

January 27, 2003

Faculty Senate meeting minutes: 01/27/2003

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Recommended Citation

Flyn, John G., "Faculty Senate meeting minutes: 01/27/2003" (2003). *Faculty Senate Meeting Minutes*. Paper 20.
<http://hdl.handle.net/2047/d10005274>

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TO: FACULTY SENATE
FROM: JOHN G. FLYM, SECRETARY, FACULTY SENATE
SUBJECT: MINUTES, 2002-2003 FACULTY SENATE MEETING, 27 JANUARY 2003

Present: (Professors) Alper, Alverson, Aroian, Baclawski, Bannister, Barnes, Brookins, Bruns, Ellis, Flym, Gilmore, Hall, Herman, Hope, Kane, Khaw, Lowndes, Morrison, Ondrechen, Platt, Powers-Lee, Serafim, Shafai, Sherman, Sherwood, Vaughn, Wallin, Wertheim, Wray
(Administrators) Abdelal, Greene, Mantella, Onan, Pantalone, Putnam, Soyster, Stellar, Zoloth

Absent: (Professors) Metghalchi
(Administrators) Meservey

Convened by Provost Abdelal at 11:56 a.m.

I. **Minutes.** The minutes of 13 January were approved. The minutes of 25 November and 2 December had been distributed and will be considered at the next meeting.

II. **SAC Report.**

A. **Meetings.** SAC has met twice in regular session since the last Senate meeting, and once with Provost Abdelal to continue the discussion on workload policy. Professor Alper, the Chair of the Faculty Development Committee, which is addressing a charge on Workload Policy, also attended the meeting with the Provost. The central reason for the meeting was to continue an unfinished discussion on a draft policy on workloads that the Provost has shared with the Deans, SAC and the FDC. SAC will be meeting tomorrow with President Freeland. On the agenda from SAC's point of view is the equivalence of the summer term under the semester conversion.

B. **Klein Lecturer.** Professor Sheila Puffer has been selected as this year's Klein Lecturer. The title of her Lecture is, *Is Putin's Russia Ready to Enter the World Economy?* Additional information will be forthcoming from the Provost's Office.

C. **Excellence in Teaching Awards Judging Committee.** The following faculty have agreed to serve:

Professor Carol A. Glod (School of Nursing)
Professor Jeffrey A. Hopwood (ECE)
Professor Don E. Lewis (Director, Center for the Arts)

D. **Today's Agenda.** Today's agenda includes three resolutions on the semester conversion that had previously been addressed by the 2001-02 Senate but which President Freeland could not approve as submitted. After discussions with the President and Provost, the resolutions have been modified by SAC to try to address the concerns raised.

E. **Next Meeting: 10 February in Raytheon Amphitheatre** and will be devoted to a Report by Provost Abdelal and Senior Vice President Mucciolo on the 2004 budget.

III. **Provost's Report.** Provost Abdelal reported the following.

A. **Workload Discussions.** Provost Abdelal's objective in his discussions with the deans, the Agenda Committee, and the Faculty Development Committee was to make sure we have a University-wide workload policy, with broad outlines for each college, and then each department, to apply. Workload is defined as teaching, research, and service. The question is, how does each department deploy its faculty resources in

an optimal way so that the departmental productivity in these areas is maximized. The goal is not to increase workloads but to optimize faculty resources.

- B. **Semester Conversion.** The Provost's Office has the majority of the semester details worked out, although a few elements may still need to be addressed, and is starting to look at Coop models. We want to retain our #1 Coop rating, which requires that we think about how to ensure that we have a positive model from the perspective of students, faculty, and lawyers. Provost Abdelal is holding discussions with the Coop faculty to address ways to enhance all aspects of the Coop system.
- C. **Budget.** The budget proposal is nearly complete. It will be presented to the Senate on 10 February. Several initiatives of the past two or three years are being incorporated into the regular budget so that, in this time of limited resources, it will be easier for colleges and departments to manage their own affairs more efficiently.
- IV. **Question and Discussion Time.** There were no questions, so the Senate turned to the next item on the agenda.
- V. **Semester Conversion Resolutions.** Professor Lowndes distributed the following information:

The following gives a brief background on the semester conversion resolutions that are being revisited in today's Senate agenda.

