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2004-2005 Faculty Senate Annual Report

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Chair, Senate Agenda Committee
11 December 2005

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In Memoriam: Charles H. Ellis

In June of this year, it was with very great sadness that the University community learned that Charlie Ellis had tragically passed away while on a dive at the Marine Science Center at Nahant.

Charlie was a beloved and valued friend and colleague to us all and was the shining example of the engaged faculty member enhancing the life of the University with his contributions reaching far and wide across the campus: his participation in the Northeastern orchestra, his role as advisor to the pre-med students, his service to the credit union, his role as a University Marshall, and his love of teaching and research in marine biology, to mention but a few.

I believe it is fair to say, though, that perhaps his greatest interest was in the well being and success of the Faculty Senate. In the history of the Senate, he is by far the faculty member who has served most on the Senate, and the one who has served most on the Senate Agenda Committee, often as its Chair.

Charlie first joined the Faculty Senate a year after I did. I quickly appreciated his extraordinary interest in and talent for the arts, especially music, his tremendous enthusiasm for learning, his commitment to students and their success, and his steadfast advocacy for the faculty and staff. I appreciated too his innate kindness and his wonderful sense of humor. We fast became friends in a concerted effort by the Senate to prevent an abortive proposal to extend the then Dodge Library underneath the quad. The Senate prevailed, and the Snell Library was subsequently born. Since then, Charlie was consistently at the forefront advocating for collegiality, for faculty governance, and advancing these issues significantly on many important fronts and on many critical occasions. One of his last contributions, and perhaps his most important, was to Chair the *Ad Hoc* Handbook Review Committee to revise the unfortunate earlier draft of a new Faculty Handbook that would have marginalized so much that the faculty hold dear. This year, after four years of very hard work, we saw the conclusion of Charlie's and his committee's work on the new Handbook, as the Senate overwhelmingly embraced this new version.

Charlie had an enormous capacity for work but was renowned for his ready willingness to add yet one more task to his always prodigious workload. Through it all, he presented us with calmness and gravitas, but always moderated by his profound sense of humor and good humor. In everything that he did, he did it well, he did it with conviction, he did it fairly, and he did it inclusively.

Ralph Waldo Emerson's words capture memories of Charlie:

What is success?

To laugh often and much;

To win the respect of intelligent people and the affection of children

To earn the appreciation of honest critics and endure the betrayal of false friends;

To appreciate beauty;

To find the best in others;

To leave the world a little better, whether by a healthy child, a garden patch, or a redeemed social condition;

To know even one life has breathed easier because you have lived;

That is to have succeeded.

In our everlasting memories, especially for those who have served on the Faculty Senate, Charlie was surely a success.

Thank You: Mary D. Vigeant

This year we said goodbye to Dee Vigeant who has served the Senate and the faculty so extraordinarily well in her position as administrative officer of the Senate.

Dee joined the University in 1975 working in President Ryder's office. But at the end of her first year here, to quote her own words, she "decided to move to the true seat of power in the University" and she successfully applied to become the then administrative assistant for the Faculty Senate.

Dee had long ago become the heart and soul of the Senate Office, and its living memory. For 29 years she has provided impeccable support for successive Faculty Senates and their Senate Agenda Committee chairs and members, and has done this with true professionalism, with enthusiasm, and with an extraordinary sense of friendly good humor. She has kept successive Agenda Committees up to speed and, as necessary, kept us in line!

Northeastern University has been well served over the years by its encouragement, to a far greater extent than at other universities, for faculty to be both entrepreneurial and proactive in terms of being involved in academic policy. The Faculty Senate has been an integral part of this and, for the last 29 years, Dee has been an integral part of this success. She has been an avid and consistent supporter of faculty involvement and faculty governance.

Over these years Dee has worked with more than 15 Senate Agenda Committee chairs, 100 Senate Agenda Committee members, and more than 1,000 senators. I am sure that we all unite in saying that we will be forever grateful and appreciative for all that Dee has done to make the Senate so successful, and that she will always have a very special place in our thoughts and our hearts. We wish her every success and happiness for the future.

I. INTRODUCTION

The 2004-05 Faculty Senate had the most intensive and productive year in its history. In addition to an ambitious agenda again focused on supporting the quest for top-100 status, the Senate also addressed a wide range of important issues including: vital changes to the Graduate Council, the Library, and classroom technology, to provide much-needed improvements to the academic infrastructure; stage two of a plan for a University-wide general education program and many new academic programs to advance our academic reputation and attract still higher caliber students to the University; and completion of the draft for a new *Faculty Handbook*. The legislative agenda was sufficiently busy that it again necessitated the need for periodic weekly meetings of the Senate and, on occasions, continuation meetings in the same week. In summary, the Senate adopted 67 resolutions, by far the most in the Senate's history, involving (resolution number shown in parenthesis and described more fully in Section VI):

Academic Calendar

- **starting in January 2006, the Spring semester will start one week later than in the past (#26)**
- **despite the above change, Spring Break will continue to be in the first week of March (#33)**

Academic Infrastructure

- **reorganize the Graduate Council**
- **provide significant new funding to bring the library collections, particularly for monographs, print and full-text electronic serials, and database subscriptions, at least in line with the median for institutions ranked 50-100 in the *US News and World Report* (#43)**
- **establish a multi-year plan to equip and support 100% of the classrooms (#31)**
- **establish a suitable upgrade cycle for faculty computers (#8)**
- **establish a cost-effective centralized process for the acquisition, distribution, upgrade and retirement of academic software across multiple platforms (#6)**
- **establish a centralized facility for research computing and computational training staffed and supported by Information Services (#7)**
- **establish the new *ad hoc* Senate Committee on Information Technology as the primary body for making policy recommendations on all IT-related issues (#2)**
- **empower the *ad hoc* Senate Committee on Information Technology to develop the infrastructure for new and emerging technologies (#9)**

Budget Process

- **change the existing budget process to include greater transparency and improved academic input (#46)**

Faculty

- **recommendation for a 4.9% merit increase for faculty salaries for 2005-06 (#18)**
- **recommendation for a \$0.8 million faculty equity pool for 2005-06 (#19)**
- **establish faculty peer- and self-assessment systems to support improved teaching (#24)**
- **establish a Distinguished Teaching Fellows Program (#25)**
- **establish University e-mail accounts for all retired University faculty and staff (#36)**
- **expand the employee benefits program to include on-line courses (#37)**
- **establish a \$1,000 annual faculty development award to each faculty member (#38)**

Faculty Handbook

- **completion of the new Faculty Handbook review with 6 resolutions on sections I, II, III, and VI of the new Faculty Handbook (#29, 32, 34, 35, 47, 60)**

Programmatic

- new stage-2 proposal for a **University-wide General Education Program (#16, 44)**
- new **Certificate of Advanced Graduate Study in Educational Leadership (#58)**
- new **Certificate of Advanced Graduate Study in Nursing (#23)**
- new **Associate Degree in Paralegal Studies (#11)**
- new **Bachelor of Science in Environmental Studies (#10)**
- new **Bachelor of Science in Human Services (#49)**
- new **Bachelor of Science in Information Technology (#48)**
- new **Bachelor of Science in Leadership (#12)**
- new **Bachelor of Science in Organizational Communication (#21)**
- new **Bachelor of Science in Public Affairs (#50)**
- new **Master of Architecture (#45)**
- new **Master of Arts in Communication, Media, and Cultural Studies (#56)**
- new professional **Masters in Marine Biology (#42)**
- new **Master of Interpreter Pedagogy (#52)**
- new **Master of Liberal Arts (#15)**
- new **Master of Professional Studies in Digital Media (#54)**
- new **Master of Professional Studies in Informatics (#14)**
- new **Master of Professional Writing and Information Design (#40)**
- new **Master of Science in Corporate and Organizational Communication (#27)**
- new **Master of Science in Leadership (#13)**
- new **Master of Science in Neuroscience (#57)**
- new **Master of Science in Regulatory Affairs for Drugs, Biologics and Medical Devices (#28)**
- new direct entry **Master of Science in Respiratory Therapy (#39)**
- new **Master of Sports Leadership (#53)**
- new clinical **Doctoral Degree in Physical Therapy (#55)**
- new graduate entry **Doctor of Pharmacy (#41)**
- new transitional **Doctor in Physical Therapy (#22)**
- new **Doctor of Philosophy in Neuroscience (#57)**
- new dual **Doctor of Philosophy in Neuroscience and Psychology (#57)**
- name change of **Bachelor of Arts in Music with a Concentration in Music Literature to Bachelor of Arts in Music with a Concentration in Music History and Analysis (#65)**
- name change of **Bachelor of Arts in Geology to Bachelor of Arts in Earth Sciences (#66)**
- name change for the Athletics Training Program from **Bachelor of Science to Bachelor of Science in Athletics Training (#61)**
- transfer of **Master of Education from the School of Education to the School of Professional and Continuing Studies (#51)**
- suspension of **undergraduate admission into the Respiratory Therapy Program (#62)**
- suspension of **undergraduate admissions into the Exercise Physiology Program (#63)**
- suspension of the **Master of Science in Cardiovascular Perfusion (#67)**
- suspension of **undergraduate admission to the Medical Laboratory Science Program (#68)**
- elimination of **Bachelor of Arts in Music Literature and Performance (#64)**

- elimination of **Master of Science in Rehabilitation in Counseling (#20)**

The following sections II-VI summarize details of the 2004-05 Senate's activities and outcomes for its actions.

II. SENATE INITIATIVES IN SUPPORT OF TOP-100 STATUS

1. Senate Agenda Committee

After broad consultation with the members of the faculty and senior administration, the Senate Agenda Committee (SAC) determined that the primary focus for the 2004-05 Faculty Senate would again be initiatives in support of the University's goal for top-100 status among national research universities. SAC therefore presented charges to key Senate committees that addressed issues with the potential to advance our academic reputation, and with the potential to enhance our attractiveness to academically stronger student cohorts, two critical elements for our progress towards top-100 status.

For 2004-05, SAC continued the pilot initiative begun last year that created "Special Standing Committees." A Special Committee consists of a regular Standing Committee of the Senate plus additional members, usually drawn from the academic deans. The effort was intended to draw a broader expertise and viewpoint into the consideration of certain academic initiatives. The initiative has been generally viewed as a success by both faculty and administrators.

The Information Systems Policy Committee, the Library Policies and Operations Committee, and the Research Policy Oversight Committee approved as new standing committees by the 2002-03 Faculty Senate were continued as *Ad Hoc Committees* following the general charges and membership prescribed by the Senate resolutions. Although the required faculty referendum on these and other changes to the Senate Bylaws was held this Spring 2005 and overwhelmingly approved these changes, President Freeland disapproved the proposed Bylaws during this summer.

Background information for the charges to the various Senate Committees was given by the Chair of the Senate Agenda Committee in his address to the University in October 2004, and in his November 2004 report *Life at the Top* to the Senate, both of which can be found on the Senate website at:

[Robert P. Lowndes Address to the University, 6 October 2004](#)

[Life at the Top, Robert P. Lowndes Report to the Senate, 7 November 2004](#)

The following is a summary of Senate initiatives given to the Special, Standing, and *Ad Hoc* Committees of the 2004-05 Senate.

2. Special Committee on Academic Policy.

Background

Last year, the 2003-04 Special Committee on Academic Policy was asked to recommend an innovative template for a general education program for Northeastern students that would satisfy the students' needs for a general, interdisciplinary and contextual education in preparation for life and work in the twenty-first century, that would provide competitive advantage to recruit and retain still higher caliber students to the University, that would provide enhancement for the University's academic reputation, and that would address repeated earlier accreditation concerns by NEASCC in time for the University's next accreditation in 2008. The Committee was asked to generate such a program for all students or, recognizing that the constraints facing some units might preclude all students from participating, for the vast majority of students.

The Committee's report could not be considered in 2003-04 because of the overload of business, but the Committee's report and recommendations were approved early in the 2004-05 legislative agenda. Following this, the 2004-05 Special Committee was asked to address the following charge.

