fail option (Academic Affairs Committee)

Be it resolved that Faculty Council approves the following recommendations of the Academic Affairs Committee:

That students may use more than one P/F during the same semester as part of their total 8 P/F available during their undergraduate careers at UMass Boston. Current UMB policy limits students to one P/F course per semester, for a maximum of 8 P/F courses for the student's lifetime. The AAC suggests that the limit be maintained at 8 P/F courses for the student's lifetime, but that the 8 repeats need not be only one per semester. If a student wished to use more than one P/F in a semester that would be acceptable but, again, they are still limited to 8 per career at UMB.

2. That current UMB policy allowing GenEd courses to be taken P/F should continue. Some institutions (UMASS Amherst) prevent the P/F option from being used for GenEd courses. The AAC believes that GenEd courses should be eligible for P/F, but that the hosting department should be able to restrict a course from being P/F.

3. That if a student earns a grade of A in a course taken P/F, the P will automatically change to an A on the student's transcript when that letter grade numerically exceeds the student's total GPA.
4. That students should have the option of changing a P to a letter grade if doing so will improve their GPA, and should be notified on Wisers about options for doing so, via an opt-in drop down menu whereby a student can indicate their minimum acceptable letter grade in lieu of the P.
5. That faculty should not be required to approve a student to register for P/F before their academic term begins (or at any other time).

Rationale (and logistical considerations):

For Recommendation 1: There are instances where a student may need, during a semester, to change more than one course to P/F. This may occur for personal issues and be necessary to maintain their academic standing that would be in jeopardy due to low grades, maintain financial aide, maintain international status, etc. By maintaining the limit of 8 P/F courses during their undergraduate career we ensure academic credibility. This refers to P appearing on the transcript no more than 8 times.

For Recommendation 2: The AAC found no cogent reason to alter the current UMB policy of P/F with regard to GenEd courses.

For Recommendations 3 and 4: Some institutions (including UMass Amherst) automatically change a P to an A, some (including UMass Amherst) change a P to a letter grade if that letter grade numerically exceeds the total GPA. The AAC recommends that:

When students register there should be a notice in the Wisers portal about changing a P to a letter grade after grades are filed. The Registrar indicates this could be a possibility and makes more sense to provide notification up front as opposed to after grades are posted. Registrar needs to check with UITS to see if this is possible. A student could indicate, via a drop-down menu, if they opt in and could indicate the minimum grade acceptable in lieu of the P.

Automatically changing a P to an A grade seems appropriate. It will not negatively affect the student's GPA. Moreover, if students are aware that a P is changed automatically to A we believe that their participation and engagement in a course will be more enthusiastic and dedicated.

The opt-in possibility in the Wisers portal to change a P to a grade lower than A offers students a means to improve their GPA if the grade less than A is a betterment. Again, if students are aware that a P can be changed to a passing grade acceptable to them, we believe that their participation and engagement in a course will be more enthusiastic and dedicated. Some students, however, may not wish to have certain grades appear on their transcript so their choice in changing a P to a grade is necessary as part of the opt-in choice.

Without an opt-in choice with a minimum grade indicated, there are caveats. First is the timing. If no minimum grade is chosen beforehand then the Registrar would contact students who requested the opt-in possibility. However, regarding the Registrar contacting students about a P being possibly changed to a letter grade, after grades posted: The Registrar can let all students that opted for a P know that they are now allowed to rescind that decision after grades are posted. The two critical issues would be where to notify them, and the timing on the change. Also, the Registrar would not be able to complete end of term processing, such as Academic Standing, etc., until all grades are finalized. Grade changes would impact a student's semester academic standing significantly; therefore there would need to be strict deadlines imposed. Thus, an opt-in with a drop down menu to indicate the student's minimum letter grade is necessary.

Regarding a student being able to see their reported grade so that they can make the decision if they still want the P grade, before the Registrar notifies them, would be another change that the Registrar would have to present to UITS as a system enhancement.