Resolution #1. New Semester Conversion Resolution #22: Credit Towards Tenure

BE IT RESOLVED THAT, when a faculty member joins the University later than the start of the Fall term, there will be a determination by the Provost, with input from the Dean, as to whether or not that academic year will count toward tenure consideration. This determination will be made on an individual basis.

Previous Action on this Issue:

Semester Conversion Resolution #7: Credit Towards Tenure:

BE IT RESOLVED THAT:

For the purpose of tenure consideration, faculty who join the University on or after January 1 will not have that current academic year counted in the time toward tenure. (Vote 21-0-1 on 15 April 2002)

Action by President: Not approved 11/21/02: "I have discussed resolution 0102-20 with the Senate Agenda Committee and Provost Abdelal. I am concerned that this resolution, as stated, would potentially give an unfair advantage to a tenure-track person hired after the normal start of the year since he or she would have, by the time of tenure consideration, more time at Northeastern to produce scholarship than someone hired at the beginning of the Fall term. I would like to suggest language that would be more in keeping with the language used when leaves are proposed by tenure-track faculty members:

'When a faculty member joins the University later than the start of the Fall term, there will be a determination by the Provost, with input from the Dean, as to whether or not that academic year will count toward tenure consideration. This determination will be made on an individual basis.'"

Resolution #2. New Semester Conversion Resolution #23: Extra Term Teaching

BE IT RESOLVED THAT:

In section IV.D.2.b on p. 70 of the *Faculty Handbook*, replace

No faculty member, however, can be employed to teach for four academic quarters in successive years, except under extraordinary circumstances, and then only if such employment is approved in advance by the Provost.

with

Faculty cannot be required to teach three consecutive semesters, where either or both summer terms are considered a semester, or four consecutive quarters in a twelve-month period.

Previous Action on this Issue:

Semester Conversion Resolution #8: Extra Term Teaching:

BE IT RESOLVED THAT:

In section IV.D.2.b on p. 70 of the *Faculty Handbook*, replace

No faculty member, however, can be employed to teach for four academic quarters in successive years, except under extraordinary circumstances, and then only if such employment is approved in advance by the Provost.

with

Faculty cannot be required to teach extra terms beyond those in their basic appointments. (Vote 21-0-1 on 15 April 2002)

Action by President: Agreed in meeting with SAC to the development of language similar to the current Handbook language. Provost would develop language for the resolution.

Resolution #3. New Semester Conversion Resolution #24: Summer Teaching Compensation

WHEREAS

Our goal as a University is to have comparable teaching throughout the year,

BE IT RESOLVED THAT:

In section IV.D.2.b on p. 70 of the *Faculty Handbook*, replace

If members of this group (Teaching Faculty) accept appointment for an additional six weeks they receive an extra payment of up to a maximum of 1/6 of their base salary. If employment is for the full summer term, the payment is equal to 1/3 of base salary.

with

Faculty on academic-year appointments who accept additional appointments for a summer term will receive payment at the rate of 1/6 of their base salary for each *four credit hour* course. *Courses with different credit hours will be appropriately pro-rated.* Faculty are expected to deliver the course and hold appropriate office hours. (Italics indicate changes from the original resolutions on the agenda).

Previous Action on this Issue:**Semester Conversion Resolution #11: Summer Teaching Compensation:**

WHEREAS

Our goal as a University is to have comparable teaching throughout the year,

BE IT RESOLVED THAT:

In section IV.D.2.b on p. 70 of the *Faculty Handbook*, replace

If members of this group (Teaching Faculty) accept appointment for an additional six weeks they receive an extra payment of up to a maximum of 1/6 of their base salary. If employment is for the full summer term, the payment is equal to 1/3 of base salary.

with

Faculty on academic-year appointments who accept additional appointments for a summer term will receive payment at the rate of a minimum of 1/5 of their base salary for the first course, and 1/6 for each additional course. Faculty are expected to deliver the course and complete necessary advising and faculty service. (Vote 20-10 on 22 April 2002)

Action by President: Not Approved 5/21/02 (received Senate Office 7/08/02).