Charge

“Based on the principles contained in the report and recommendations of the 2003-04 Special Committee on Academic Policy, the 2004-05 Special Committee was asked to prepare a report on the following two-part charge:

1. Construct the curricular parameters from which individual Colleges and Units can build major-specific requirements for a University-wide general education template, and to test these parameters on a range of specific programs.
2. Develop a full-cost budget for the proposed general education program.

In developing these, the Committee is asked to exercise due diligence concerning the accreditation standards of all academic units where these exist, and to insure that students throughout the University retain a reasonable level of flexibility to explore within and beyond their disciplines.

The Agenda Committee believes strongly that this next phase, stage II, needs to be completed in 2004-05. The Committee is therefore asked to present its report on this charge to the Senate Agenda Committee by no later than 15 March 2005.”

Outcomes

1. Because of the overload of business, the 2003-04 Special Committee's report on the two charges addressing a general education program could not be considered by the 2003-04 Senate. Their report is available on the Faculty Senate website at:

[2003-04 Special Committee on Academic Policy, Summary Report on General Education, 15 April 2004](#)

and was acted on by the 2004-05 Senate. The resolution adopted by the Senate based on this Committee Report, and subsequent actions on it, are given in Section VI of this Annual Report, resolution # 16.

2. The report of the 2004-05 Special Committee on their charges on general education is available on the Faculty Senate website at:

[2004-05 Special Committee on Academic Policy, Stage II Report on a University-wide General Education Proposal, 28 March 2005](#)

The resolution adopted by the Senate based on this Committee Report, and subsequent actions on it, are given in Section VI of this Annual Report, resolution # 44.

The Senate approved that this Stage II General Education Report be sent to all Colleges with full-time undergraduate programs with a request that all Units with Undergraduate majors review the proposal, work out how their major programs might fulfill the proposed General Education requirements, and report back by January 15, 2006 to the Senate's 2005-06 Committee on Academic Policy on their solutions, problems, and implementation funding needs. Based on this

information, the Special Committee would make final adoption recommendations to the Senate for its consideration by the end of the Spring Semester 2006. If the General Education requirements are then adopted (with appropriate resources provided) by the University, roll-out would begin with the class of 2012, entering the University as freshmen in September, 2007.

3. Special Committee on Enrollment and Admissions Policy

Background

The 2003-04 Senate unanimously approved the following resolution from the 2003-04 Special Committee on Enrollment and Admissions Policy:

“WHEREAS, the academic quality of incoming freshmen classes has, during recent years, been on an upward trajectory as measured by SAT scores and high school GPA, and

WHEREAS, during the same period of time the profile of external transfer students has remained relatively static, and

WHEREAS, external transfer students comprise a portion of the annual enrollment cohort for academic units, and

WHEREAS, a number of leaders of academic units have expressed the view that transfer students, as a group, are not as academically prepared as the higher caliber of freshmen that we now attract, and

WHEREAS, these unit leaders report the presence of a potential bimodal distribution of academic performance in some classes; therefore,

BE IT RESOLVED That the Faculty Senate commission, under the auspices of this Standing Committee, a study undertaken by Institutional Research that examines a range of data points concerning the academic preparedness of transfer students.

BE IT FURTHER RESOLVED That, after receiving the aforementioned study, this Standing Committee, recognizing the impact of increased selectivity on transfer enrollments and in consultation with the Provost’s Office and Enrollment Management, be charged with making specific recommendations regarding enrollment, admission and academic performance of transfer students.

BE IT FURTHER RESOLVED That the Provost’s Office work with the Office of Admissions to increase recruitment of competitive transfer students, particularly, in under-enrolled majors.

BE IT FURTHER RESOLVED That such recommendations, if any, be submitted to the Faculty Senate no later than March 15, 2005.”

This, therefore, provided the foundation for the charge to the 2004-05 Special Committee.

Charge

The Senate Agenda Committee requested that the Committee prepare a report on the following charge.

“Consistent with the 2003-04 Senate resolution on this matter, the Special Committee is asked to work with the Office of Institutional Research and Planning to commission and then examine a range of data points concerning the academic preparedness of transfer students and the patterns in which they utilize University teaching resources. Based on these and any other data that the Committee may wish to include, the Committee is asked to make specific recommendations regarding the enrollment, admission and academic performance of transfer students.”

The Committee was asked to present its report on this charge to the Senate Agenda Committee by no later than 15 March 2005.

Outcomes

No report was received from the Committee.

4. Committee on Faculty Development

Background

The Senate Agenda Committee, responding to concerns about erosion of some faculty fringe benefits, and the need for the consideration of some other new fringe benefits, asked the Committee on Faculty Development (CFD) to address benefits issues related to online courses and study abroad programs, tuition reciprocity programs with other institutions, NU e-mail access for faculty and staff retirees, and a family leave policy.

Charge

The Senate Agenda Committee asked the 2004-05 CFD to address and report back on the following four charges:

“1. The CFD is asked to contact the office of the Senior Vice President for Administration and Finance, the office of the Vice President for Human Resource Management, or any other pertinent administrative unit, in order to obtain statements of policy regarding restrictions on employee tuition benefits for online courses and study abroad programs. The CFD should also ask for any statements justifying such restrictions. The CFD should then contact the units providing such courses and/or programs and ask for comments regarding the cogency of the restrictions and any statements justifying them.

Acting on the basis of the investigation described above, the CFD is asked to report back to the SAC on this charge by no later than 1 March 2005. If there is need of a resolution or resolutions regarding the current policy, such a resolution or resolutions should accompany this report.

2. The CFD is asked to contact the office of the Senior Vice President for Administration and Finance in order to ascertain the degree to which the University is willing to enter into discussions with a consortium of current overlap institutions as to the feasibility and desirability of entering into a tuition reciprocity agreement. Under the terms of such an agreement, the dependents of benefits-eligible University employees admitted to other consortium universities would be able to pursue an undergraduate degree with the same tuition benefits currently applicable to such study at Northeastern, or at a deeply discounted cost. The benefits-eligible dependents of the employees of other consortium universities admitted to Northeastern would likewise be able to pursue an undergraduate degree with comparable benefits.

Acting on the basis of the inquiry described above, the CFD is asked to report back to the SAC by no later than 15 March 2005 as to the University's willingness to explore such an arrangement and offer a resolution or resolutions as appropriate to speed that exploration.

3. The CFD is asked to contact the office of the Senior Vice President for Administration and Finance, the office of the Vice President for Human Resource Management, the office of the Vice President for Information Services, or any other pertinent administrative unit, for the purpose of determining the feasibility of offering access to Northeastern's e-mail system as a benefit for retired University employees.

Acting on the basis of the inquiry described above, the CFD is asked to report back to the SAC by no later than 15 March 2005 as to the desirability of such a benefit for retirees and the University's willingness to offer such a benefit and offer a resolution or resolutions as appropriate to speed that benefit's implementation.

4. The CFD is asked to contact the office of the Senior Vice President for Administration and Finance, the office of the Vice President for Human Resource Management, or any other pertinent administrative unit, in order to extend the current interim maternity leave policy as a parental leave or family leave policy. The CFD should also ask for any statements that justify limiting the current policy to maternity leave.

Acting on the basis of the inquiry described above, the CFD is asked to report back to the SAC by no later 1 April 2005, with a resolution or resolutions regarding the policy.”

Outcomes

Because of the overload of business, the report of the 2003-04 Special Committee on Faculty Development on teaching excellence could not be considered by the 2003-04 Senate. Their report is available on the Faculty Senate website at:

[2003-04 Special Committee on Faculty Development Report on Teaching Excellence, 24 March 2004](#)

and was therefore acted on by the 2004-05 Senate. The resolutions adopted by the Senate based on this Committee Report, and subsequent actions on them, are given in Section VI of this Annual Report, resolutions # 24, 25, and 38.

The reports of the 2004-05 Committee on Faculty Development on tuition reciprocity for dependents of University employees, on tuition benefits for online courses, on e-mail access for retired University employees, on tuition benefits for study-abroad programs, and on tenure clock for parental leave can be found at:

[2004-05 Committee on Faculty Development Report on Tuition Reciprocity for Dependents of University Employees, 1 March 2005](#)

[2004-05 Committee on Faculty Development Report on Tuition Benefits for Online Courses, 1 March 2005](#)

[2004-05 Committee on Faculty Development Report on E-mail Access for Retired University Employees, 1 March 2005](#)

[2004-05 Committee on Faculty Development Report on Tuition Benefits for Study Abroad Programs, 13 March 2005](#)

[2004-05 Committee on Faculty Development Report on Tenure Clock Adjustments, 31 March 2005](#)

The resolutions adopted by the Senate based on these Committee Reports, and subsequent actions on them, are given in Section VI of this Annual Report, resolutions # 36 and 37.

5. Committee on Financial Affairs

Background

The 2004-05 Committee on Financial Affairs was asked to continue to focus on faculty salaries, enhanced investment in the basic colleges, improvements to the budget process, and, possibly, investments in new buildings and facilities.

A key area for improvement that would support our top-100 goal continues to be faculty salaries. Two major factors in the *US News and World Report: 2005 America's Best Colleges* rankings are directly related to salaries: academic reputation (25% of the total ranking) and faculty resources (20% of the total ranking).

Academic reputation depends on the quality, commitment and successes of the professoriate. Faculty salaries play a vital role to this end. Competitive faculty salaries are essential for both the retention of existing faculty and recruitment of new faculty. Northeastern's 2003 ranking for academic reputation slipped to 125th, down from 105th in the 2001 rankings, but the 2004 and 2005 rankings for academic reputation show us at 112th and 97th, respectively. Undoubtedly, the president's recent extensive public relations efforts to highlight NU have helped in the institutional advance over the last two years.

Six factors are used by the *US News* from the 2003-04 academic year to assess a school's commitment to instruction through the "Faculty Resources" category. Class size has two components: the proportion of classes with fewer than 20 students (30 percent of the faculty resources score) and the proportion with 50 or more students (10 percent of the score). Faculty salary (35 percent) is the average faculty pay, plus benefits, during the 2002-03 and 2003-04 academic years, adjusted for regional differences in the cost of living (using indexes from the consulting firm Runzheimer International). They also weigh the proportion of professors with the highest degree in their fields (15 percent), the student-faculty ratio (5 percent), and the proportion of faculty who are full time (5 percent).

According to the *US News*, Northeastern's ranking for faculty resources has declined steadily over the years. In 1996, for example, Northeastern's overall national ranking was 138th but its ranking for faculty resources was 96th, this latter then being Northeastern's best ranking of any of the factors used (i.e. academic reputation, retention, faculty resources, selectivity, financial resources, alumni giving, and graduation rate). Since 1996, Northeastern's ranking for faculty resources has deteriorated markedly from being its best component to its worst component. In 2003 it was 195th; in 2004, it was 147th; and in 2005 it is 159th.

A second key area for change continues to be investments in the Colleges. Over the past many years, the total budgets of the basic colleges grew at a dramatically smaller rate than the other sectors of the University as the University committed extraordinary levels of funds to important investments in the University infrastructure. Last year, the Senate was successful in working with others to secure the new (approximately \$25 million at about \$5 million per year for five years) Academic Investment Plan. As is known, though, the ultimate size of the original request for this initiative was significantly reduced in the

Funding Priorities Committee and in the Budget Committee, and then was further constrained by the imposition of benchmarks for retention, increased overhead from grants and increased graduate revenues and the like. Even if everything were to go to plan, the NU student/faculty ratio at the end of five years will still be worse than the ratio that our competitors currently have. SAC therefore believed that investment in the Colleges must continue to be a special priority.

A particular component of this need, though not the only one, concerns the declining size of the professoriate. During the last three years, reports to the Senate ([The State of the Professoriate at NU, Robert P. Lowndes, 2001](#); [A Primer on Progress, Robert P. Lowndes, 2002](#); [Life on the Edge, Robert P. Lowndes, 2003](#)) have described a significant decline in the size of the professoriate since 1990-91, despite a sharp increase in recent years in the full-time student headcount to above the headcount levels in 1990-91. A similar report to the Senate in 2004 ([Life at the Top, Robert P. Lowndes, 2004](#)) shows these trends unchanged. In the fall of 2003, the basic colleges had a total of 588 tenured and tenure-track faculty compared to 594 (2002), 590 (2000), 635 (1996), and 775 (1990). The full-time student headcount (i.e. the total of full-time undergraduates and graduates including those from the School of Law) in the fall of 2003 was 17,317, compared to 16,941 (2002), 16,456 (2000), 14,135 (1996), and 16,239 (1990). What continues to be troubling is that this decline in the professoriate appears to have been compensated for via a sharp increase in full-time lecturers and the like.