- Supporting documents: [Motions from the Academic Affairs Committee](#)
- Member raises concern that policy will incentivize students to use up their limited Pass/Fail options early in undergraduate career and have none left by the time they reach more challenging upper level course work.

- Academic Affairs Committee clarifies that data shows majority of students struggle during early semesters while adjusting to academic expectations of university coursework. Further clarifies that most required core courses for majors do not permit Pass/Fail options anyway.
- Academic Affairs Committee clarifies that policy was proposed because it would incentivize students who are initially enrolled as Pass/Fail to continue working hard to earn a higher letter grade

Motion Approved – 14 in favor, 1 opposed, 1 abstention

XII.Motion to request survey items be included on Campus Climate Survey (Marlene Kim (Faculty Council) and Maxim Olchanyi (CSM Senate Chair))

Whereas, the Satisfaction Survey will be conducted by an outside vendor; and

Whereas, input from faculty is important for the questions asked; and

Whereas, dissemination of the results is important as well;

Be it Resolved that the following questions be included on this survey; and

Be it Further Resolved that the survey results pertaining to these questions be disseminated campus-wide, with each question addressed individually.

Please rate your overall satisfaction with the following aspects of your experience at UMass Boston:

college leadership

(a) Satisfied; (b) Neutral; (c) Dissatisfied

university leadership

(a) Satisfied; (b) Neutral; (c) Dissatisfied

Please rate the degree of your agreement with the following statements:

I feel valued by the college administrators

(a) Agree; (b) Neither agree nor disagree; (c) Disagree

I feel valued by the university administrators

(a) Agree; (b) Neither agree nor disagree; (c) Disagree

Please rate the degree of your agreement with the following statements:

The office of the Dean supports shared governance

(a) Agree; (b) Neither agree nor disagree; (c) Disagree

The office of the Provost supports shared governance

(a) Agree; (b) Neither agree nor disagree; (c) Disagree

Motion Approved – 13 in favor, 2 abstentions

XIII.Discussion of previously circulated reports from administrators:

- Reports posted: [5. Administrators' Reports](#)

A. Chancellor - Marcelo Suárez-Orozco

B. Provost and Vice Chancellor for Academic Affairs – Joseph Berger

C. Vice Chancellor for Administration & Finance – Kathleen Kirleis

XIV.Motion to Adjourn & reconvene for discussion of remaining agenda items on May 11th

- Discussion of previously circulated reports from union representatives
- Discussion of previously circulated reports from student government
- Motion to enter into executive session to discuss the report of the Faculty Council Working Group on the Provost's Five Year Performance Evaluation
- Seating of newly elected councilors; appreciation for departing councilors
- Election of Chair of Faculty Council, election of Associate Chair and election of other Executive Committee Members
- New Business

Motion Approved – unanimous

Appendix B – Administrative Reports for Questions and Discussion

Chancellor

FACULTY COUNCIL REPORT – September 2026 Chancellor Marcelo Suárez-Orozco

ENROLLMENT UPDATES

Undergraduate Enrollment

- New undergraduate enrollment will continue to shift until this week's add/drop deadline (September 15).
- Overall, new undergraduate enrollment is just over 2% behind final fall 2025 undergraduate enrollment. New international and out-of-state enrollment fell 6.6% compared to last year, while in-state enrollment fared better.
- Despite overall new undergraduate enrollment being down slightly compared to last year, new transfer student enrollment has increased by 3%.

Graduate Enrollment

Like undergraduate enrollment, new graduate enrollment will fluctuate through this week.

- At present, new graduate enrollment for summer/fall is flat compared to summer/fall 2025.
- New in-state master's enrollment for the fall 2025 term is up 12% from last fall.
- Amid ongoing international recruitment and enrollment challenges, new international master's enrollment is down 45% from last year.

Total Enrollment

- Overall university enrollment, including new and continuing graduate and undergraduate students, is up approximately 1% compared to last year.
- Of note is the steep decline in international student enrollment across the university. Total international enrollment is down 22% from last fall.