Motion. Professor Lowndes moved Resolution #1. The motion was seconded, and the resolution read as follows:

BE IT RESOLVED THAT, when a faculty member joins the University later than the start of the Fall term, there will be a determination by the Provost, with input from the Dean, as to whether or not that academic year will count toward tenure consideration. This determination will be made on an individual basis.

Motion. Professor Herman moved to add to the last sentence, "in the letter of appointment", and a new sentence, to read: "Absent such a determination, the year shall not count toward tenure." These changes were accepted as a friendly amendment.

Professor Onan expressed concern that a new faculty member who was delayed for visa or other reasons might be adversely affected. Professor Herman assured her that in some cases faculty have arrived nine months late, and in these cases the normal practice is to rewrite the appointment letter.

Professor Khaw noted that new faculty sometimes have to wait a year or more for the labs they were promised. Provost Abdelal replied that such situations need to be avoided by better planning. He suggested writing a letter to the dean describing what happened.

There being no further discussion, the Senate turned to a vote.

Resolution #1, as amended, read as follows:

BE IT RESOLVED THAT, when a faculty member joins the University later than the start of the Fall term, there will be a determination by the Provost, with input from the Dean, as to whether or not that academic year will count toward tenure consideration. This determination will be made on an individual basis in the letter of appointment. Absent such a statement, the year shall not count toward tenure.

Vote on Resolution #1, as amended: PASSED, 36-0-0.

Motion. Professor Lowndes moved Resolution #2. The motion was seconded, and the resolution read as follows:

BE IT RESOLVED THAT:

In section IV.D.2.b on p. 70 of the *Faculty Handbook*, replace

No faculty member, however, can be employed to teach for four academic quarters in successive years, except under extraordinary circumstances, and then only if such employment is approved in advance by the Provost.

with

Faculty cannot be required to teach three consecutive semesters, where either or both summer terms are considered a semester, or four consecutive quarters in a twelve-month period.

Professor Lowndes explained that the current Handbook contains no statement one way or the other about faculty being required to teach in the summer. The President did not like the language of the original resolution. After discussion, he and the Agenda Committee agreed that the existing language in the Handbook be translated to lessen ambiguity with regard to semesters.

Professor Khaw asked whether a department would be able to force faculty to teach in the summer and how faculty on 39-week contracts would be affected. Professor Lowndes responded that it was his sense that the University has not forced, and does not intend to force, people to teach in the summer. Nevertheless, the fact remains that the University, unlike most other institutions, does have a twelve month calendar, that full-time faculty have taught the summer term as part of their base 39-week contract under the quarter system, and that this would presumably continue under the semester calendar. Professor Herman noted that about twenty faculty with 45-week contracts have been required to teach in the summer as part of their regular workloads.

Motion. Professor Herman moved to add "on academic year contracts" after "Faculty", and this was accepted as a friendly amendment.

Professor Onan asked how half of a summer term could be considered equal to a semester. Professor Lowndes responded that this was not intended. A person teaching in one half of the summer semester would still be obligated to undertake research and service activities in the other half. The split summer forces accelerated courses in each half and so will require faculty to distribute time for the components of their loads differently.

Professor Platt expressed concern about summer coverage for undergraduate and graduate courses in the College of Business and asked if faculty could be forced to teach in summer to provide the needed coverage. Provost Abdelal's understanding was that the college comes to agreement with individual faculty members as to who will teach in the summer. Professor Platt responded that reports indicate some areas are not fully covered.

Professor Bruns noted that the objective is that, if someone were to teach in the fall and spring, that faculty member could not be forced to teach in one of the two summer terms and then again in the fall. Teaching in the summer counts as one of the three terms. Resources should be available to provide coverage.

Professor Ellis pointed out that the key word is "required." Some faculty volunteer to teach every summer, and the number will increase if funds become available to pay the proper proportion of the faculty member's salary.

Executive Vice Provost Pantalone thought the original language was clearer. It stated that faculty cannot be required to teach extra terms beyond those of their basic appointments.