A third key area for change continued to be the University budget process. The President accepted recommendations from the 2003-04 Senate Agenda Committee for improvement in the budget process, especially aspects of the operations of the Budget Committee and the Funding Priorities Committee. This was good progress, but still more changes were needed.

A fourth key area concerned investments in new buildings and facilities. During the last five years through 2004, there had been a more than a \$400 million investment in new facilities with the major focus being on improving the dormitories. There has been little transparency or involvement of the academic deans or the faculty in this investment. There is a growing concern that increased investments are needed for classroom facilities and new research facilities, but no apparent willingness or progress to address these.

Charge

Accordingly, the Senate Agenda Committee requested that the Committee on Financial Affairs prepare a report on the following three-part charge:

“1. Based on current information and any other analyses that it may wish to undertake, the Committee is asked to make recommendations on appropriate merit raises and equity adjustments for 2005-06, with a particular emphasis on restoring Northeastern’s earlier competitive advantage. The recommendation for equity/market adjustment raises should include consideration of matchmate data collected by the Office of University Planning and Research, appropriately adjusted for cost of living factors if possible. The Committee should present its recommendations on these matters to the Faculty Senate Agenda Committee by 20 October 2004, and to the Senate on 27 October.

2. In close collaboration with the Provost and the academic deans, the Committee should continue to assess carefully the needs for new investment in the colleges with a special focus on increasing the size of the professoriate in the basic colleges, and faculty development moneys. The Committee should work constructively to achieve these goals within the Funding Priorities Committee and in due course, at an appropriate time to be set later, provide a report back to the Senate on the outcome of these efforts.

3. For 2004-05, all members of the Committee on Financial Affairs will serve on the Committee on Funding Priorities. During these deliberations, the Committee members should consider all appropriate issues as they relate to the well being and success of the University. The Committee members should report back on the progress of the Committee on Funding Priorities in a timely and appropriate manner. Along with the Chair of the Senate Agenda Committee, the Committee on Financial Affairs should carefully consider and report back to the Senate by no later than 1 March 2005 any suggestions for further improving the annual budget process.”

SAC also indicated that it might add a fourth charge for the Committee relating to involvement by the academic sector in the planning and decision-making concerning investments in new buildings and facilities, but this did not transpire due to a discouraging position by the President on this matter.

Outcomes

1. The report of the 2003-04 Committee on Financial Affairs on Future Building Plans arrived too late to be considered by the 2003-04 Senate. The report can be found on the Senate website at:

[2003-04 Committee on Financial Affairs Report on Future Building Plans, 14 April 2004](#)

Rather than deliberate in the 2004-05 Senate on the issue concerning greater participation by the academic sector for new facilities described in the report, the 2004-05 SAC raised this issue directly in a meeting with the President and the Provost. Despite the fact the completion of building F would complete all buildings contained within the 2000 Master Plan, the President was non-committal on faculty participation in the next master-plan effort. He pointed out that the University’s building program was already set for the next several years (involving projects beyond the current master plan), and that any other new ventures would likely not happen for 4-5 years and then only if funding could be found.

2. The Committee Report on merit raises, faculty equity, and investment in the Colleges was released in October 2004 and can be found on the Senate website at:

[2004-05 Committee on Financial Affairs Report, 27 October 2004](#)

Resolutions adopted by the Senate, and subsequent actions on them, based on this Committee Report on Faculty Salaries, are given in Section VI of this Annual Report, resolutions # 17, 18, and 19.

3. The Committee report on the Annual Budget Process was released in April 2005 and can be found on the Senate website at:

[2004-05 Committee on Financial Affairs Report on the Fiscal Year 2006 Budget Process, 8 April 2005](#)

The resolution adopted by the Senate based on this Committee Report, and subsequent action on it, is given in Section VI of this Annual Report, resolution # 46.

More importantly, though, the FAC and the Chair of SAC also met with the President and Provost in April 2005 on two items connected to this report. The first was to strongly appeal the decision of the Budget Committee not to fully fund the graduate students health benefits (according to a November 2004 *Chronicle of Higher Education* report, nearly 80% of research institutions do cover such benefits). The President expressed a willingness to consider this should additional revenues arise in the 2006 budget. The second was to advocate change to the budget process given the extreme unhappiness with the time consuming and inefficient way that the CFP was run, with the marginalizing of faculty representation on

the CFP, and, despite assurances by the President last year, by the lack of a meaningful opportunity to reconcile the Budget Committee recommendations with those of the CFP. The FAC and the Chair of SAC proposed a new, smaller, single committee to replace the Budget Committee and the Committee on Funding Priorities, to be co-chaired by the Senior Vice President for Administration and Finance and the Senior Vice President for Academic Affairs, with improved academic representation. The President was supportive of considering this, and subsequently a new committee - the Fiscal Advisory Committee – has been established that reflects the recommendations made directly to the President by FAC and in their [Report on the Fiscal 2006 Annual Budget Process](#).

6. Ad Hoc Information Services Policy Committee

Background

Until all appropriate approvals are realized, the new standing committee on Information Services Policy will continue to operate as an *ad hoc* committee pursuing its scope of operations as voted by the Senate.

Charge

“The Agenda Committee understands that there are many significant issues that are important for the Committee and the University to address in the general area of information technology. We also understand that some of these might demand more than one academic year to address. Accordingly, we ask that you first develop a list of information technology issues prioritized in terms of their criticality for research and teaching in a top-100 university, and to report back on these to the Senate Agenda Committee by no later than 15 November 2004. From your list, we will then select issues for the Committee to address this year and to report back to the Senate by 15 March 2005.”

After receiving the Committee’s suggestions, SAC then selected the following prioritized items for the Committee to address in its report:

- 1) Faculty teaching and research needs.
- 2) Improvements in the capabilities of the Registrar’s database.
- 3) Classrooms and teaching laboratories.
- 4) Academic software essential for teaching and research.

The Committee was asked to report back on these by 15 March 2005.

Outcomes

1. The 2003-04 Committee was asked to address the following three-part charge:
 1. To recommend the appropriate level of IT support for teaching in general, and for college-based teaching and support laboratories in particular.
 2. To recommend the appropriate level of IT support for computational research and research training infrastructure on campus.
 3. To review and make recommendations regarding convergent and emerging technologies including those on Campus and those in support of distance and mobile computing needs.

The 2003-04 Committee's report on these charges was received in April 2004 and can be found on the Senate website at:

[2003-04 Committee on Information Systems Policy Report, 7 April 2004](#)

The report was unable to be considered by the 2003-04 Faculty Senate due to a lack of time. The report was therefore considered by the 2004-05 Faculty Senate. Resolutions adopted by the Senate based on this Committee Report, and subsequent actions on them, are given in Section VI of this Annual Report, resolutions # 1, 2, 3, 4, 6, 7, 8, 9, and 31.

2. The 2004-05 Committee was unable to report back by 15 March. It was agreed that the Committee report would be submitted to SAC by early September 2005. No report has been received.

7. Ad Hoc Library Operations and Policies Committee

Background

Until all appropriate approvals are realized, the new standing committee on Library Operations and Policies will continue to operate as an *ad hoc* committee pursuing its scope of operations as voted by the 2002-03 Senate.

In recent years, investments in our academic operations have been limited. For example, the total operating budget for the University rose by 39%, from \$282 million in fiscal 1998 to \$393 million in fiscal 2003. During this period, though, the library budget increased by just 9%, total basic college budgets rose by only 27.5%, but all other budgets rose by an average of 45%. Last year, the Senate worked closely with the Provost and the Deans to rectify this and the outcome was the creation of the Academic Investment Plan, which has provided new resources for the Library.

Despite these gains, further enhancement of the Library, especially in terms of its collections, seems vital if the University is to move towards top-100 status as a research university.

Charge

The Senate Agenda Committee asked the *Ad Hoc* Committee on Library Policies and Operations to address the following three-part charge and prepare a report on at least the second and third parts:

- “1. The Committee is asked to advise the Dean of Libraries on all policies, strategic plans and operations of the Libraries.
2. The Committee is asked to evaluate the funding needs of the libraries and prepare a five-year plan consonant with the goals of the Academic Investment Plan. The five-year plan should account for the toll of inflation on the libraries' materials budget and for the growth of the print and electronic collections necessary to meet the instructional and research needs of Northeastern University. This plan should be prepared if possible in advance of the University's deliberations for the 2005-06 budget.
3. Many universities and research institutes in the United States and abroad have issued statements and taken actions to support open access to periodical information as a means of combating periodical inflation and ensuring equitable distribution of scholarly information, particularly the results of research paid for by government grants. The Committee is asked to explore the issues involved in the movement to provide free online access to scholarship

(Open Access Movement) and recommend actions that it deems appropriate to support the movement.”

The Committee was asked to provide its report on #2 before the University’s deliberations on the 2005-06 budget if possible, and its report on #3 by no later than 15 March 2005.

Outcomes

The Committee report on a Library budget plan for 2005-09 is available on the Senate website at:

[2004-05 Committee on Library Policies and Operations Report on the Library Budget Plan for 2005-09](#)

The resolution adopted by the Senate based on the Committee Report, and the subsequent actions on it, are given in Section VI of this Annual Report, resolution # 43.

No report on charge #3 was received.

8. Ad Hoc Research Policy Oversight Committee

Background

Until all appropriate approvals are realized, the new standing committee on Research Policy Oversight will continue to operate as an *ad hoc* committee pursuing its scope of operations as voted by the 2002-03 Senate.

The University’s sponsored research activities have been faltering in recent years. Table 3 in [Life at the Top](#) (Robert P. Lowndes, 2004), summarizes total research expenditures for the University and by field for 1990, 1995, 2000, 2001, and 2002 (the most recently available ranking). Nationally, the total research expenditures for all institutions increased by 21% during 2000-2002, but at Northeastern they increased only by 9%. During this same time period, the total federal research expenditures for all institutions increased by 25%, but at Northeastern these declined by 10% (and this includes two large grants for CenSSIS and Physics). Northeastern’s 2002 ranking for total research expenditures was 160th, and for federal research expenditures was 159th. These are disappointingly close to our corresponding rankings in 1990 (i.e. before smaller and better).

Obviously, the University must do better since sponsored research activity is a measure frequently used to assess the caliber of the faculty and graduate programs at an institution, and thereby some measure of its academic reputation. There is a strong correlation between sponsored research activities and top-100 institutions.

Unfortunately, forecasts suggest that marked reductions may lie ahead in key funding areas by the federal agencies, and our exposure to such may impact the growth projections of our academic investment plan. Nevertheless, the Colleges must move aggressively, supported by the Office of the Provost, to significantly improve our sponsored research funding levels through these agencies. In addition, though, the University must explore opportunities to capture and sustain a more diverse funding base such as that offered by commercial research contracts and corporate joint ventures. There is a substantial market for joint ventures with partners both in the public and corporate sector and for technology transfer of intellectual property to the local and regional industrial sector. These opportunities are likely to grow as the economy regains momentum and relate well to the NU brand as a leader in experiential education.

Charge

The Research Policy Oversight Committee (RPOC) was asked to address the following three-part charge:

- “1) To continue its roundtable discussions of last year to identify major issues where actions are needed to improve the University’s competitiveness in sponsored research and to develop solutions to accompany this. The SAC asks the RPOC to report back on these by 15 April 2005.
- 2). Over many years, including discussions last year in the RPOC, principal investigators have labored under a poor and time-consuming accounting system for their grants and contracts. Some solutions were discussed last year. The RPOC is asked to report back to SAC by no later than 1 March 2005 on what has been done to rectify this problem, and what, if anything, remains to be done.
- 3). The RPOC is asked to formulate a strategy for the effective development and management of partnerships such as commercial research contracts and corporate joint ventures that address issues such as the appropriate marketing of our expertise base, expeditious and professional handling of administrative matters, and excellent communication between our research office, corporate partnerships and development offices. The RPOC is asked to provide its report and recommendations on this matter to the SAC by no later than 1 April 2005.”