CAMPUS UPDATES

UMass Boston hosts Green Ribbon Commission and Mayor Wu

In July, I was pleased to welcome Mayor Michelle Wu and the Green Ribbon Commission (GRC) to campus for an event at which the GRC, a business membership association that partners with the City of Boston to accelerate climate action, officially launched its Boston Area Thermal Energy Network (BosTEN) feasibility project. The kickoff event showcased support from key city and state leaders and featured a tour of UMass Boston's seawater cooling system, highlighting the potential for a larger thermal energy network for the Boston region. In addition to Mayor Wu, I was pleased to welcome Massachusetts Energy and Environmental Affairs Secretary Rebecca Tepper, Massachusetts Clean Energy Center CEO Ben Downing, Boston Chief Climate Officer Brian Swett, State Senator Nick Collins, and Boston City Councilors Erin Murphy and John FitzGerald. To learn more about this event, please click [here](#).

Celebrating BEST Boston and its Fourth Cohort

Last month, I was pleased to offer reflections at a ceremony celebrating the College of Management's BEST Boston program and the accomplishments of the fourth cohort of student-faculty teams. This year, 80 students, 23 faculty mentors, and 40 small businesses participated in the program. My thanks to Dean Venkatachalam for his leadership. Signature initiatives like BEST Boston reflect the College of Management's commitment to holistic student success and our university's ongoing commitment to Boston's present and future.

2026 New Faculty Orientation

Earlier this month, I was pleased to welcome 30 new faculty members to UMass Boston during our annual New Faculty Orientation. In my welcoming remarks, I shared the following with our newest faculty: “You will come to appreciate our steadfast belief in our mission. At a time of turmoil in higher education, ours is a noble mission. It starts with our dedication to student success; our authentic and reciprocal commitment to the iconic city of Boston and the Commonwealth; our groundbreaking research that charts new pathways to impactful knowledge and informs public policy; and our admiration for human diversity, a cornerstone of excellence. We know the world needs more of what UMass Boston offers.” My thanks to Dean Rajini Srikanth for organizing the 2026 New Faculty Orientation.

Rep. Lynch Visits Campus to Discuss Saltwater Pump House \$1M Federal Grant

In mid-September, we welcomed back to campus the Honorable Stephen Lynch, a loyal supporter, neighbor, and frequent visitor to Columbia Point. Congressman Lynch joined me on campus to announce the \$1 million in federal funding for our Saltwater Pump House (SWPH). The funds will be used to rehabilitate the SWPH cooling system, which has provided sustainable, cost-effective cooling for as much as 50 percent of the UMass Boston Campus for over 50 years. The SWPH system uses ocean water in a heat-transfer mode to provide cooling, a more energy-efficient approach than traditional cooling towers. This will help control costs while supporting our carbon-emission reduction goals. We are grateful to Congressman Lynch for his support for this project and for his ongoing, steadfast support of the UMass Boston campus.

Supporting our Newest Beacons on Campus

I was happy to join Dr. Karen Ferrer-Muniz, Vice Chancellor for Student Affairs, and many UMass Boston faculty and staff as they welcomed our newest residents to campus on Labor Day weekend and assisted them and their families with the move-in process. This year, we are thrilled to have more than 1,100 living on campus, representing all over the country and around the globe. Move-in weekend featured a series of great programs, special dining hours, and on-site services from numerous campus offices. My thanks to all our colleagues for their efforts in ensuring a smooth and welcoming process for all new Beacons. The Student Affairs division has once again collaborated with areas across campus to offer an exciting series of welcome events. Please find the full calendar at umb.edu/welcomeweek.

2026 Convocation Speaker

As you may know, Dr. Ashish Jha, Senior Fellow at Harvard University’s Belfer Center, will be our Convocation Speaker later this month (September 17th at 11 am in the Campus Center Ballroom). A physician and scientist, Dr. Jha is among the most highly cited health scholars in the country. He looks forward to speaking with our newest students and the broader UMB community as we formally open the new academic year. I hope you and your colleagues and students will join us for this special opportunity to hear from one of the nation’s most trusted voices on biosecurity and biological threats.

