

February 24, 2003

Faculty Senate meeting minutes: 02/24/2003

Dee Vigeant
Northeastern University

Recommended Citation

Vigeant, Dee, "Faculty Senate meeting minutes: 02/24/2003" (2003). *Faculty Senate Meeting Minutes*. Paper 22. <http://hdl.handle.net/2047/d10005298>

This work is available open access, hosted by Northeastern University.

TO: FACULTY SENATE
FROM: DEE VIGEANT for the SENATE AGENDA COMMITTEE
SUBJECT: MINUTES, 2002-2003 FACULTY SENATE MEETING, 24 FEBRUARY 2003

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

Absent: (Professors) Flym, Metghalchi, Wallin
(Administrators) Mantella

Convened by Provost Abdelal at 11:58 a.m.

- I. **Minutes.** The minutes of 25 November, 2 December, and 27 January were approved.
- II. **SAC Report.** Professor Lowndes reported the following.

Because time constraints prevented a SAC report at the last Senate meeting, this SAC report covers the period since the January 27 Senate meeting.

During this time, SAC has met in regular session three times and, in addition, has met once with the President and Provost, once with the President alone, and once with the Provost. SAC and FAC also had a combined meeting.

- A. **Meetings with the President and Provost.** The meeting with the President and Provost focused first on the summer semester. There was agreement that a faculty member undertaking a summer semester full load, whether this was for administration, teaching, research or some mix of these, must receive one half of the faculty member's salary for this irrespective of whether this was part of the base contract, for extra compensation, or supported by grants or contracts. SAC raised concern about whether the 100-minute classes on four consecutive days each week during the summer terms was a sound educational approach for all disciplines.

Towards the end of the meeting, President Freeland raised the subject of search committees and stated that he had long wanted to see the current procedures changed so that he would play a much larger role in selecting the search committee membership.

The meeting with the Provost focused on the current Senate resolutions on the floor today and on a preliminary discussion on possible search committee changes.

In the second meeting with the President, SAC urged the President to consider fully funding the \$1 million faculty equity pool, or to make it the top priority should any surplus revenues occur during the 2004 fiscal year. SAC pointed out that the equity pool was the only item in the budget that had been annualized, and that certain items now in the budget were specifically not recommended by the Funding Priorities Committee, yet had somehow made it in. SAC also aired concerns that SVP Larry Mucciolo had indicated that there already was an array of items waiting to be funded by any such surplus revenues, yet none of these had been presented to the Budget Committee. The President promised to consider our request.

- B. **Recent Northeastern Operating Surpluses.** Since the last meeting, many of you have expressed considerable interest in my question to SVP Mucciolo concerning the recent \$24 million operating revenue surpluses. Appended is page 12 of <http://www.president.neu.edu/annual02/AR02.pdf>, the most recent

annual report giving 2002 and 2001 data. You will notice the "Increase in net assets from operating activities" of \$23.7 million in 2002, and \$23.8 million in 2001. In earlier years this was \$8.7 million in 2000, \$1.7 million in 1999, \$2.4 million in 1998, and \$1.6 million in 1997. You will notice that the long-term debt currently stands at \$380.6 million, up from \$140.6 million in 1997.

- C. **New Graduate Certificate Programs.** SAC has received and signed off on two new graduate certificate programs in: a) Information Systems (College of Engineering); and b) Computation and Visualization for the Sciences (Center for Interdisciplinary Studies).
- D. **Next Senate Meeting: Monday, March 3, in Raytheon.**

Professor Hearn asked how the President envisions taking a larger role in the search process. Professor Lowndes responded that the Agenda Committee had tried to find out what seemed to be wrong with the procedure. President Freeland had indicated that the process seemed slow on occasions and that he felt disenfranchised. It was not clear what he wanted. The Agenda Committee will draw clear lines in the sand in support of much of the current procedures for chair, dean, or provost searches. Right now, the administrator concerned (dean, provost or president) has tremendous input in presenting the charge to the committee and in picking the successful candidate from the short list. If the administrator would now also play a dominant role in picking the committee membership, then clearly the faculty would have a much-diminished role in searches. For other vice president searches, there is room for change. SAC will explore possible changes with the Provost.

Professor Hall pointed out that the President had intervened in two recent chair searches. Provost Abdelal stated that he saw no topic that could not be discussed collegially. If the search process needs to be revised, it will be done collegially.