In the Spring semester, concerns were brought to SAC that there seemed to be a heightened risk-aversion by the administration in dealing with agreements and contracts with collaborating institutions and corporations. Our agreements and contracts were overly long and restrictive in comparison to those used by MIT and Harvard, for example, and this was putting our faculty in a non-competitive situation and creating barriers for research support. Some corporations were becoming impatient with this. The President and Provost were concerned. It was agreed that SAC would ask the Research Policy Oversight Committee (RPOC) to address immediately the following fourth charge:

- “4) SAC charges the RPOC to study the impact of Northeastern's legal processes on the speed and efficiency with which principal investigators are able to propose and conduct research. The RPOC should concern itself particularly with the timeliness of the processes governing the development of agreements covering intellectual property and indemnification from liability in research contracts with industry, as well as the substance of the agreements themselves. The RPOC should compare, as much as possible, Northeastern's legal policies with those in force at other universities, and compare the timeliness of the drafting of research-related contracts elsewhere with the timeliness at Northeastern.

SAC charges the committee to make recommendations for modification of the legal processes to facilitate the development of industry support for research. The timeline for these recommendations should be commensurate with the importance that the committee attaches to this issue, but the report and recommendations should be received no later than 1 April 2005.”

Outcomes

No report was received from the Committee on charges # 1-3. A report was issued on charge # 4 and this can be found on the Senate website at:

[2004-05 Committee on Research Policy Oversight Report on Legal Processes Relating to Research Agreements, 21 March 2005](#)

No resolution was brought to the Senate on this matter. Rather, the SAC discussed this report with the President and the Provost and it was agreed that the President would address the matter directly without need for a Senate resolution and vote.

III. SENATE INITIATIVES RESPONDING TO FACULTY CONCERNS

1. Ad Hoc Faculty Handbook Review Committee

Background

In 1999, the Senate Agenda Committee established a Faculty Handbook Revision Committee to update the *Faculty Handbook*. The Faculty Handbook Revision Committee grew out of a resolution passed by the Faculty Senate on 3 May 1999, that a committee be convened to rewrite the tenure and promotion sections of the *Faculty Handbook*. Subsequent discussions of the Agenda Committee with President Freeland led to agreement that this committee should review the entire *Handbook*.

In the Spring of 2001, the Faculty Handbook Revision Committee delivered a [*Draft for a New Faculty Handbook*](#).

The draft was significantly different in format and content from the current operating [*Faculty Handbook*](#). The 2000-01 Faculty Senate began deliberations on the new draft in the Spring quarter, but very serious concerns were raised about the draft both in the 2000-01 Faculty Senate and from the faculty generally. The 2000-01 year ended with the Senate deliberations unfinished on the *Draft for a New Faculty Handbook*.

The *Faculty Handbook* is an extremely important document addressing many legal issues, contractual obligations, property rights, and due processes. It is vital for the faculty that these not be compromised, eroded, or unwittingly changed in any way. Given the importance and complexity of the *Draft for a New Faculty Handbook*, and the extensive concerns raised with it, the 2001-02 Senate Agenda Committee decided to suspend further Faculty Senate discussions on the draft and to proceed in the interim by referring the draft to a new committee – the *Ad Hoc Faculty Handbook Review Committee*. The purpose of this Committee was to prepare a report that would facilitate an eventual Faculty Senate deliberation leading to a new *Faculty Handbook*.

Charge

The 2001-02 Senate Agenda Committee asked the *Ad Hoc Faculty Handbook Review Committee* to carefully evaluate the *Draft of a New Faculty Handbook* (excluding the sections already acted on by the Senate) to ensure that the integrity and substance of the current operating *Faculty Handbook* and the *Operations Manual*, including any related changes subsequently approved by the Faculty Senate, was maintained, and to present a report that would facilitate a productive discussion in the Faculty Senate on this issue. The report was to address, but was not confined to, the following issues:

1. The identification of all substantive changes in material, either by addition or by deletion, not covered in the current *Faculty Handbook* and *Operations Manual*, but which has been approved by the Faculty Senate or promulgated by the Administration (with dates and details of these actions where possible).

2. The identification of all other changes in material, either by additions or deletion, not covered in the current *Faculty Handbook* and *Operations Manual*.
3. Within the items covered in (b), the identification of all material that might impact the collective faculty interests, and/or the integrity of the current operating *Faculty Handbook* and *Operations Manual*.
4. Make recommendations for Faculty Senate action on any or all of the above.
5. Make a recommendation on whether or not the current practice should be continued of having material germane to faculty interest contained in a separate *Faculty Handbook* and *Operations Manual*.

The Committee was originally asked to present its recommendations on these matters by no later than 25 January 2002. However, the task proved far more extensive than originally anticipated. An *Interim Report on Section VI of the Handbook* was received in late Spring of 2002, but too late for consideration by the 2001-02 Faculty Senate.

During 2002-03, the Senate completed its initial deliberations on Section VI of the Handbook.

During 2003-04, the Senate completed its initial deliberations on eight resolutions concerning Sections IV and V of the *Faculty Handbook*. The resolutions adopted by the Senate, were given in Section VI of the [2003-04 Faculty Senate Annual Report](#), resolutions #15, 17, 18, 19, 20, 23, 24, and 25.

During 2004-05, the Senate completed its deliberations on 6 resolutions on sections I, II, III, and VI of the new Faculty Handbook, a new "Conflict of Commitment and Interest Policy," and a final vote endorsing the [Faculty Handbook Final Draft, 11 April 2005](#). The resolutions adopted by the Senate, are given in Section VI of this Annual Report, resolutions # 29, 32, 34, 35, 47, and 60.

In addition, the SAC held the required faculty referendum on the new Faculty Senate Bylaws (which are part of the Faculty Handbook), and this resulted in a strong affirmative vote of 167-2-0. However, in the Summer 2005, President Freeland disapproved of the new Faculty Senate Bylaws and his comments can be found in Section VI of this Annual Report under resolution # 29. It is unfortunate that the President, who was well aware of the full detail in the Faculty Senate Bylaws before and after the Senate deliberations and vote, and before the faculty referendum, chose to wait until many weeks after the referendum before responding.

IV. OTHER SENATE AGENDA COMMITTEE ACTIONS

1. Ad Hoc Committee on the Graduate Council

Background

Following President Asa Knowles' important advocacy in 1960 for the introduction of doctoral programs at Northeastern, the Faculty Senate wisely recommended the creation of a University Graduate Council in 1966 to address the subsequent rapid growth in graduate programs at all levels. Over the years, the Faculty Senate has been extremely appreciative of the work and recommendations of the Graduate Council in undertaking its responsibilities for both new and existing graduate programs with diligence and careful professionalism.

Since the Graduate Council was created, the number and size of the graduate programs at Northeastern have grown significantly, and the external markets for graduate programs are significantly different. Given these changes, and given the vital importance of graduate programs in shaping our academic reputation and for our quest for top-100 status, the SAC and the Provost agreed that this was a very appropriate time to assess possible ways in which the structure and operations of the Graduate Council might be enhanced to help achieve our goal.

Charge

“Consistent with our drive for top-100 status, and consistent with the changing and competitive demands of the external market place, therefore, SAC asks the *Ad Hoc* Committee to develop specific recommendations on the structure and operations of the Graduate Council that will enable:

- a) the timely and appropriate consideration of new programs;
- b) the timely and appropriate evaluation of existing programs;
- c) an appropriate and effective advocacy for the recruitment and retention of graduate students.

The Committee is asked to present its report to SAC by no later than 15 March 2005.”

Outcomes

The Committee's report on their charge can be found on the Senate website at:

[Ad Hoc Committee on the Graduate Council Report, 15 March 2005](#)

The resolution adopted by the Senate based on the Committee Report, and the subsequent actions on it, are given in Section VI of this Annual Report, resolution # 59.

V. COMMITTEES: MEMBERSHIPS AND OUTCOMES

1. Senate Standing Committees

In the following, * indicates a member of the Special Standing Committee but not the Standing Committee.

Special Committee on Academic Policy

Professor Gerald H. Herman, Chair (History)
 Professor Brendan Bannister (Human Resources Management)
 Professor Robert P. Futrelle (Computer & Information Science)
 Professor Nancy Kindelan (Theatre)
 Professor Thomas O. Sherman (Mathematics)
 Professor William E. Wray (Arts & Sciences-Cooperative Education)
 Vice Provost Malcolm D. Hill, *ex officio* (Undergraduate Education)
 *Dean Jack R. Greene (Criminal Justice)
 *Associate Dean Richard J. Scranton (Engineering)
 *Dean Stephen R. Zoloth (Bouv )

Special Committee on Enrollment and Admissions Policy

Professor Richard Rasala, Chair (Computer & Information Science)
 Professor Neil O. Alper (Economics)
 Professor Brendan Bannister (Human Resources Management)
 Professor Dennis R. Cokely, (American Sign Language)
 Professor Bahram Shafai (Electrical & Computer Engineering)
 Senior Vice President Philomena Mantella (Enrollment Management)
 *Dean Allen L. Soyster (Engineering)
 *Dean Thomas E. Moore (Business Administration)

Committee on Faculty Development

Professor Edward G. Wertheim, Chair (Human Resources Management)
 Professor Robert N. Hanson (Chemistry)
 Professor Ganesh Krishnamoorthy (Accounting)
 Professor Susan J. Roberts (Nursing)
 Professor Bahram Shafai (Electrical & Computer Engineering)

Committee on Financial Affairs

Professor Louis J. Kruger, Chair 1st semester (Counseling & Applied Education Psychology)
 Professor Yiannis A. Levendis (Mechanical & Industrial Engineering)
 Professor Joseph W. Meador (Finance and Insurance)
 Professor Michael T. Vaughn (Physics)
 Professor Bruce A. Wallin, Chair 2nd semester (Political Science)

2. Ad Hoc Senate Committees

Ad Hoc Committee on the Graduate Council

Associate Dean Agnes H. Chan, Chair (Computer & Information Science)
 Associate Dean Edward L. Jarroll (Arts & Sciences)
 Professor Ralph H. Loring (Pharmaceutical Sciences)
 Professor Ronald F. Perry (Graduate Engineering)
 Professor Stuart S. Peterfreund (English)
 Professor Christopher Robertson (General Management)
 Professor Simon I. Singer (Criminal Justice)
 Professor John W. Cipolla, Jr. (Mechanical & Industrial Engineering)
 Professor Daryl A. Hellman (Economics)
 Dean Larry A. Finkelstein (Computer & Information Science)
 Dean James R. Stellar (Arts & Sciences)
 Vice Provost Luis M. Falcon (Graduate Education)
 Vice President Christopher E. Hopey (School of Professional & Continuing Studies)

Ad Hoc Faculty Handbook Review Committee

Professor Charles H. Ellis, Jr., Chair (Biology)
 Professor William F. Crittenden (General Management)
 Professor Stephen M. Kane (Cooperative Education)
 Professor Wallace W. Sherwood (Criminal Justice)
 Professor Michael T. Vaughn (Physics)
 Professor Gerald H. Herman (History)

Ad Hoc Committee on Information Systems Policy

Professor Arun Bansil, Chair (Physics)
 Professor Joseph Ayers (Biology, and Marine Science Center)
 Professor David E. Budil (Chemistry & Chemical Biology)
 Professor John Casey (Computer & Information Science)
 Professor Helen Connolly (Economics)
 Professor Anthony P. De Ritis (Music)
 Professor Eric L. Miller (Electrical & Computer Engineering)
 Professor Carey M. Rappaport (Electrical & Computer Engineering)
 Professor Mustafa R Yilmaz (Management Science)
 Lee Fogel, SGA representative
 Linda D. Allen, University Registrar
 Leslie Hitch (Director, Academic Technology Services)
 Vice Provost Srinivas Sridhar (Research)
 Vice President Robert Weir, *ex officio* (Information Services)
 Ipek Ozer Stillman, Graduate and Professional Student Association Representative