Message from the Chancellor

As shared by e-mail with the UMass Boston community on September 8, 2026:

Dear members of the UMass Boston community, Writing this note is one of the hardest things I have had to do in my professional life, yet I write it with a heart full of gratitude, for you, our university, and everything we have built together.

After much reflection and with profound joy in all we have accomplished together, I have decided to step down from my role as Chancellor, effective February 1, 2027, at the conclusion of my current chancellor’s contract. I will remain at UMass Boston and return to the faculty to devote my full energy to building climate resilience and

advancing the ethical development and use of artificial intelligence and other emerging technologies. This work has called to me with increasing urgency, and I now feel compelled to give it my complete attention.

Let me begin, simply, with thank you.

Thank you for entrusting me with the chancellorship of this extraordinary university. As an immigrant who arrived in this country at seventeen, fleeing persecution with nothing but hope and *ganas*, I consider being entrusted to lead UMass Boston one of the highest honors of my career. UMass Boston educates those I once was: young people with hope, resilience, and the belief that a great public university could change the trajectory of their lives. I have never forgotten that this mission is personal, not simply professional.

When I arrived in 2020, we faced serious structural and financial headwinds and a once-in-a-century pandemic that tested every one of us. Together, students, faculty, staff, alumni, and friends of our university did not merely weather that storm. We transformed it into *convivencia* and a new path to a better destination. We completed long-deferred work on our physical foundation and built a stunning, sustainable green quad that now stands as the beating heart of our reimagined campus. We restored fiscal health and sustained six consecutive years of positive operating margins, giving this campus the stability it needs to thrive for generations. We were the first to launch the Beacon Pledge, ensuring that eligible in-state students can attend our university tuition-free. We earned R1 research status from the Carnegie Foundation and were recognized as the No. 1 university in the country for student access to R1 research—an achievement that captures exactly what makes UMass Boston singular: excellence and access, together, refusing to be treated as a trade-off. We set record after record in research funding and philanthropy. The most diverse university in New England, we proudly welcomed our largest in-state first-year class in Fall 2025.

I believe, truly and without hyperbole, that what we have built together at UMass Boston is what public higher education will aspire to become in the 21st century.

None of this was the work of a single person. It was the work of an entire community that, even in difficult days, believed this university's mission was worth fighting for. To our faculty, whose scholarship and teaching are the soul of this institution; to our staff, whose tireless work makes everything possible; to our students, who inspire me daily with their resilience and *ganas*; to our legislative partners at the State House, our Governor, Mayor, and Members of the Massachusetts Congressional Delegation, who made historic investments to our campus improvement; and to our alumni, donors, and partners across Boston and the Commonwealth—thank you. Thank you for your partnership, patience, candor, and faith in this university and in me.

As many of you know, over the past decade I have had the privilege of working alongside a global community of scientists, scholars, and public officials, including through my appointment by Pope Francis to the Pontifical Academy of Social Sciences, on the urgent work of building smart, just, nature-based, and ethically grounded climate resilience for the world's most vulnerable communities. Climate change remains, in my judgment, the defining challenge of our time. Increasingly, I believe artificial intelligence will shape the future of our society in ways we are only beginning to understand, for better or worse, depending on the choices we make now. The window to get these things right is closing quickly. My expanded responsibilities in this work now require the sustained, full attention I cannot give while also serving as your Chancellor.

As I mentioned, I will return to the UMass Boston faculty to continue this work from right here, Columbia Point, because I believe deeply that Boston and the Commonwealth of Massachusetts can and should be at the forefront of solutions to the defining challenges of our era. I am not leaving this community. I am simply changing the way I serve it.

To President Meehan, Chairman Karam, and the entire Board of Trustees: thank you for your steady partnership and for the confidence you have placed in me over these six years. To our extraordinary Provost, Vice Chancellors, deans, and campus leaders: it has been the privilege of my career to serve alongside you. And to every student who

has shared their story with me, every faculty member who has shared their scholarship, every staff member who has shared their dedication—thank you for letting me be part of your UMass Boston journey.