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

- A. **Market Equity Adjustment.** Whether it is to be annualized or fully funded for the year, the first step is to obtain the data on the gap between salaries for peer departments and departments at Northeastern. Departments currently are proposing lists, which the deans are reviewing and which will be discussed further with the Provost's Office. It is on the basis of the information regarding the salary gaps in various departments that the market adjustment is allocated, and that is the status of the process.
- B. **Site F.** Development of Site F is still being discussed. The most likely proposal will be for a mixed-use building, which will be half-residential and half-academic and will include the O'Bryant Institute. The building will have specialized facilities as well as classrooms.

IV. **Question and Discussion Time.**

- A. Professor Vaughn asked what was being done about the cost-of-living adjustment relative to the matchmates and comparisons. Provost Abdelal responded that the matchmate analysis was geared to figure out the gap independent of the cost-of-living adjustment. We need to wait for the data.

Professor Morrison explained that his understanding from the matchmate committee was that an agreement was made on a one-time basis with a recommendation of the amount in Dr. Putnam's report of a 25% gap, with a commitment to address that issue further in future years. He added that the cost-of-living is germane because it could create gaps in some departments that would not otherwise have a gap. Even if the nominal gap were bigger than what is funded, it is relevant to make that adjustment so that whatever money is available is allocated at the right places. Provost Abdelal agreed.

Vice Provost Meservey noted that the task force still exists and will, after review of the matchmates, provide a report to the Senate.

B. Professor Vaughn expressed concern about students who are called for military service on short notice. He urged that they be able to receive a grade of IP, which means "in progress," because it does not expire after one year, as does the Incomplete grade. Provost Abdelal responded that his office would send an e-mail to this effect to academic department chairs. Executive Vice Provost Pantalone added that anyone concerned should notify their associate deans so they can handle the logistics and that faxes of military orders are acceptable.

V. **Semester Conversion Resolution #24: Summer Teaching Compensation.** The following resolution, entitled "Resolution #3. New Semester Conversion Resolution #24," was on the floor from the 27 January meeting.

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 referred to the following memo from him, which provides some background and the rationale for the motion.

Semester conversion resolution #24 addresses teaching for extra compensation in a term or semester outside of a faculty member's base contract. Though more focused, it is exactly equivalent to language in the current Faculty Handbook for similar teaching under the quarter calendar.

The language in the current Faculty Handbook adopts the premise that a faculty member on a full workload in a "summer term" must receive the same rate of pay whether they are undertaking this as part of their base contract or undertaking the load for extra compensation. The details of the workload are irrelevant: if the full workload is for administration only, for research only, or for teaching only, the faculty member will receive a full quarter salary. Since the maximum workload for a faculty member not engaged in research or extra service has been nine courses under the quarter calendar, the extra compensation rate for teaching only has been set at 1/9 of the faculty member's base contract per course taught.

The President, the Provost, and SAC are fully agreed that this equivalence must be maintained under the semester calendar. Since a full workload under the semester calendar was defined last year as six courses, the corresponding rate of remuneration for teaching a course for extra compensation under the semester calendar must be 1/6 of the faculty member's base salary per course.

A few additional comments about the 1/6 rate:

- It is exactly equivalent to the 1/9 rate in place now under the quarter system.
- It is equivalent to the average national rates for extra teaching given at other semester institutions.

- It will have no net effect on current department or college budgets for summer teaching (the 1/6 rate is 3/2 times the 1/9 rate, but only 2/3 of the number of courses will be taught under the semester calendar).
- It is recognized that summer teaching budgets are generally not at acceptable levels and the Provost has indicated that the summer teaching budgets will become a top priority for the next budget.

In order to address issues raised in the last Senate meeting concerning semester conversion resolution #24, I propose to amend the existing resolution with the following changes shown underlined below. The full resolution would read therefore as:

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 under the semester calendar, who accept additional teaching appointments for a “summer term” (i.e. for a term or semester outside of their base contract), will receive payment at the rate of 1/6 of their base salary for each standard four credit hour semester course. Deviations from the standard four credit hour courses will receive payments appropriately pro-rated with the approval of the Provost. Faculty are expected to deliver the course and hold appropriate office hours.

The new language addresses the following:

- It focuses the resolution on faculty with academic year appointments under the semester calendar.
- It generalizes “summer term” to apply to any term or semester outside of a faculty member’s base contract.
- Rather than try to examine and define all exceptions to a standard four credit hour course, it refers the issue of appropriately prorated payments for non-standard courses for resolution between the Dean and the Provost.

Motion. Professor Lowndes moved to amend the original resolution by substitution of the above, and this was accepted as a friendly amendment.

There being no objection, the Senate turned to a vote on the substitute resolution.