Ad Hoc Committee on Library Policies & Operations

Professor John Casey, Chair (Computer & Information Science)
 Professor Mansoor M. Amiji (Pharmaceutical Sciences)
 Professor Arun Bansil (Physics)
 Professor Emanuel S. Melachrinoudis (Mechanical & Industrial Engineering)

Professor Harlow L. Robinson (Modern Languages)
 Professor David E. Schmitt (Political Science)
 Professor Wallace W. Sherwood (Criminal Justice)
 Dean Edward Warro, *ex officio* (University Libraries)

Ad Hoc Research Policy Oversight Committee

Professor Graham Jones, Chair (Chemistry & Chemical Biology)
 Professor Ahmed Busnaina (Mechanical & Industrial Engineering)
 Professor Paul M. Champion (Physics)
 Professor Matthias Felleisen (Computer & Information Science)
 Professor Jeffrey A. Hopwood (Electrical & Computer Engineering)
 Professor Barry L. Karger (Chemistry & Chemical Biology, and Barnett Institute)
 Professor Albert Sacco (Chemical Engineering)
 Professor Michael B. Silevitch (Electrical & Computer Engineering, and CenSSIS)
 Professor Vladimir P. Torchilin (Pharmaceutical Sciences)
 Professor Carol M. Warner (Biology)
 Vice Provost Srinivas Sridhar, *ex officio* (Research)

3. Administrator Oversight Evaluation and Evaluation Committees

Administrator Evaluation Oversight Committee 2004-2005

Professor Gerald H. Herman, Chair (History)
 Associate Dean Jeffery A. Born (Business Administration)
 Professor Dana H. Brooks (Electrical & Computer Engineering)
 Professor Elizabeth C. Cromley (Architecture)
 Associate Dean Edward L. Jarroll, (Arts & Sciences)

Committee to Evaluate Provost Ahmed T. Abdelal

Professor Raymond H. Robinson, Chair (History)
 Dean Larry A. Finkelstein (Computer & Information Science)
 Vice President Katherine Pendergast (HRM)
 Professor Philip E. Serafim (Electrical & Computer Engineering)
 Professor Jonathan B. Welch (Finance & Insurance)

Outcome: Report released 14 November 2005

Committee to Evaluate Dennis R. Cokely, Chair, Modern Languages

Professor Denis J. Sullivan, Chair (Political Science)
 Professor Kostia Bergman (Biology)
 Professor Janet L. Bobcean (Theatre)
 Professor Susan Setta (Philosophy & Religion)
 Professor Heidi Vernon (General Management)

Outcome:

Committee to Evaluate Anthony P. De Ritis, Chair, Department of Music

Professor Del Lewis, Chair (Center for the Arts)
Professor Graham Jones (Chemistry & Chemical Biology)
Professor Jorge Jose (Physics)
Professor Neal Rantoul (Visual Arts)
Professor Harlow L. Robinson (Modern Languages)

Outcome:

Committee to Evaluate Larry A. Finkelstein, Dean, Computer & Information Science

Professor David R. Kaeli, Chair (Electrical & Computer Engineering)
Professor Ramaiya Balachandra (Information/Operations & Analysis)
Professor Graham Jones (Chemistry & Chemical Biology)
Professor Hameed Metghalchi (Mechanical & Industrial Engineering)
Professor Joanne L. Miller (Psychology)

Outcome: Report released 31 May 2005

Committee to Evaluate Laura L. Frader, Chair, History

Professor Mary Loeffelholz, Chair (English)
Professor Minton F. Goldman (Political Science)
Professor Stephen G. Harkins (Psychology)
Professor Gordana Rabrenovic (Sociology & Anthropology)
Professor Jennifer B. Robinson (Criminal Justice)

Outcome: Report released 27 April 2005

Committee to Evaluate Nancy Hoffart, Dean, School of Nursing

Professor Judith Barr, Chair (Pharmacy Practice)
Professor Mansoor M. Amiji (Pharmaceutical Sciences)
Professor Hortensia Amaro (Counseling & Applied Psychology)
Professor Norman R. Boisse (Pharmaceutical Sciences)
Professor Donald M. O'Malley (Biology)

Outcome:

Committee to Evaluate Graham Jones, Chair, Chemistry & Chemical Biology

Professor Anthony P. De Ritis, Chair (Music)
Professor Gilda A. Barabino (Chemical Engineering)
Professor Donald E. Heiman (Physics)
Professor Kim Lewis (Biology)
Professor Volkmar Weissig (Pharmaceutical Sciences)

Outcome: Report released 5 July 2005.

Committee to Evaluate Phillip David Marshall, Chair, Communication Studies

Professor Susan G. Powers-Lee, Chair (Biology)
Professor Belle Adler (School of Journalism)
Professor William F. Crittenden (General Management)
Asst. Academic Specialist Ann McDonald (Visual Arts)
Professor John Portz (Political Science)

Outcome: Report released 31 May 2005.

Committee to Evaluate Steven A. Morrison, Chair, Economics

Professor Joan Fitzgerald, Chair (Law, Policy, & Society)
Professor David A. Forsyth (Chemistry & Chemical Biology)
Professor Thomas H. Koenig (Sociology & Anthropology)
Professor Mark Ramras (Mathematics)
Professor Emery A. Trahan (Finance & Insurance)

Outcome: Postponed until Fall 2005

Committee to Evaluate Susan G. Powers-Lee, Chair, Biology

Professor David E. Budil, Chair (Chemistry & Chemical Biology)
Professor Charles A. Dimarzio (Electrical & Computer Engineering)
Professor Jorge Jose (Physics)
Professor George H. Thrush (Architecture)
Professor Vladimir P. Torchilin (Pharmaceutical Sciences)

Outcome:

Committee to Evaluate Peter S. Rosen, Chair, Earth & Environmental Science

Professor Rhea T. Eskew, Chair (Psychology)
Professor Donald P. Cheney (Biology)
Professor William D. Kay (Political Science)
Professor Robert C. McOwen (Mathematics)
Professor Vladimir Novotny (Civil & Environmental Engineering)

Outcome: Report released 31 May 2005.

Committee to Evaluate Emily A. Spieler, Dean, School of Law

Professor William Crotty, Chair (Political Science)
Professor Laura L. Frader (History)
Professor Peter K. Manning (Criminal Justice)
Professor Wallace W. Sherwood (Criminal Justice)
Professor George H. Thrush (Architecture) (replaced Dean Finkelstein 1/04)

Outcome: Report released 5 July 2005.

Committee to Evaluate Stephen R. Zoloth, Dean, Bouvé

Professor Frederick C. Davis, Chair (Biology)
 Professor Robert E. Gilbert (Political Science)
 Professor William Hancock (Chemistry & Chemical Biology)
 Professor Ralph Katz (CBA, Human Resources Management)
 Professor Thomas H. Koenig (Sociology & Anthropology)

4. Ad Hoc Search Committees**Chemical Engineering Chair Search Committee (External)**

Professor Albert Sacco, Jr., Chair (Chemical Engineering)
 Professor Gilda A. Barabino (Chemical Engineering)
 Professor Daniel D. Burkey (Chemical Engineering)
 Professor Graham Jones (Chemistry & Chemical Biology)
 Professor Hameed Metghalchi (Mechanical & Industrial Engineering)

Outcome: Search Failed

Counseling & Applied Educational Psychology Chair Search Committee (Internal)

Professor Mary B. Ballou, Chair (Counseling & Applied Educational Psychology)
 Professor Stephen G. Harkins (Psychology)
 Professor Chieh Li (Counseling & Applied Educational Psychology)
 Professor Susan J. Roberts (Nursing)
 Associate Dean Ena Vazquez-Nuttall (Bouvé)

Outcome: Professor William Sanchez appointed Chair

Electrical & Computer Engineering Chair Search Committee (External)

Professor Eric L. Miller, Chair (Electrical & Computer Engineering)
 Professor Dana H. Brooks (Electrical & Computer Engineering)
 Professor Paul M. Champion (Physics)
 Professor Jeffrey A. Hopwood (Electrical & Computer Engineering)
 Professor Mishac K. Yegian (Civil & Environmental Engineering)

Outcome: Professor Ali Abur, Texas A&M University, appointed Chair

Sociology & Anthropology Chair Search Committee (Internal)

Professor Winifred Breines, Chair (Sociology & Anthropology)
 Professor Donna M. Bishop (Criminal Justice)
 Professor Catherine S. Dolan (Sociology & Anthropology)
 Professor Matthew O. Hunt (Sociology & Anthropology)
 Professor Suzanne P. Ogden (Political Science)

Outcome: Professor Thomas H. Koenig appointed Chair.

School of Technological Entrepreneurship Dean Search

Professor Ahmed Busnaina, Chair (Mechanical & Industrial Engineering)
 Professor Kenneth P. Baclawski (Computer & Information Science)
 Professor Graham Jones (Chemistry & Chemical Biology)
 Professor Ralph Katz (Human Resources Management)
 Professor Michael B. Silevitch (Electrical & Computer Engineering, and CenSSIS)
 Professor Vladimir P. Torchilin (Pharmaceutical Sciences)
 Dean Thomas E. Moore (Business Administration)
 Dean Allen L. Soyster (Engineering)
 Trustee Jean Tempel

Outcome: Paul M. Zavracky, President and COO, MicroOptical Corporation, Westwood, and former Professor in the Department of Electrical and Computer Engineering, appointed Dean.

5. Ad Hoc Mediation Committees**Grievance Committee 0304 #2**

Professor Thomas O. Sherman, Chair (Mathematics)
 Professor Deborah F. Greenwald (Counseling & Applied Educational Psychology)
 Professor Mishac K. Yegian (Civil & Environmental Engineering)

Grievance Committee 0304 #6

Professor Marjorie Platt, Chair (Accounting)
 Professor Neil O. Alper (Economics)
 Professor Robert McOwen (Mathematics)

Grievance Committee 0304 #7

Asst. Dean George R. Atkinson, Chair (School of General Studies)
 Professor Robert N. Hanson (Chemistry & Chemical Biology)
 Professor Stephen M. Kane (Cooperative Education)

Grievance Committee 0304 #8

Professor Mary Loeffelholz, Chair (English)
 Professor Anthony J. Devaney (Electrical & Computer Engineering)
 Professor Veronica L. Porter (Cooperative Education, Bouvé)

Grievance Committee 0405 #1

Professor Stacey L. Dogan, Chair (School of Law)
 Professor Gerald E. Schumacher (Pharmacy Practice)
 Professor Ibrahim Zeid (Mechanical & Industrial Engineering)

6. University Committees

Excellence in Teaching Awards Judging Committee

Professor Mary B. Ballou (Counseling Psychology)
Professor Geoffrey Davies (Chemistry & Chemical Biology)
Professor Meredith H. Harris (Physical Therapy)
Professor David Massey (Mathematics)
Professor Uichiro Narusawa (Mechanical & Industrial Engineering)
Professor Neal Rantoul (Visual Arts)
Professor Michael L. Woodnick (Communication Studies)

Outcome: The 2005 Excellence in Teaching Awards were presented to:

Professor Amilcar A. Berreto (Political Science)
Professor Ronald L. Sandler (Philosophy and Religion)
Dr. Jennifer Rivers (Earth and Environmental Sciences)
Professor Timothy J. Rupert (Accounting)

Klein University Lectureship Committee

Professor Robert P. Lowndes, Chair (Physics)
Professor Robert E. Gilbert (Political Science)
Assoc Dean Yaman Yener (Graduate Engineering)

Outcome: [Professor Barry Bluestone](#), Center for Urban & Regional Policy, selected as the 2005 Klein University Lecturer.