The Beacon shines brighter today than ever. On February 1, 2027, I will leave the chancellorship with immense pride in what we've built together and deep gratitude for the opportunity to help lead this university into its next great chapter.

Forward, always forward.

With profound gratitude and Beacon pride,

Marcelo Suárez-Orozco, PhD

Chancellor, University of Massachusetts Boston

Provost

Provost's Update to Faculty Council September 14, 2026

The beginning of a new academic year brings renewed energy across the UMass Boston campus. As faculty, staff, and students return for the Fall semester, classrooms and learning spaces are once again active with the teaching, learning, scholarship, and engagement that define our mission. We are especially pleased to welcome new faculty, staff, and students to our community while reconnecting with returning colleagues and students who continue to contribute to the vitality of the university.

This year begins at a moment of both opportunity and transformation for higher education. Rapid advances in technology, evolving workforce needs, and changing student expectations continue to shape how we teach, conduct research, and support student success. Across Academic Affairs, we are working to ensure that UMass Boston remains responsive to these changes while holding firm in our longstanding commitments to academic and inclusive excellence. Our faculty continue to be at the center of this work through their teaching, scholarship, creative activity, and commitment to student success. At the same time, we are advancing efforts toward strengthening the student experience, supporting faculty innovation, expanding access to experiential learning, and thoughtfully engaging with emerging technologies and their implications for higher education.

As we begin the academic year, I am pleased to share the following updates from Academic Affairs, highlighting recent accomplishments and ongoing initiatives that advance our strategic priorities and support the success of our students, faculty, staff, and partners.

Holistic Student Success

Continuing Student Enrollments

Undergraduate enrollment, both FTE and headcount, remains stable despite regional demographic declines. This strength is supported in part by the Beacon Pledge, which provides free tuition and fees, as well as continued growth in the Pathway Programs. However, new international student enrollment remains significantly below prior levels, with 24 new students this year compared to 280 three years ago.

Early Alerts and NA Policy

Please “Save the Date” to submit fall 2026 alerts when mid-term rosters open between Monday, October 5th and Monday, October 26th. Faculty can submit mid-term grades from the Canvas gradebook or use the Mid-term Grade function in WISER. By September 15th, when the add/drop period ends, students who have not attended the course are eligible for an NA (Non-Attendance) grade. It is important for faculty to input an NA grade to ensure compliance with federal financial aid requirements and protect student GPAs from automatically receiving an F at the end of the term.

General Education Renewal Update

The General Education Renewal initiative has begun with the formation of a joint faculty-administrator working group, chaired by Serra Acar with Neal Bruss serving as consultant. The group is currently engaged in Phase I, which focuses on reviewing the existing program, gathering evidence and input, and developing a renewal plan. This phase will establish the framework, evidence base, and roadmap to guide the broader renewal effort. Phase II, scheduled for the 2027-28 academic year, will expand the work to involve the campus community in curricular design and governance processes that will shape the future of general education.

Artificial Intelligence for the Times

Artificial intelligence is rapidly reshaping learning, research, communication, and decision-making, with significant implications for higher education. Rather than determining whether AI should play a role at the university, our focus is on identifying where it can enhance teaching, learning, and operations, where its use should be limited, and how to support responsible and effective use. Our approach emphasizes alignment with institutional values while safeguarding academic integrity, intellectual independence, privacy, equity, trust, and human agency. To support this work, a faculty-administrator team is participating in the American Association of Colleges and Universities (AACU) Institute on AI, Pedagogy, and the Curriculum, where the university is also serving in a leadership role. The Institute explores how AI can responsibly advance teaching and learning, inform academic integrity practices, and promote equitable and ethical use of AI across higher education.

Accelerated Master's Programs

As I noted last April, UMass Boston places a high priority on growing AMPs and increasing student participation. AMPs align with the university's broader mission to expand inclusive access to graduate education while maintaining academic rigor and program excellence. The updated AMP guidelines were developed to provide greater clarity and consistency across programs. The revised AMP framework provides:

- Greater clarity about which courses may be double counted and how many credits may be transferred;
- Consistency across programs, ensuring that AMP pathways are clearly articulated and offer guidelines regarding course selections that can be communicated to students, advisors, faculty, and administrative offices;
- A clear articulation of credit limits, while preserving departmental authority to determine which specific graduate courses are appropriate for accelerated study.