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 under the semester calendar, who accept additional teaching appointments for a “summer term” (i.e. for a term or semester outside of their base contract), will receive payment at the rate of 1/6 of their base salary for each standard four credit hour semester course. Deviations from the standard four credit hour courses will receive payments appropriately prorated with the approval of the Provost. Faculty are expected to deliver the course and hold appropriate office hours.

Vote: PASSED, 30-1-1.

Professor Lowndes reported that he had received a request to reorder the agenda so that the proposed new Business program might be addressed next. There was no objection.

- VI. **Proposed Joint Master of Business Administration and Master of Science in Finance Degree Program.** Professor Bruns moved the following resolution, and the motion was seconded.

BE IT RESOLVED THAT the Faculty Senate approve the proposed joint Master of Business Administration and Master of Science in Finance (MSF/MBA) program as approved by the Graduate Council Executive Committee.

The floor was yielded to Professor Harlan Platt who explained that the proposed program was designed to keep us competitive and to accommodate our students who have been asking for such a program. A number of students are expected to migrate to the new program from the MSF program, while others will migrate from the MBA program. The MSF students will need 42 additional semester hours, and the MBA students will need 12. The proposal has no added cost to the University, has positive revenue benefits, and provides opportunities for students to get jobs in mutual funds and banking in the Boston area. Conservative estimates project 70 students for the new program.

There being no objection, the Senate turned to a vote.

Vote: PASSED, 35-0-0.

- VII. **Quasi Committee of the Whole: Required Summer Teaching.** Professor Lowndes announced that he would move that the Senate go into a quasi committee of the whole to consider required summer teaching. He explained why he thought this necessary in the memo from him below, which he had just distributed.

Section IV.D.2.b on p. 70 of the current *Faculty Handbook*, states:

“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.”

A resolution was introduced and passed last year by EVP Pantalone that sought to replace this language by language that stated that the University could not require faculty to undertake summer teaching as part of their base contracts. Although this was introduced by the administration, this was not approved by the President.

SAC believes that the current Handbook language mentioned above does not, in fact, address summer teaching being required. Rather, it reflects a desire by the University to curtail continuous year round teaching (with extra compensation) either through concerns that faculty need to take a periodic break, or because the University does not want to provide resources for this, or both. This current Handbook language does not prevent faculty from being

required to teach in consecutive summers. Rather, it simply states that, in successive years, a faculty member may only be employed in 7 of 8 quarters, but it is silent as to which term the eighth quarter may be.

We shall therefore move into a quasi Committee of the Whole to discuss how the Senate would like to proceed on this matter. There are at least three options:

- a) To take no action and therefore have the Handbook silent on required summer teaching as it is now. However, since summer teaching has been required of faculty members on occasions, this may not preclude required summer teaching.
- b) To resubmit the resolution on faculty not being required to undertake summer teaching (which the President has already not approved).
- c) To adopt a resolution framing conditions under which a faculty member can be required to undertake summer teaching.

Options a) and b) are clear. The following is a possible skeleton of a draft for option c):

"Northeastern University operates on a twelve month academic calendar. From time to time, therefore, faculty members may be needed to teach during the summer semester as part of their base academic year contracts. Such assignments for academic year contract faculty are subject to the following rules:

- **Faculty members on probationary tenure track appointments cannot be required to undertake summer teaching requirements.**
- **Before requiring a faculty member to undertake such an assignment, the University will make every reasonable effort to accommodate the faculty member's personal wishes and professional obligations.**
- **A final decision on whether a faculty member will be needed for such an assignment will be communicated to the faculty member no later than 1 December of the year preceding the summer semester involved.**
- **A faculty member required to undertake such an assignment will have the right to designate which other semester will constitute the remainder of his/her base contract.**
- **No faculty member can be required to teach during the summer semester as part of his/her base contract more than once in any five-year period.**
- **No faculty member can be required to teach during a term or semester where this is not part of his/her base contract."**

Motion. Professor Lowndes moved to go into a quasi committee of the whole. In response to a point of information from Professor Vaughn querying the term quasi, Professor Lowndes responded that a quasi committee of the whole allows Provost Abdelal, the presiding officer, to remain in the chair, which is not the case in a committee of the whole.

Vote to go into a quasi committee of the whole: PASSED, 32-0-0.

(The minutes of a committee of the whole do not become part of the minutes of the Senate meeting and are therefore appended.)

Motion. Professor Herman suggested that the quasi committee of the whole rise and recommend to the Faculty Senate that it discuss and approve the resolution drafted for option c. The motion was seconded.