University Standing Appeals Committee on Tenure

Professor Anthony Iarrobino, Co-Chair (Mathematics)
Professor Mustafa R. Yilmaz, Co-Chair (Information/Operations & Analysis)
Professor Donna M. Bishop (Criminal Justice)
Professor Laura L. Frader (History)
Professor William F. Miles (Political Science)
Professor Ronald Mourant (Mechanical & Industrial Engineering)
Professor David M. Phillips (Law)
Professor Harlow L. Robinson (Modern Languages)
Professor William Sanchez (Counseling & Applied Psychology)
Professor Gilead Tadmor (Electrical & Computer Engineering)
Professor Vladimir P. Torchilin (Pharmaceutical Sciences)
Professor Carol M. Warner (Biology)
Professor Ronald J. Williams (Computer & Information Science)

VI. SENATE RESOLUTIONS AND OUTCOMES

9/15/04 0405-01. Ad Hoc Senate Committee on Information Systems (IS) Policy #1:

WHEREAS a significant portion of information technology (IT) purchasing, maintenance and support activity resides within academic units outside the purview of NU's central information services (IS),

BE IT RESOLVED That the name of the IS Policy Committee be changed to IT Policy Committee (ITPC). (25-0-0)

Action by President: Informational. Per Board Secretary, no action required (received in Senate office 10/13/2005)

0405-02. Ad Hoc Senate Committee on Information Systems (IS) Policy #2:

WHEREAS there is a critical lack of faculty governance and lack of a coherent overall structure with regard to informing campus-wide decisions on IT-related issues,

BE IT RESOLVED That the ITPC serve as the primary Faculty Senate body for making policy recommendations on all IT-related issues. The ITPC will develop a coherent plan for IT infrastructure applicable to teaching, research and service needs on a university-wide basis. (25-0-0)

Action by President: Informational. Comments: "Any comprehensive plan will have to be made in conjunction with other areas of the university and I would see this Committee's role as advisory. Funding for any plan would have to be considered by the Provost and the UFAC." Per Board Secretary, Trustee approval not required (received in Senate Office 10/13/2005)

0405-03. Ad Hoc Senate Committee on Information Systems (IS) Policy #3:

BE IT FURTHER RESOLVED That ITPC membership be expanded to include a representative of the School of Professional and Continuing Studies. ITPC membership will continue to include a representative of the Student Government Association (SGA) and the Graduate and Professional Student Association (GPSA). The ITPC will communicate with other relevant committees and groups in the university, including, but not limited to, IS, the Senate Library Committee, the Senate Research Policy Committee, the Providers' Group, the Teaching and Learning with Technology Roundtable, and the Office of Sponsored Project Administration. (25-1-1)

Action by President: Informational. Per Board Secretary, Trustee approval not required (received in Senate Office 10/13/2005)

0405-04. Ad Hoc Senate Committee on Information Systems (IS) Policy #4:

BE IT FURTHER RESOLVED That in order to ensure continuity of purpose and effectiveness, the Senate Agenda Committee make an effort to limit the turnover in ITPC membership from year to year. (22-0-3)

Action by President: Informational. Per Board Secretary, Trustee approval not required (received in Senate Office 10/13/2005)

0405-06. Ad Hoc Senate Committee on Information Systems (IS) Policy #6:

WHEREAS academic software is essential for teaching and research,

BE IT RESOLVED That a cost-effective, centralized process be developed for the acquisition, distribution, upgrade and retirement of academic software. Academic software will be supported across multiple platforms as appropriate and will be accessible remotely to the extent feasible. (25-0-0)

Action by President: Informational. Comments: “Funding requests to support any such process would need to be prioritized by the Provost and would be contingent on budget availability.” Per Board Secretary, Trustee approval not required (received in Senate Office 10/13/2005)

9/22/04

0405-07. Ad Hoc Senate Committee on Information Systems (IS) Policy #7:

WHEREAS there is a critical need to develop and maintain a robust infrastructure for research computing and computational training in the university,

BE IT RESOLVED That a centralized facility for research computing and computational training be staffed and supported by IS. A Faculty Committee appointed by the Provost in consultation with the Senate Agenda Committee, with representation from the various campus research constituencies, will set policy for this facility. Appropriate mechanisms for sustaining this effort on a long-term basis for serving diverse campus needs in research computing and computational training, including consideration of centralized and/or distributed support will be developed. (29-0-1)

Action by President: Informational. Comments: “Funding for such a facility would need to be prioritized and would be contingent on budget availability.” Per Board Secretary, Trustee approval not required (received in Senate Office 10/13/2005)

0405-08. Ad Hoc Senate Committee on Information Systems (IS) Policy #8:

WHEREAS faculty require a diverse array of up-to-date technology to meet their individual research and teaching computing needs,

BE IT RESOLVED That the ITPC will survey and develop appropriate mechanisms for supporting faculty needs with respect to research and teaching computing. A suitable upgrade cycle for faculty computers will be developed. (32-0-0)

Action by President: Informational. Comments: “Funding would have to be contingent on budget availability and competing priorities.” Per Board Secretary, Trustee approval not required (received in Senate Office 10/13/2005)

0405-09. Ad Hoc Senate Committee on Information Systems (IS) Policy #9:

WHEREAS new and emerging technologies are the key to maintaining a cutting-edge IT infrastructure for research and teaching in the university,

BE IT RESOLVED That the ITPC will develop a mechanism for evaluating, prioritizing and recommending the infrastructure for new and emerging technologies (including wireless technologies) appropriate for various constituencies in the university. (30-0-0)

Action by President: Not Approved. Comments: “The administration is charged to carry out these functions. We would welcome advice through any of the committees that are studying infrastructure needs.” Per Board Secretary, Trustee approval not required (received in Senate Office 10/13/2005)

9/29/04 0405-10. Bachelor of Science in Environmental Studies:

BE IT RESOLVED That the Faculty Senate approve the proposed Bachelor of Science in Environmental Studies in the School of Professional and Continuing Studies (SPCS) as approved by the UCC on 11 May 2004. (33-0-0)

Action by President: Approved 10/7/04. Approved by Trustees 10/15/04.

0405-11. Associate of Science in Paralegal Studies:

BE IT RESOLVED That the Faculty Senate approve the proposed Associate of Science in Paralegal Studies in the School of Professional and Continuing Studies (SPCS) as approved by the UCC on 11 May 2004. (33-0-0)

Action by President: Approved 10/7/04. Approved by Trustees 10/15/04.

0405-12. Bachelor of Science in Leadership:

BE IT RESOLVED That the Faculty Senate approve the proposed Bachelor of Science in Leadership in the School of Professional and Continuing Studies (SPCS) as approved by the UCC on 11 May 2004. (33-0-0)

Action by President: Approved 10/7/04. Approved by Trustees 10/15/04.

0405-13. Master of Science in Leadership:

BE IT RESOLVED That the Faculty Senate approve the proposed Master of Science in Leadership in the School of Professional and Continuing Studies (SPCS) as approved by the Graduate Council on 22 September 2004. (30-0-2)

Action by President: Approved 10/7/04. Approved by Trustees 10/15/04.

0405-14. Master of Professional Studies in Informatics:

BE IT RESOLVED That the Faculty Senate approve the proposed Master of Professional Studies Degree in Informatics in the School of Professional and Continuing Studies (SPCS) as approved by the Graduate Council on 22 September 2004. (31-0-0)

Action by President: Approved 10/7/04. Approved by Trustees 10/15/04.

0405-15. Master of Liberal Arts Degree:

BE IT RESOLVED That the Faculty Senate approve the proposed Master of Liberal Arts Degree in the School of Professional and Continuing Studies (SPCS) as approved by the Graduate Council on 22 September 2004. (33-0-1)

Action by President: Approved 10/7/04. Approved by Trustees 10/15/04.

10/13/04 0405-16. 2003-04 Special Committee on Academic Policy -- Summary Report on General Education:

BE IT RESOLVED That the Faculty Senate endorses the principles contained in the Academic Policy Committee's Report and Recommendations as the basis for developing a University-wide General Education requirement. The Senate calls upon the 2004-2005 Agenda Committee to charge the Academic Policy Committee it appoints to construct, from these principles, curricular parameters from which individual Colleges and Units can build major-specific requirements and to test the parameters on a range of specific programs. (25-1-3)

Action by President: Informational. Per Board Secretary, Trustee approval not required (received in Faculty Senate Office 10/13/2005)

10/27/04 0405-17. Financial Affairs Committee Resolution #1:

WHEREAS Northeastern University aspires to be a top-100 university, the University also must aspire to be a top-100 university in regard to faculty resources, generally, and in particular with respect to faculty salaries,

BE IT RESOLVED That the Faculty Senate supports the recommendation of the Financial Affairs Committee that Northeastern University invest sufficient funds to attain top-100 status with respect to overall faculty resources as well as to faculty salaries. (30-0-1)

Action by President: Informational. Per Board Secretary, no action required (received in Senate Office 11/29/04).

0405-18. Financial Affairs Committee Resolution #2:

BE IT RESOLVED That the Faculty Senate supports the recommendation of the Financial Affairs Committee for a merit raise pool of 4.9% for continuing faculty in the 2005-06 academic year. (29-0-1)

Action by President: Informational. Per Board Secretary, no action required (received in Senate Office 11/29/04).

0405-19. Financial Affairs Committee Resolution #3:

BE IT RESOLVED That the Faculty Senate supports the recommendation of the Financial Affairs Committee for an \$800,000 equity pool in fiscal year 2005-06 to address the urgent problem of the market/equity gap between the salaries of Northeastern University faculty and those of faculty at peer institutions. (29-1-2)

Action by President: Informational. Per Board Secretary, Trustee approval not required (received in Senate Office 11/29/04).

1/12/05 0405-20. Proposed Elimination of Master of Science in Rehabilitation Counseling:

BE IT RESOLVED That the Faculty Senate approve the proposed elimination of the Master of Science in Rehabilitation Counseling as approved by the Graduate Council on 22 September 2004. (32-0-0)

Action by President: Approved 1/20/05. Per Board Secretary, Trustee approval not required

0405-21. Proposed Bachelor of Science in Organizational Communication:

BE IT RESOLVED That the Faculty Senate approve the proposed Bachelor of Science in Organizational Communication in the School of Professional and Continuing Studies as approved by the University Undergraduate Curriculum Committee on 12 November 2004. (32-0-0)

Action by President: Approved 1/20/05. Approved by Trustees 3/03/05.

0405-22. Proposed Transitional Doctoral Degree in Physical Therapy:

BE IT RESOLVED That the Faculty Senate approve the proposed transitional doctoral degree in Physical Therapy (tDPT) in the School of Professional and Continuing Studies as approved by the Graduate Council on 5 November 2004. (33-0-0)

Action by President: Approved 1/20/05. Approved by Trustees 3/03/05.

0405-23. Proposed Certificate of Advanced Graduate Study in Nursing:

BE IT RESOLVED That the Faculty Senate approve the proposed Certificate of Advanced Graduate Study (CAGS) programs for Acute Care Nurse Practitioner, Community/Public Health Nursing, Neonatal Nurse Practitioner, Nursing Administration, Nurse Anesthesia, Primary Care Nursing Adult Nurse Practitioner, Pediatric Nurse Practitioner, Family Nurse Practitioner, Psychiatric/Mental Health Clinical Nurse Specialist, and Psychiatric/Mental Health Nurse Practitioner in the School of Nursing as approved by the Graduate Council on 9 May 2004. (33-0-0)

Action by President: Approved 1/20/05. Approved by Trustees 3/03/05.

0405-24. 2003-04 Faculty Development Committee Resolution #1:

BE IT RESOLVED That the Faculty Senate urges the Provost to provide the Center for Effective University Teaching (CEUT) the resources to develop effective models for assessment and improvement of teaching and report back to the Faculty Senate on these. Based on Senate mandates, the CEUT shall assist all academic units in setting up their assessment systems.

BE IT FURTHER RESOLVED That, based on these Senate-approved mandates and with CEUT assistance, faculty peer-assessment and self-assessment systems be set up in all

academic units to promote faculty development and to provide a comprehensive framework within which to evaluate and improve teaching effectiveness. (29-0-3)

Action by President: Approved 6/21/05: “This approval does not imply specific budget expansion at the university level of the academic area budget.” Per Board Secretary, Trustee approval not required (received in Senate Office 8/04/04).

1/19/05 0405-25. 2003-04 Faculty Development Committee Resolution #2:

BE IT RESOLVED That Northeastern University establish a Distinguished Teaching Fellows Program. The duties and responsibilities of Distinguished Teaching Fellows may include:

- a. Collaborating with the staffs of the Center for Effective University Teaching, the Educational Technology Center, the Center for Work and Learning, or other units in developing projects that enrich learning and teaching at the University;
- b. Helping organize and participating in workshops, seminars and/or symposia in which the results of teaching enhancement projects will be shared with others in the Northeastern community;
- c. Publishing the results of their scholarly work on teaching in peer-reviewed journals;
- d. Seeking extramural funding to support their scholarship of teaching activities. (16-4-3)

Action by President: Approved 6/21/05: “I understand this to be a recommendation that the Provost develop such a program and support this with that understanding.” Per Board Secretary, Trustee approval not required (received in Senate Office 8/04/04).