Professor Herman explained that the original admonition in the Handbook was to prevent people from being forced to teach for two consecutive summers and therefore to teach three quarters, the summer, the next three academic quarters, and then another summer, which has occurred occasionally in the past. However, such problems with administrators have been the exception rather than the rule. The language is to protect against those problems.

Professor Platt thought that having faculty teach for two semesters, some part or all of the summer, and another two semesters, and then have the next summer off would help toward finding more resources. She added that the

college must report annually to its accrediting agency the coverage for the entire year and, because required courses are taught in the summer, the summer would be included.

Dean Greene suggested that issues relating to faculty appointments should be addressed at the department or college level.

Motion. Professor Barnes called the question, and the motion was seconded.

Vote on cloture: FAILED, 3-31-1.

Professor Herman explained that the Handbook provides boundary conditions within which appointments take place. Every letter of appointment refers specifically to the Handbook as part of the contract.

Professor Ondrechen recommended that no faculty member be required to teach more than two semesters in a given academic year--or either or both summer sessions as considered a semester--and that no faculty member be required to teach in any summer session for two successive calendar years. This would protect faculty and provide flexibility to administrators. Professor Herman replied that the resolution did not preclude that. The only stipulation was that the two summer sessions count as a single semester. The original language of the Handbook stated that faculty could not be forced to teach more than seven quarters over a 24-month period, which meant that faculty could be required to teach in one summer but not in the next.

Professor Lowndes noted that the intent of the resolution was that if one teaches in either half of the summer it is considered as teaching in a semester.

Motion. Professor Ellis moved to add "for this purpose" after "where", and the motion was seconded. This was accepted as a friendly amendment.

Motion. Professor Ondrechen moved to add, "Furthermore, faculty cannot be required to teach in two consecutive summers." This was accepted as a friendly amendment.

Provost Abdelal interjected that arrangements should be effected collegially and that he would like the wording to preclude any lack of fairness in a college.

Professor Herman pointed out that the situation postulated by Professor Ondrechen could not happen because the operative word is "required."

Professor Sherwood had an informational question. He asked whether the following wording would clarify the intent: "Faculty cannot be required to teach more than two consecutive semesters."

Professor Flym expressed concern about teaching two consecutive summers. Professor Sherwood responded that "two consecutive summers" could be added.

Professor Herman concurred with Professor Sherwood's formulation but thought it needed a timeline, such as "within a twelve-month period." He added that, if a faculty member wishes to shift a teaching load back and forth and the University agrees, there is no requirement involved. The resolution would come into play to protect the faculty member who does not want the arbitrary shifting.

Motion. Professor Vaughn moved to recommit the resolution to the Agenda Committee, and the motion was seconded.

As amended (new text underlined), the Resolution #2 read as follows:

BE IT RESOLVED THAT:

In section IV.D.2.b on p. 70 of the *Faculty Handbook*, replace

No faculty member, however, can be employed to teach for four academic quarters in successive years, except under extraordinary circumstances, and then only if such employment is approved in advance by the Provost.

with

Faculty on academic year contracts cannot be required to teach three consecutive semesters, where for this purpose either or both summer terms are considered a semester, or four consecutive quarters in a twelve-month period. Furthermore, faculty cannot be required to teach in two consecutive summers.

Vote on recommitment: PASSED, 33-2-2.

Motion. Professor Lowndes moved Resolution #3, and the motion was seconded. The resolution read as follows:

WHEREAS

Our goal as a University is to have comparable teaching throughout the year,

BE IT RESOLVED THAT:

In section IV.D.2.b on p. 70 of the *Faculty Handbook*, replace

If members of this group (Teaching Faculty) accept appointment for an additional six weeks they receive an extra payment of up to a maximum of 1/6 of their base salary. If employment is for the full summer term, the payment is equal to 1/3 of base salary.

with

Faculty on academic-year appointments who accept additional appointments for a summer term will receive payment at the rate of 1/6 of their base salary for each four credit hour semester course. Semester courses with different credit hours will be appropriately pro-rated. Faculty are expected to deliver the course and hold appropriate office hours.