Form W serves as a tool to assist with planning and advising. It provides students with an academic plan showing how they may progress through the undergraduate and graduate components of the AMP, which in turn can inform advising and pathways to degree completion. The goal of these guidelines is not to limit opportunity, but to strengthen AMP programming by promoting both high access and high-quality programming. By clearly defining expectations, credit limits, and sequencing, the framework aims to enhance program integrity while accelerating students' ability to earn both degrees efficiently. UMass Boston remains committed to the success of AMPs and to continue working collaboratively with faculty and graduate program directors to ensure that these programs continue to serve students effectively, affordably, and with academic excellence.

Impactful Research and Scholarship

Research Awards and Expenditures

Research activity continues to demonstrate strength, marking a fifth consecutive year of record-setting awards and expenditures. In FY26, research awards reached \$70.12 million, while expenditures totaled nearly \$75.1 million. Although both measures were modestly lower than the exceptional levels recorded in FY25, the university's research activity remains robust and continues to generate strong scholarly outputs. Additionally, indirect cost recovery increased by 5% over the previous year, providing additional support for future research growth and positioning the university to expand its scholarly impact and external funding opportunities.

Vice Chancellor of Administration and Finance

Kathleen Kirleis

Vice-Chancellor for Administration and Finance

It is my pleasure to provide an update for this year's first meeting as we start the fall semester. There's been much activity over the past several months where I'll provide an update.

1. University's Operating Budget Update – I'm pleased to report that UMass Boston has had a successful FY26. The close for FY26 is underway and as has been the custom, results will be shared with the Budget and Long Range Planning Committee once finalized. I look forward to working with the committee to then arrange to have some highlights of these results be reported at a future Faculty Council meeting. The campus' audited financial results are part of the overall University of Massachusetts audit that is due to be provided to the Commonwealth by October 15th. These results will be reported out at the December Board of Trustees meeting. I am pleased to inform you that I expect the university to have met its margin requirements for the past year.

The FY27 budget was passed at the June Board meeting, establishing an operating budget of \$596M for the campus this year. Student tuition and fees for FY27 were established by the Board of Trustees earlier in the spring at the April meeting, allowing students and their families earlier certainty regarding the cost of their education.

The state budget was also finalized over the summer, including the appropriation for the University of Massachusetts. In the \$596M budget adopted in June, using parameters from the President's Office, \$239M was planned to be from the Commonwealth, up \$19M from last year. When the budget passed, the state appropriation for the University of Massachusetts was less than what had been originally planned in the budget, including \$1.9M less for UMass Boston. Advocacy has been underway to have these funds restored. The updated appropriation amount will be formally incorporated into the budget at the end of Q1.

As has been the case in previous fiscal years, revenues continue to be monitored closely over the summer. The campus budget will be reviewed at the end of the first quarter, which ends on September 30th, to prepare a projection for the rest of the year and see what adjustments to the budget will need to be made. In addition to the adopted state budget results, FY2026 results, tuition and fees revenue and any material changes to the budget that are now known will be reviewed. The five year forecast will also be updated for presentation at the December Board meeting.

An additional 6 month extension for Dorchester Bay City was completed over the summer, so the planned date for closing is now on or before January 31, 2027.

2. Capital budget – The university's FY2027 \$199M capital budget was finalized over the summer. Details on the budget will be provided to the Budget and Long Range Planning Committee this fall.

The results of the university's annual call for projects process were included in the capital budget.

3. Beacon Budget Model - Work on the Beacon Budget Model has continued to progress over the summer, with colleges developing an FY2027 all-funds budget. Historically much of the budget focus has been on the state appropriated-funds and general operating funds and the all-funds budgeting approach expands this planning to include other funds like endowment funds, ESS funds, lab fees, and research trust funds. .