The resolution drafted for option c read as follows:

Northeastern University operates on a twelve-month academic calendar. From time to time, therefore, faculty members may be needed to teach during the summer semester as part of their base academic

year contracts. Such assignments for academic year contract faculty are subject to the following rules:

- **Faculty members on probationary tenure track appointments cannot be required to undertake summer teaching requirements.**
- **Before requiring a faculty member to undertake such an assignment, the University will make every reasonable effort to accommodate the faculty member's personal wishes and professional obligations.**
- **A final decision on whether a faculty member will be needed for such an assignment will be communicated to the faculty member no later than 1 December of the year preceding the summer semester involved.**
- **A faculty member required to undertake such an assignment will have the right to designate which other semester will constitute the remainder of his/her base contract.**
- **No faculty member can be required to teach during the summer semester as part of his/her base contract more than once in any five-year period.**
- **No faculty member can be required to teach during a term or semester where this is not part of his/her base contract.**

Vice Provost Meservey asked for clarification on the fifth and sixth bulleted items. Professor Lowndes responded that the term "five-year period" was fairer than having faculty teach every summer, or even every two or three years. With say a maximum estimate of 20% faculty needed for teaching in the summer, you would get the five-year turnaround. The sixth bullet was included because Professor Herman had indicated to SAC that a faculty member had, somewhat astonishingly, been required to teach in the summer but outside of his base contract. With appropriately funded summer budgets permitting 1/6 compensation per course, and with perhaps additional funding to support research as the Provost has suggested, there may hopefully be little need to require faculty to teach in the summer.

Vice Provost Meservey asked whether the intent was to have parameters for requiring faculty to teach in summer. Professor Lowndes replied that the intent of option c was to acknowledge that people could be required, but, in the event that someone is needed to teach from time to time, these are the parameters that will define how that will be handled in a fair and equitable way.

Professor Onan asked whether the second and fourth bulleted items might be consolidated. Professor Lowndes responded that the second bulleted item sets the basis, should a dispute go to grievance or arbitration, whereby the University would have to show that it had made a reasonable effort to accommodate the faculty member's personal wishes and professional obligations. It is a separate issue from the one having to do with which semesters a faculty member wants to teach in.

Motion. Professor Herman noted the time and moved to adjourn. The motion was seconded.

Adjourned at 1:30 p.m.

Respectfully submitted,

Dee Vigeant
for the Senate Agenda Committee

Report of the Quasi Committee of the Whole
24 February 2003

Professor Hope asked how many semesters of employment the conversion would cover, as it would appear in the Handbook. Professor Lowndes replied that it would be five of six, but this would not necessarily appear in the Handbook. Professor Herman pointed out that, if this had been approved by the Senate in the first place, it might appear in the Handbook, but the important thing is to provide base line protection for faculty.

Dean Zoloth asked how, if one taught in fall and spring terms, one could be forced to teach outside one's contract. Professor Ellis replied that the annual appointment letter states that faculty will abide by the conditions of the Faculty Handbook; therefore, you could be asked to teach in summer, even though that is not explicitly stated in your letter of appointment.

Provost Abdelal thought it should be possible to recruit faculty without extra cost, and he would like to work with the deans to achieve this goal.

Professor Lowndes pointed out that, because the President had rejected the resolution that said faculty cannot be required, he obviously sees at least the possibility that some people will be required, and so this was the reason for the motion.

Professor Herman noted that a faculty member could shift semesters and teach the second summer term and then teach in the fall, not teach in the spring, and then teach in the first summer term, all in the same fiscal year. He was especially concerned about probationary faculty being vulnerable to being required to teach in summer. As long as the possibility exists that summer teaching may be required, we need to protect the conditions under which it can take place.

Several Senators pointed out that certain upper level courses need to be taught by faculty with particular expertise.

Dean Stellar thought that the place at which coercion might occur would be the department level. Hiring in summer would be a problem for his college. He favored option c, which would exempt probationary faculty.

Professor Ellis also favored option c because, although it would open the possibility of occasional summer teaching, it would compensate at 1/6 per course.

Provost Abdelal noted that by the time it became necessary to consider summer teaching, the budget had already been set. Before next summer, when the 1/6 would apply, summer compensation will be a high priority in the budget, so we will be able to offer the 1/6; however, many universities use doctorally prepared lecturers in the summer at significantly less than 1/6.

Professor Ondrechen noted that, in the years when she taught in summer without extra compensation, she was free of obligations during another quarter. She had not minded the rotation in the past but would not like it now. She favored guidelines and parameters so that faculty are not forced to teach every summer.

Provost Abdelal pointed out that he was not opposed to the resolution but that it is reasonable to have a limited number of qualified lecturers, perhaps 15% of the total faculty, to balance summer teaching loads. Professor Gilmore thought there would still be a problem with upper level courses.