2/09/05 0405-26. Academic Policy Committee Resolution – 2005-06 Academic Calendar:

BE IT RESOLVED That the Faculty Senate endorse the revised semester calendar for the 2005-06 academic year for full-time undergraduate and semester-based graduate programs, and

BE IT FURTHER RESOLVED That this calendar form the model for subsequent academic calendars. (19-0-0)

Action by President: Approved 2/11/05. Per Board Secretary, Trustee approval not required.

0405-27. MS in Corporate and Organizational Communication in SPCS:

BE IT RESOLVED That the Faculty Senate approve the proposed Master of Science in Corporate and Organizational Communication in the School of Professional and Continuing Studies as approved by the Graduate Council on 3 December 2004. (20-0-0)

Action by President: Approved. Approved by Trustees 3/03/05.

0405-28. MS in Regulatory Affairs for Drugs, Biologics, and Medical Devices in SPCS:

BE IT RESOLVED That the Faculty Senate approve the proposed Master of Science in Regulatory Affairs for Drugs, Biologics, and Medical Devices in the School of Professional and Continuing Studies as approved by the Graduate Council on 3 December 2004. (20-0-0)

Action by President: Approved. Approved by Trustees 3/03/05.

0405-29. Ad Hoc Committee to Review the Faculty Handbook – Revised Senate Bylaws:

BE IT RESOLVED That the Faculty Senate approves the revised Faculty Senate By-Laws as presented in the Revised Draft (1/10/05) from the *ad hoc* Committee to Review the Faculty Handbook, to be submitted to the Teaching Faculty for a ratification vote. (20-0-0)

Action by President: Not approved by Trustees 7/19/05. Memo of 7/18/05 from President Freeland to Board of Trustees Executive Committee read:

The attached resolution asks the Board of Trustees to not approve a set of changes to the bylaws of the Faculty Senate that were recently approved by the Senate and endorsed by a referendum of the full faculty. Unless the Board takes this action these bylaw changes will automatically take effect at the end of July. I am requesting this action in order to provide me and the senior administrative leadership time to consult with the Senate regarding the proposed changes as well as other recommended changes in the faculty handbook and to bring forward to the board a comprehensive set of faculty handbook changes that have been developed through a consultative process.

This recommended action is made necessary by the following circumstance. On April 28 I received from the Faculty Senate a set of Senate-approved amendments to the Senate bylaws that emerged from a comprehensive effort to revise the faculty handbook that has been under way for over two years. As I have mentioned, the bylaw amendments—which represent a subset of the proposed handbook revisions—have been approved by a referendum of the full faculty as required by the bylaws. Under a related bylaw provision, the Senate-and-referendum-approved changes automatically take effect 90 days after their transmission to the President unless specifically disapproved by the Board. The 90 day period ends on July 28.

I have had many discussions with the Senate Agenda Committee (effectively the executive committee of the Senate) regarding issues related to handbook revision over the last two years. The general understanding on both sides--mine and the agenda committee's--has been that once the Senate had adopted a complete set of handbook revisions the campus administration and the SAC would review them together in order to determine which were acceptable to the administration and where modifications might be needed. Many of us--me included--were surprised when we realized, unfortunately quite recently, that the bylaw portion of the proposed handbook revisions was subject to the 90-day limitation for consideration. Amendments to other parts of the handbook involve no such limitation.

The effect of the Board's not approving the Senate-recommended bylaw changes will be to provide an opportunity for the campus administration and the Senate to proceed with the process of consultation regarding all proposed handbook changes that we have anticipated all along. It will also have the effect of preventing the automatic approval of a few specific bylaw changes that appear to me on initial review to be problematic. The requested action will not, however, preclude subsequent approval by the Board of many of the recommended bylaw changes; it only prevents their automatic implementation by virtue of the 90-day rule.

The Provost and I have met with the Senate Agenda Committee to discuss this matter, and I have indicated to them my intention to take the course of action I am now recommending to the board. The SAC has authorized me to include the following statement in my cover memo to you: "The SAC regrets that procedural mandates require action within 90 days from transmittal; however, the SAC looks forward to working with the Provost and the President on resolving issues raised by the revision."

I am therefore asking the Board to approve the attached resolution.

"To not approve the revised Faculty Senate By-Laws adopted by the Faculty Senate on February 9, 2005 (Resolution No. 0405-29) and ratified by the teaching faculty on April 6, 2005."

0405-30. SGA Resolution on Student Identification Numbers:

BE IT RESOLVED That the Faculty Senate endorse the following Student Government Association resolution as modified:

RESOLVED: That the University no longer issue Social Security numbers as student identification numbers, starting with the class entering in September 2005 and all incoming students thereafter; and

BE IT FURTHER RESOLVED: That the University reaffirm and publicize its policy that the University Community not use Social Security numbers in any postings, in accordance with the Family Education Rights and Privacy Act; and

BE IT FURTHER RESOLVED: That the University Registrar better advertise that current students may change their student identification numbers; and

BE IT FURTHER RESOLVED: That the necessary resources be provided so that this transition is completed as rapidly as possible. (20-0-0)

Action by President: Informational, 4/27/05: "I commend the SGA for their concern regarding identity and am in agreement with the intent of the resolutions to eliminate Social Security Number, SSN, as the primary student ID at Northeastern. I have asked Bob Weir, Vice President of Information Services, to lead a cross university effort to define the scope of the problem, that is, identify all systems and processes, whether supported by IS or within the colleges/units, where SSN is used as a person ID (for students, faculty, staff, and alumni). Further, I have asked for a recommendation as to how to address the issues raised in the resolution by October, 2005. Any plan will also address the protection of SSNs for systems and processes, such as payroll and financial aid, where storage and use of SSN is required. Once I have received the recommendation a determination will be made as to how the University will proceed in this matter.

"I have also asked Vice President Weir to prepare a briefing memo for me outlining the controls and protective measures that we currently have in place to protect identities and to make any recommendations about other measures we might undertake on an interim basis to make sure our security systems are as strong as possible pending a more permanent solution to this issue." President Freeland also sent this to students.

2/16/05 0405-31. Ad Hoc Committee on Information Systems Policy Resolution #5:

WHEREAS technology has become an indispensable tool in teaching,

BE IT RESOLVED That the Information Systems Policy Committee (ISPC), in consultation with the University Classroom Advisory Committee (UCAC), formulate a multi-year plan to equip and support 100% of the registrar-scheduled classrooms on the campus and its satellites with appropriate audio-visual instructional technology. The plan should include a suitable review, maintenance, replacement and upgrade cycle, and should be submitted to the Office of the Provost for review as part of the budget-building cycle. Furthermore, ISPC, in consultation with the UCAC, will develop a similar plan for non-registrar-scheduled classrooms and specialty labs. Both plans should be transmitted to the Senate at the beginning of the academic year, at least fifteen business days prior to being transmitted to the Office of the Provost. (25-0-0)

Action by President: Informational. Comments: “Additional investment requests must be considered in the normal budgeting procedures.” Per Board Secretary, Trustee approval not required (received in Faculty Senate Office 10/13/2005)

3/09/05 0405-32. Ad Hoc Committee to Review the Faculty Handbook Resolution #1 – Section VI.B:

BE IT RESOLVED That the Faculty Senate approves Section VI.B (Term Faculty Appointments: Academic and Clinical Specialists, Cooperative Education Coordinators, In-Residence Faculty) presented in the Revised Draft (11/10/04) from the *ad hoc* Committee to Review the Faculty Handbook, to go into effect when published in the revised edition of the *Faculty Handbook*. (32-0-0)

Action by President:

3/23/05 0405-33. Resolution on Spring Break Calendar Change:

BE IT RESOLVED That the new academic calendar recently approved to commence in the 2005-06 academic year be changed so that the Spring Break will now usually take place during the first week in March and usually during the eighth week of the semester. (24-0-2)

Action by President:

0405-34. Ad Hoc Committee to Review the Faculty Handbook Resolution #2 – Section VI.C:

BE IT RESOLVED That the Faculty Senate approves Section VI.C (Special Academic Appointments: Lecturer, Research Professor/Scientist/Scholar, Clinical Faculty, Adjunct Faculty, Visiting Faculty) presented in the Revised Draft (11/10/04) from the *ad hoc* Committee to Review the Faculty Handbook, to go into effect when published in the revised edition of the *Faculty Handbook*. (29-0-0)

Action by President:

0405-35. Ad Hoc Committee to Review the Faculty Handbook Resolution #3 – Section II:

BE IT RESOLVED That the Faculty Senate approves Section II.C.3 (Selection and Appointment of Academic Administrators) presented in the Revised Draft (3/10/05) from the *ad hoc* Committee to Review the Faculty Handbook, to go into effect when published in the revised edition of the *Faculty Handbook*. (31-0-0)

Action by President:

0405-36. 2004-05 Faculty Development Committee Report – Access to E-mail for Retired University Employees:

BE IT RESOLVED That the Faculty Senate approves the recommendation of the 2004-05 Faculty Development Committee that retired employees be able to continue in their University-given (non-sponsored) e-mail accounts for as long as they express a desire to do so and as long as that privilege is not in conflict with statutory regulations relating to security or other legitimate concerns

BE IT FURTHER RESOLVED That this privilege be made available retroactively to all retired employees who request it. (30-0-0)

Action by President: Approved. Comments: “We will be communicating this policy during the fall and this program of e-mail service for retirees will commence on January 1, 2006.” Per Board Secretary, Trustee approval not required (received in Faculty Senate Office 10/13/2005)

0405-37. 2004-05 Faculty Development Committee Report – Tuition Waiver (Employee Benefits) for Online Courses:

BE IT RESOLVED That the Faculty Senate approves the recommendation of the 2004-05 Faculty Development Committee that the Northeastern Tuition Waiver Program (under Employee Benefits) include Northeastern-based online courses. (28-1-1)

Action by President: Not approved 9/05/05: “As you know the University offers generous and competitive tuition benefit program for staff and faculty members. We have reviewed the option to add on-line courses. Unfortunately, there will be a real cost to the University if we offer tuition waivers for on-line courses. Given the growing number of such offerings such a change would add substantial costs to the university. This does not seem like an opportune time to expand our tuition benefit program.”

0405-38. 2003-04 Faculty Development Committee Resolution #3 (formerly #4):

BE IT RESOLVED That the Faculty Senate urges the University to budget for a sum of \$1000 to be allocated to each faculty member each year to support the development of his/her teaching effectiveness. (22-5-0)

Action by President: “Informational” 6/21/05, received Senate Office 9/05/05: “I support the principle of allocating resources for this purpose, but specific budget recommendations of this type are an administrative responsibility. I also doubt the wisdom of this kind of formulaic support of faculty.”

3/31/05 **0405-39. Direct Entry Master of Science in Respiratory Therapy:**

BE IT RESOLVED That the Faculty Senate approve the proposed Direct Entry Master of Science in Respiratory Therapy in the School of Professional and Continuing Studies as approved by the Graduate Council on 14 January 2005. (26-0-0)

Action by President: Approved 4/01/05. Approved by Trustees 4/15/05.

0405-40. Master of Professional Writing and Information Design:

BE IT RESOLVED That the Faculty Senate approve the proposed Master of Professional Writing and Information Design in the School of Professional and Continuing Studies as approved by the Graduate Council on 14 January 2005. (30-0-0)

Action by President: Approved 4/01/05. Approved by Trustees 4/15/05.

0405-41. Graduate Entry Doctor of Pharmacy:

BE IT RESOLVED That the Faculty Senate approve the proposed Graduate Entry Doctor of Pharmacy degree program in Bouvé College of Health Sciences as approved by the Graduate Council on 10 January 2005. (30-0-0)

Action by President: Approved 4/01/05. Approved by Trustees 4/15/05.