There will be an all-campus update session on the Beacon Budget Model on October 26th at 11 am. More information on this session will be available later this fall.

4. Spruce Up Projects - Facilities completed 13 exterior/ grounds projects and 12 interior Spruce Up projects in FY26.

Exterior / Grounds projects included:

- building the first community garden on campus near University Hall,
- replacing dead and dying trees by Resi Hall entrance,
- installing plants at Calf Pasture Pump Station / Beacon Walk,
- rebuilding slope on Columbia Point Road / side of EMKI lot to stop soil run off,
- irrigating to support grass growth at the irrigation surrounding West Garage on the ISC side,
- irrigating to support grass growth by the east side of University Hall,
- replacing dead and dying trees by University Drive West – Clark irrigation,
- irrigating to support plant growth at the large planter bed in plaza at Campus Center,
- adding new plants at the large planter bed in plaza at Campus Center,
- adding new trees at University Hall,
- repairing fences damaged in winter at 150 Lot,
- adding new fences around the basketball court to stop basketballs from going into the Quad forebay,
- upgrading dirt path with pavers in the West Garage pathway.

Interior projects included:

- painting lobbies on 2 and 3 in Campus Center lobbies Spruce Up,
- painting lobbies in University Hall lobbies near elevators,
- adding new carpet through Healey 3rd floor and new IT helpdesk,
- refreshing paint, lighting, ceilings, and signage in Wheatley Peters 4th floor corridors,
- refreshing paint, signage, and furniture in Wheatley Peters 5/6 sticky spaces (4),
- adding new chairs in the ISC Conference room,
- adding new carpet and furniture in all lounges in the Campus Center,
- refreshing carpet, lights, and paint in the entrance to Healey LL Elevator lobby AV/Media studio,
- updating the interior wayfinding in Wheatley Peters,
- adding new banquettes throughout McCormack 1st floor,
- installing quad side naming of Quinn and McCormack buildings,
- adding new carpet and furniture for MCNHS Quinn UL lobby.

We hope you enjoy these improvements around campus and if there are any Facilities issues or concerns this semester, please don't hesitate to reach out to Facilities Response at [Facilities - UMass Boston](#) or by calling 617-287-5450.

5. Federal funding environment - the university continues to monitor and plan for the current federal funding environment. There will be opportunities for faculty and staff to learn more about this work throughout the semester.

5. Dining - Recreo Brew and Bagel in the ISC is back, with additional hot sandwich options building on the success of last semester's breakfast sandwiches. Beacon Café in University Hall has added "Beacon Shakes," a new milkshake concept, along with a refreshed Botrista menu.
The Dining Commons in the Motley East Residence Hall has added make-your-own crepes to the Ucook station. The Food Court now features "Sweet Spot," offering freshly filled cannolis, cheesecake, and cupcakes, as well as Garden & Grain, which brings healthy options to our salad bar. Breakfast options now include a breakfast bowl, and look for new Vegan, Vegetarian, and Made without Gluten options at Dot's Deli.

An employee meal plan option will also soon be available, so please be on the look out for more information about it later this month.

Appendix C – Short Description of Roles and Responsibilities

Below are short descriptions of vacant positions on the Faculty Council. You can learn more about the charges of each Standing Committee and the general responsibilities of councilors in our [Bylaws](#).

Board of Trustee Representative and Alternate

The faculty representative to the Board of Trustees (BoT) attends (virtually or in-person as wanted) the BoT meeting and reports back to the Faculty Council ExCom. This person meets with the Intercollegiate Faculty Council group which usually meets directly after each BoT meeting and reports back to FC ExCom. Will propose agenda items, as needed and in consultation with the FCExCom, for larger FC discussion.

The alternate faculty representative to the BoT representative coordinates with the representative.

Faculty Council Member (CLA and CSM representatives)

Members of faculty council (FC) represent various faculty groups on campus during FC business. They read agenda, minutes, and relevant reports to prepare questions and discussions at monthly FC meetings from September – May each academic year and emergency or special meetings of FC as needed. They can propose and vote on motions. FC members are strongly encouraged to participate as members of FC Standing Committees as well.