Dean Stellar suggested obtaining national norms for professorial faculty in coop schools. The College of Arts and Sciences would be happy to have 15% of summer courses taught by professors rather than lecturers. That would then set the budgetary guidelines for hiring enough professorial faculty and paying them enough to meet these kinds of goals.

Source: Northeastern University Annual Report 2001-2002

NORTHEASTERN UNIVERSITY

Statement of Financial Position
 As of June 30, 2002, and 2001.

(In thousands of dollars)	2002	2001
ASSETS		
Cash and short-term investments	\$ 66,388	\$ 74,319
Accounts and notes receivable, net	19,347	21,282
Dividends and interest receivable	2,532	3,370
Prepaid and other assets	16,182	13,945
Pledges receivable, net	18,845	20,134
Student loans receivable, net	29,650	30,388
Deposits with trustees	18,339	81,057
Investments	465,302	511,312
Property, plant, and equipment, net	569,248	439,538
Total assets	\$ 1,185,833	\$ 1,195,345
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts payable and accrued liabilities	51,460	45,264
Deferred revenue and student deposits	32,128	27,989
Refundable advances	27,527	28,099
Capital lease obligations	37,484	--
Long-term debt	380,563	386,838
Total liabilities	\$ 529,162	\$ 488,190
NET ASSETS		
Designated for operating purposes	19,343	22,506
Designated for capital projects	27,019	28,574
Endowment and similar funds	265,243	332,257
Invested in plant, net	154,298	137,576
Total unrestricted	465,903	520,913
Endowment and similar funds	80,423	103,135
Restricted for capital projects	10,124	8,582
Other temporarily restricted	13,648	11,411
Total temporarily restricted	104,195	123,128
Endowment	60,890	57,415
Other permanently restricted	5,683	5,679
Total permanently restricted	66,573	63,094
Total net assets	\$ 656,671	\$ 707,155
Total liabilities and net assets	\$ 1,185,833	\$ 1,195,345

Statement of Activities

For the year ended June 30, 2002, with summarized financial information for the year ended June 30, 2001

(In thousands of dollars)	Unrestricted	Temporarily Restricted	Permanently Restricted	2002	2001
OPERATING					
Revenues and other support					
Tuition and fees	\$ 356,634			\$ 356,634	\$ 333,756
Less: Financial aid	(89,956)			(89,956)	(78,318)
Net student-related revenues	\$ 266,678			\$ 266,678	\$ 257,438
Contributions	5,550	4,724		10,274	9,023
Grants and contracts	40,712			40,712	38,507
Indirect cost recovery	7,928			7,928	7,325
Auxiliary enterprises	69,425			69,425	61,544
Investment income from endowment	6,311	3,312		9,623	11,128
Other investment income	4,372			4,372	7,793
Other	15,758	864		16,622	15,022
Total operating revenues	\$ 416,734	\$ 8,900		\$ 425,634	\$ 407,794
Net assets released for operations	11,252	(11,252)			
Capital appreciation used for spending policy	9,163	4,589		13,752	8,378
Total operating revenues and other support	\$ 437,149	\$ 2,237		\$ 439,386	\$ 416,172
Expenses					
Instruction	162,807			162,807	157,059
Research	40,122			40,122	38,617
Academic support	26,202			26,202	24,570
Student services	29,624			29,624	28,314
Institutional support	73,671			73,671	69,588
Other student aid	5,141			5,141	4,415
Cooperative education	9,338			9,338	9,114
Auxiliary enterprises	63,139			63,139	56,564
Other	5,623			5,623	4,149
Total operating expenses	\$ 415,667			\$ 415,667	\$ 392,392
Increase in net assets from operating activities	\$ 21,482	\$ 2,237		\$ 23,719	\$ 23,780
NON-OPERATING					
Contributions received for long-term investment	(91)	1,424	3,479	4,894	8,413
Net realized gain (loss) on investments	(8,737)	(4,367)		(13,104)	41,581
Net unrealized depreciation on investments	(28,929)	(1,464)		(30,393)	(94,286)
Capital appreciation used for spending policy	(9,163)	(4,589)		(13,752)	(8,378)
Net realized and unrealized loss on interest rate swaps	(8,669)			(8,669)	(8,601)
Net assets released for capital projects	(1,005)	1,005			
Change in net assets	\$ (35,030)	\$ (18,933)	\$ 3,479	\$ (50,484)	\$ (37,491)
Net assets at beginning of year	520,933	123,128	63,094	707,155	744,646
Net assets at end of year	\$ 485,903	\$ 104,195	\$ 66,573	\$ 656,671	\$ 707,155