0405-42. Professional Masters Degree in Marine Biology:

BE IT RESOLVED That the Faculty Senate approve the proposed Professional Masters Degree in Marine Biology in the College of Arts and Sciences as approved by the Graduate Council on 4 February 2005. (30-0-0)

Action by President: Approved 4/01/05. Approved by Trustees 4/15/05.

4/06/05 **0405-43. Library Policies and Operations Committee Resolution:**

WHEREAS the overarching vision for Northeastern is to be ranked in the *U.S. News and World Report* as one of the top 100 institutions; and

WHEREAS Northeastern strives to become increasingly recognized as a national research university; and

WHEREAS the current library budget remains below the benchmarks set by Northeastern peer groups and significantly below institutions ranked among the top 100; and

WHEREAS the past history of library funding has precluded development of an adequate serials and monographs collection; therefore,

1. BE IT RESOLVED that the Faculty Senate urges that the recurring library budget be increased over the next three years (FY 2007-09) to reach at least the median of library budgets for institutions that are currently ranked between 50 and 100 in the *U.S. News*

and World Report, and that the highest priority for the use of these new resources be monographs, print and full-text electronic serials, and database subscriptions.

2. BE IT FURTHER RESOLVED that the Faculty Senate urges the provision of one-time and development funding to bring the print and electronic serials and monograph collection to a level comparable with said institutions.
3. BE IT FURTHER RESOLVED that the Faculty Senate urges the immediate upgrading of technology to ensure full electronic access from library facilities as well as from remote stations in the academic units. (31-0-0)

Action by President: Approved 6/21/05: “I strongly share the impulse to enhance library resources. Specific budget allocations must be part of the university budget process.” Per Board Secretary, Trustee approval not required (received in Senate Office 8/04/04).

0405-44. 2004-05 Special Committee on Academic Policy – Stage II Report on University-wide General Education Proposal:

BE IT RESOLVED That the Faculty Senate authorize that the Special Academic Policy Committee's Stage 2 General Education Report be sent to the Colleges with full-time undergraduate programs with a request that all Units with Undergraduate majors review the proposal, work out how their major programs might fulfill the proposed General Education requirements, and report back to the Senate's Academic Policy Committee on their solutions, problems, and implementation funding needs by the January 15th 2006. Based on this information, the Special Academic Policy Committee will make final adoption recommendations to the Senate for its consideration by the end of the Spring Semester 2006. If the General Education Requirements are then adopted (with appropriate resources provided) by the University, roll-out will begin with the class of 2012, entering the University as freshmen in September, 2007. (31-1-0)

Action by President: Informational. Per Board Secretary, Trustee approval not required (received in Faculty Senate Office 10/13/2005)

4/14/05 0405-45. Proposed Master of Architecture Degree Program:

BE IT RESOLVED That the Faculty Senate approve the proposed Master of Architecture degree program in the College of Arts and Sciences as approved by the Graduate Council on 10 January 2005. (28-0-0)

Action by President: Approved by President and Trustees 6/03/05. Comment by President: “This approval does not imply commitment of any additional resources.”

0405-46. Financial Affairs Committee Resolution:

BE IT RESOLVED That the membership of the University Budget Committee be expanded by two members of the Financial Affairs Committee chosen by the Senate Agenda Committee. (29-0-1)

Action by President: Not approved 9/07/05: “After extensive discussions with those involved in the budget process, the President and Provost have worked closely with SAC

to make our budget development process more efficient and to improve the quality of input by the campus community. I have attached a copy of the new process.”

4/20/05 0405-47. Ad Hoc Committee to Review the Faculty Handbook – Endorsement of Faculty Handbook:

BE IT RESOLVED THAT the Faculty Senate endorses the final draft of the revised *Faculty Handbook* (4/11/2005) to be presented to the President and Board of Trustees after final editing and assembly under the supervision of the *ad hoc* Faculty Handbook Review Committee. (24-0-1)

Action by President: Not sent to President, pending completion of editing and indexing.

0405-48. BS in Information Technology:

BE IT RESOLVED That the Faculty Senate approve the proposed Bachelor of Science in Information Technology in the School of Professional and Continuing Studies as approved by the University Undergraduate Curriculum Committee on 3 March 2005. (26-0-0)

Action by President: Approved by President and Trustees 6/03/05.

0405-49. BS in Human Services:

BE IT RESOLVED That the Faculty Senate approve the proposed Bachelor of Science in Human Services in the School of Professional and Continuing Studies as approved by the University Undergraduate Curriculum Committee on 7 April 2005. (25-0-0)

Action by President: Approved by President and Trustees 6/03/05.

0405-50. BS in Public Affairs:

BE IT RESOLVED That the Faculty Senate approve the proposed Bachelor of Science in Public Affairs in the School of Professional and Continuing Studies as approved by the University Undergraduate Curriculum Committee on 7 April 2005. (25-0-1)

Action by President: Approved by President and Trustees 6/03/05.

0405-51. Master of Education Degree Program Transfer:

BE IT RESOLVED That the Faculty Senate approve the proposal to transfer the Master of Education degree program from the School of Education to the School of Professional and Continuing Studies as approved by the Graduate Council on 4 April 2005. (26-0-0)

Action by President: Approved; Per Board Secretary, no action required (received in Senate Office 5/24/05).

0405-52. Master of Interpreter Pedagogy:

BE IT RESOLVED That the Faculty Senate approve the proposed collaborative Master of Interpreter Pedagogy in the Department of American Sign Language and the School of

Professional and Continuing Studies as approved by the Graduate Council on 8 April 2005. (24-0-0)

Action by President: Approved by President and Trustees 6/03/05.

0405-53. Master of Sports Leadership:

BE IT RESOLVED That the Faculty Senate approve the proposed Master of Sports Leadership in the School of Professional and Continuing Studies as approved by the Graduate Council on 8 April 2005. (26-0-0)

Action by President: Approved by President and Trustees 6/03/05.

0405-54. Master of Professional Studies in Digital Media:

BE IT RESOLVED That the Faculty Senate approve the proposed Master of Professional Studies in Digital Media in the School of Professional and Continuing Studies as approved by the Graduate Council on 8 April 2005. (27-0-0)

Action by President: Approved by President and Trustees 6/03/05.

0405-55. Clinical Doctoral Degree in Physical Therapy (DPT):

BE IT RESOLVED That the Faculty Senate approve the proposed Clinical Doctoral Degree in Physical Therapy (DPT) as approved by the Graduate Council on 8 April 2005. (25-0-0)

Action by President: Approved by President and Trustees 6/03/05. Comment by President: "This approval does not involve commitment to any additional resources."

0405-56. Master of Arts in Communication, Media and Cultural Studies:

BE IT RESOLVED That the Faculty Senate approve the proposed Master of Arts in Communication, Media and Cultural Studies in the Department of Communication Studies as approved by the Graduate Council on 8 April 2005. (26-0-1)

Action by President:

0405-57. PhD in Neuroscience, Dual PhD in Neuroscience and Psychology, MS in Neuroscience:

BE IT RESOLVED That the Faculty Senate approve the proposed PhD in Neuroscience, Dual PhD in Neuroscience and Psychology, and MS in Neuroscience as approved by the Graduate Council on 8 April 2005. (27-0-0)

Action by President:

0405-58. Certificate of Advanced Graduate Study (CAGS) in Educational Leadership:

BE IT RESOLVED That the Faculty Senate approve the proposed Certificate of Advanced Graduate Study (CAGS) in Educational Leadership in the School of Education as approved by the Graduate Council on 8 April 2005. (26-0-5)

Action by President:**0405-59. Ad Hoc Graduate Council Committee Report:**

BE IT RESOLVED That the Faculty Senate approve the *Ad Hoc* Graduate Council Committee report and recommendations for restructuring as contained in the report and accompanying appendices. (27-0-1)

Action by President: Not Approved. Comments: “1. I approve the proposed membership of the Graduate Council for a pilot period of two years at the end of which I request a report on the outcomes of the pilot. Among the outcomes reviewed I would like to know how this organization has worked, if issues of the efficiency and effectiveness have been addressed and if graduate programs feel well-served by the structure. 2. The newly comprised Graduate Council shall review the Bylaws, including the new program approval and graduate program review procedures proposed. 3. The issues of graduate recruitment and admissions are under review.” Per Board Secretary, no action required (received in Senate Office 11/19/2005).

0405-60. Ad Hoc Committee to Review the Faculty Handbook - Conflict of Interest Resolution:

BE IT RESOLVED That the Faculty Senate approve the amendments to the compliance regulations of the Conflict of Commitment and Interest policy of the current Faculty Handbook (Section III.D) as shown in the draft presented with this resolution. (23-0-0)

Action by President:**0405-61. University Undergraduate Curriculum Committee (UCC) Resolution – Athletic Training Degree Name Change:**

BE IT RESOLVED That the Faculty Senate approve the Athletic Training degree name change from “Bachelor of Science” to “Bachelor of Science in Athletic Training” as approved by the University Undergraduate Curriculum Committee on 6 January 2005. (22-0-0)

Action by President: Approved; Per Board Secretary, no action required (received in Senate Office 5/24/05).

0405-62. University Undergraduate Curriculum Committee (UCC) Resolution – Suspension of Respiratory Therapy Undergraduate Admission:

BE IT RESOLVED That the Faculty Senate approve the suspension of undergraduate admission into the Respiratory Therapy Program in the Department of Cardiopulmonary and Exercise Sciences as approved by the University Undergraduate Curriculum Committee on 6 January 2005. (23-1-0)

Action by President: Approved; Per Board Secretary, no action required (received in Senate Office 5/24/05).

0405-63. University Undergraduate Curriculum Committee (UCC) Resolution – Suspension of Exercise Physiology Undergraduate Admission:

BE IT RESOLVED That the Faculty Senate approve the suspension of undergraduate admission into the Exercise Physiology Program in the Department of Cardiopulmonary and Exercise Sciences as approved by the University Undergraduate Curriculum Committee on 3 March 2005. (24-1-0)

Action by President: Approved; Per Board Secretary, no action required (received in Senate Office 5/24/05).

0405-64. University Undergraduate Curriculum Committee (UCC) Resolution – Elimination of BA in Music Literature and Performance:

BE IT RESOLVED That the Faculty Senate approve the elimination of the Bachelor of Arts in Music Literature and Performance as approved by the University Undergraduate Curriculum Committee on 3 March 2005. (23-0-0)

Action by President: Approved; Per Board Secretary, no action required (received in Senate Office 5/24/05).

0405-65. University Undergraduate Curriculum Committee (UCC) Resolution – Music Degree Name Change:

BE IT RESOLVED That the Faculty Senate approve the name change from “Bachelor of Arts in Music with a Concentration in Music Literature” to “Bachelor of Arts in Music with a Concentration in Music History and Analysis” as approved by the University Undergraduate Curriculum Committee on 3 March 2005. (22-0-0)

Action by President: Approved; Per Board Secretary, no action required (received in Senate Office 5/24/05).

0405-66. University Undergraduate Curriculum Committee (UCC) Resolution – Geology-to-Earth Sciences Degree Name Change:

BE IT RESOLVED That the Faculty Senate approve the name change from “Bachelor of Arts in Geology” to “Bachelor of Arts in Earth Sciences” as approved by the University Undergraduate Curriculum Committee on 9 December 2004. (22-0-0)

Action by President: Approved; Per Board Secretary, no action required (received in Senate Office 5/24/05).

0405-67. University Undergraduate Curriculum Committee (UCC) Resolution – Suspension of MS in Cardiovascular Perfusion:

BE IT RESOLVED That the Faculty Senate approve the suspension of the Master of Science in Cardiovascular Perfusion as approved by the Graduate Council on 14 January 2005. (22-0-0)

Action by President: Approved; Per Board Secretary, no action required (received in Senate Office 5/24/05).

0405-68. Suspension of Undergraduate Admission to the Medical Laboratory Science Program:

BE IT RESOLVED That the Faculty Senate approve the suspension of undergraduate admission to the Medical Laboratory Science program as of Fall 2006, as approved by the University Undergraduate Curriculum Committee on 7 April 2005. (22-0-0)

Action by President: Approved; Per Board Secretary, no action required (received in Senate Office 5/24/05).