Professor Lowndes pointed out that he had now added the word “semester” to qualify the word “courses” in the resolution to differentiate these courses from those that would continue to be taught on the quarter system.

He reminded the body that Executive Vice Provost Pantalone's original motion had been amended from 1/6 to 1/5 for the first course, and thereafter 1/6 for each additional course, but that the President could not support the 1/5 rate. Professor Lowndes noted that the current language in the Handbook stemmed from a concern of President Ryder that, for equivalent workloads, there should not be a difference in compensation between those faculty members undertaking this on their base contract and those doing it for extra compensation. Under the quarter system, the baseline total load has been 9 courses for teaching, with no research and no service. The 9-course load has been an absolute maximum workload base. If you taught a full load for extra compensation for half the summer, therefore, with no research or service, you would teach three courses for half the summer, and hence would receive one half of one third of your base salary, i.e., one sixth of your salary. This corresponds to a rate of one ninth of a 39-week salary base contract per course. Executive Vice Provost Pantalone last year had properly pointed out that the equivalent to this 9-course load would be a 6-course load under the semester system. This translates into a compensation rate of one sixth of the two-semester-base-salary per course, and hence the resolution. Any other rate would lead to inequities with faculty members doing equivalent workloads paid from different sources. This resolution addresses only compensation for extra teaching. If a dean or provost has the resources and wants to support research and/or service for a faculty member, then they are free to do so within the pro rated limits of the base contracts. The Agenda Committee believes there should be one rate for the University, and that it is highly undesirable to have different rates between colleges, or even within one college. As people are paid differently, the 1/6 will not be the same dollar amount for all.

Provost Abdelal pointed out that the coming summer will be a continuation of the quarter system and therefore any change will take place in the following summer, 2004. It will be necessary to make the summer a higher priority

in next year's budgetary considerations. He added that there is no reason for a college that has the resources not to provide compensation for research proposals in the summer. A college with more resources might want to consider support for research and service in the summer.

Professor Bruns noted that credits for courses vary. Professor Herman suggested talking about normal undergraduate and graduate courses rather than the number of credits. He agreed with Professor Lowndes' historical account, adding that in those days some faculty were paid at stipend rates, while others were paid a portion of their salary. Flexibility is needed. If someone is teaching a 3-credit graduate course, the workload is essentially the same as a 4-credit undergraduate course. He recommended letting the unit determine what constitutes a "normal" course.

Dean Soyster expressed concern that students and parents might feel short-changed by the summer session. Also, he did not think the last sentence in the resolution was necessary. Professor Lowndes replied that the sentence was intended to provide clear direction to both faculty and administrators as to what the expectations for the faculty member were.

Professor Powers-Lee noted that the absence of a prorating formula would allow unit heads to tailor the summer stipend amounts to individual curricular needs. Provost Abdelal agreed and suggested that, since credit hours vary from 1 to 8, language be developed for prorating on a per course basis.

Dean Stellar pointed out that his college has a loading policy set by departments. A 3-credit graduate course is equivalent to a 4-credit undergraduate course.

Dean Zoloth asked what other institutions pay for courses. Provost Abdelal replied that the national norm for 3-hour semester courses is 1/9 of academic salary, hence a 4-hour course at 1/6 would be comparable to the national norm.

Professor Platt was concerned about the budgetary impact of semester conversion rates in CBA, which has many faculty with 45-week contracts.

Dean Greene was concerned about the budgetary impact of the one sixth rate. Professor Lowndes pointed out that the one sixth rate would have no impact on a College's current budget because, to a first approximation, the number of summer courses offered under the semester system would be two thirds of those currently offered, and since the new rate of one sixth is three halves of the old one ninth rate, the budgetary impact would be unchanged. Professor Lowndes acknowledged that most College summer budgets were probably currently inadequate, and that this was the reason the Provost had indicated that these must become a high priority in the next budget cycle in time for the first summer semester term in 2004.

Motion. Professor Herman moved to adjourn.

Adjourned at 1:30 p.m.

Respectfully submitted,

John G. Flym
Secretary, Faculty Senate