Joint Discipline and Grievance Committee (Sarah Hamblin, Chair)

Members of this committee receive and adjudicate formal disciplinary actions or filed grievances that students or teachers make on a host of issues from violations of codes of conduct to academic dishonesty. This committee meets when there are cases to adjudicate. Some years there are as few as 2 cases; other years there are many. This work may also be conducted over the summer.

Appendix D – Motions from Graduate Studies Committee

Motion #1

From: MGS

Request for a program change to the Public Administration (MPA) - General Track, to make PUBADM 612 a required course and PUBADM 601 an elective course in the MPA program. PUBADM 612 Urban Politics & Policy is currently an elective course and PUBADM 601 New England Political Environment is currently a required course.

Rationale: The MPA curriculum in general is increasingly offering a broader view of global society and the program is increasingly attracting students from regions outside of New England. Swapping the more general course to be required and the more narrow course to be an elective is consistent with this approach. PUBADM 601 New England Political Environment is a course specific to New England. PUBADM 612 Urban Politics & Policy is a course that considers U.S. contexts outside of New England as well as international contexts.

Motion #2

From: SGISD

Request for a course change, to cross-list GISD 601 Current and Historical Perspectives on Global Inclusion and Social Development into the Public Policy graduate program as PPOL-G 601L. The GISD program team has voted to approve this change, as has the GPD of the public policy program. This Curriculog proposal is to formalize that cross-listing.

Description: There has been a growing interest in recent decades in ensuring that people and populations are included and that society is supportive of the equality of its members and the chance for prosperity for all. This course focuses on social inclusion and social development in a global context. The term "social inclusion" has been conceptualized as a process, a state of being included, and a method for integrating those excluded or at risk of being excluded due to disability or other reasons and conditions into society. In development studies, the term "social development" captures the idea of improving people's well-being and quality of life, and is often defined in reference to particular social problems. Globalization is the process of interaction and integration among economies, societies, and cultures across the globe through forces such as international trade and transport and advances in communication technology. Students will examine definitions, current and historical perspectives on and approaches to these concepts, and their implications for policy and practice. Upon completion of this course, students will be able to apply these concepts to particular policy areas including disability, health, labor market, and economic policy affecting particular communities, countries, or regions.

Rationale: There is meaningful resonance between GISD courses and the public policy program, and historically students from public policy have taken GISD 601. GISD courses add an additional focus on inclusion, development, and applied knowledge. The GISD 601 course is a core class that orients students towards the global foundations of concepts of inclusion and development, and is highly relevant for students of public policy.

Motion #3

From: SGISD

Request for a course change, to cross-list GISD 615 State, Sovereignty and Governance for Inclusion and Social Development in the public policy graduate program as PPOL-G 615L. This decision has been voted upon and unanimously approved by the GISD program committee, approved by its GPD, and by the GPD of the public policy program. As there are many students from Public Policy that take this course, this cross-listing formalizes something that's already occurring.

Description: State and governance regimes of various sorts design, implement, as well as comprise crucial context for any work within global inclusion and social development. This course familiarizes students with theories, research and practice regarding the role of the state and governance as it pertains to inclusion and development. The course examines the emergence of the state, including pre- and non-Westphalian state contexts, specifically experiences of colonization and the development, and the near-universal inheritance of the modern state. We explore contemporary forms of the state, and pressures emerging and surrounding it, including those of the market, civil society and democracy. The course then moves to the recent transformation of statehood and the shift to new modes of governance, specifically the role of non-state actors across scale--from local to global--and investigates how various institutions, corporate power and political society shift the role of states.

Rationale: GISD courses add an additional focus on inclusion, development, and applied knowledge. The GISD 615 course is a core elective that familiarizes students with theories, research and practice regarding the role of the state and governance as it pertains to inclusion and development. Students in GISD programs are exposed to leadership training and curriculum that promotes cultural competency and community capacity building, and that employs research as a means for shaping both policy and practice.