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Faculty Senate meeting minutes: 10/19/2005

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TO: FACULTY SENATE
FROM: STUART PETERFREUND, SECRETARY, FACULTY SENATE
SUBJECT: MINUTES, 2005-06 FACULTY SENATE MEETING, 19 OCTOBER

Present: (Professors) Alper, Bobcean, Bruns, De Ritis, Futrelle, Glod, Hall, Hansberry, Herman, Janikian, Kane, Krishnamoorthy, Marshall, McKnight, Melachrinoudis, Morrison, Peterfreund, Powers-Lee, Reucroft, Reynolds, Robinson, Ryan, Sanchez, Willey, Wiseman
(Administrators) Abdelal, Falcon, Moore, Onan, Soyster, Sridhar, Stellar, Zoloth

Absent: (Professors) Bannister, Flym, Schaffer, Sherwood, Strauss
(Administrators) Finkelstein, Greene

Provost Abdelal convened the meeting at 11:55.

The Provost requested those asking questions to please rise and state their names so that the new staff could identify them.

I. **Approval of Minutes.** Professor Morrison moved to accept the minutes; Professor Willey seconded. The minutes were accepted as posted.

II. **SAC Report.**

A. Presidential Search. Professor Glod thanked the Senate for their assistance in Presidential Search Committee balloting. The following were elected to serve: Professors Barabino, Bluestone, Glod, Lowndes. The alternates are: Professors Silevitch, Jones, Platt and De Ritis.

B. Meetings. SAC met once in regular session.

C. Resolutions. President Freeland has responded to a number of 2004-05 Senate resolutions:

- #1. *Ad Hoc* Committee on Information Systems Policy Resolution #1: Informational
- #2. *Ad Hoc* Committee on Information Systems Policy Resolution #2: 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."
- #3. *Ad Hoc* Committee on Information Systems Policy Resolution #3: Informational.
- #4. *Ad Hoc* Committee on Information Systems Policy Resolution #4: Informational.
- #6. *Ad Hoc* Committee on Information Systems Policy Resolution #6: Informational.
Comments: "Funding requests to support any such process would need to be prioritized by the Provost and would be contingent on budget availability."
- #7. *Ad Hoc* Committee on Information Systems Policy Resolution #7: Informational.
Comments: "Funding for such a facility would need to be prioritized and would be contingent on budget availability."
- #8. *Ad Hoc* Committee on Information Systems Policy Resolution #8: Informational.
Comments: "This would have to be contingent on budget availability and competing priorities."
- #9. *Ad Hoc* Committee on Information Systems Policy Resolution #9 (concerning a mechanism for the evaluation of infrastructure): **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."
- #16. 2003-04 Special Committee on Academic Policy – Summary Report on General Education: Informational.

#31. *Ad Hoc* Committee on Information Systems Policy Resolution #5: Informational.
Comments: "Additional investment requests must be considered in the normal budgeting procedures."

#36. Faculty Development Committee Report – Access to E-mail for Retired University Employees: **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."

#44. Special Committee on Academic Policy – Stage II Report on University-wide General Education Proposal: Informational

D. Chemical Engineering Chair Search Committee. Provost Abdelal has asked the Agenda Committee to initiate an external chair search for the Department of Chemical Engineering. Staffing is in progress.

E. Senate Standing Committees. The Special Committee on Enrollment and Admissions Policy has been staffed and charged as follows:

Members:

Professor William Sanchez, Chair
Professor Gwilym S. Jones
Professor Daniel D. Burkey
Professor Rhonda Board
Professor Stephen M. Kane
Senior Vice President Philomena V. Mantella
SAC Liaison: Professor McKnight

Charge:

The Senate Agenda Committee respectfully requests that the Special Committee on Enrollment and Admissions Policy prepare a report, in both hard copy and electronic form, on the following charge:

Based on current information, survey of other universities' health centers policies, procedures, and staffing and any other analyses that it may wish to undertake, the Committee is asked to make recommendations on the structure and function of the Lane Health Center. Working collaboratively with Sr. VP for Enrollment and Admissions, the Special Committee is asked to review and make recommendations. In particular the Special Committee is asked to review information on how this new unit interfaces with faculty, residential life, campus police, student services and Enrollment Management, and how it integrates physical and mental health care. The Committee should also review the philosophy of the new unit and the model for health care, e.g., primary care model, a referral model, 24 hour coverage, as well as current staffing models and connection with other health resources in the community, such as lab, x-ray. The Committee should present its recommendations on these matters to the Faculty Senate Agenda Committee by no later than 15 March 2006 as well as any suggestions for further improving student health services at Northeastern. These recommendations should be submitted in both hard copy and electronic form.

Other issues that may arise during the course of the year will be addressed as usual by the Standing Committee.

The Special Faculty Development Committee has been staffed and charged as follows:

Members:

Professor Edward G. Wertheim, Chair
Professor Anthony De Ritis
Professor Jacqueline Isaacs
Professor Thomas Sheahan
Professor Wallace Sherwood

Vice Provost Malcolm Hill
 Dean James Stellar
 Dr. Donna Qualters
 SGA Vice President Michael DeRamo
 SAC Liaison: Professor Stuart Peterfreund

Charge:

The FDC is asked to assess the currency and usefulness of the TCEP evaluation system, and to recommend such changes as may be appropriate—from relatively small changes involving individual questions and the current manner of processing the forms, to the replacement of the entire system by another, either by subscribing to another currently available system or by developing our own, proprietary system.

Acting on the basis of the inquiry described above, the FDC is asked to report back to the SAC by no later than 1 March 2006 as to the wishes of the parties concerned regarding the TCEP system or a possible successor-system. Resolutions, as appropriate, should accompany this report. The report should be submitted in both hard copy and electronic form.

The Special Committee on Academic Policy has been staffed and charged as follows:

Members:

Professor Gerald H. Herman, Chair
 Professor Sharon Bruns
 Professor Robert P. Futrelle
 Professor Nancy Kindelan
 Professor Thomas O. Sherman
 Professor William E. Wray
 Dean Jack R. Greene
 Vice Provost Malcolm D. Hill, *ex officio*
 Associate Dean Richard J. Scranton
 Dean Stephen R. Zoloth
 SAC Liaison: Professor Sharon Bruns

Charge:

The focus for the 2005-06 Special Committee on Academic Policy is to complete the General Education proposal, to coordinate its work with the Ad Hoc Calendar Committee, and to review policies on changing grades.

Accordingly, the Senate Agenda Committee respectfully requests that the Special Committee on Academic Policy prepare a report, in both hard copy and electronic form, on the following charge:

1. In consultation with all Units with Undergraduate major, review the General Education proposal and make final adoption recommendations to the Senate for its consideration. The Special Committee on Academic Policy should carefully consider and report back to the Senate Agenda Committee on the General Education Requirements by no later than 15 March 2007.

The Senate Agenda Committee also requests that the Committee on Academic Policy prepare a report, in both hard copy and electronic form, on the following charge:

2. Review the University policies and procedures on changes of grades due to inconsistencies in the various handbooks and manuals. The goal is to achieve consistent policies for changing grades for both undergraduate and graduate students. This consideration should be undertaken within the

context of the appeals process articulated in the student handbooks, the Faculty Operations Manual, the Faculty Handbook, and relevant college and University publications.

3. Review changes to the Cooperative Education eligibility requirements for undergraduate students, approved by the UUC.

F. Next Meeting: Wednesday, 2 November, in Raytheon, 240 EC.

III. Provost's report. Provost Abdelal reported that the process of asking the departments to review their salary matchmate lists, now in its fourth year, has begun. In this process, each unit has the opportunity to review a list of 10 departments that have been previously identified for salary matchmate data. The list also provides the opportunity to suggest changes. These requests for changes must then be approved by each dean and by the Provost. Based on this data the Office of institutional Research will generate updated data on salary comparisons by department at NU. The data will then become available while UFAC is looking at the budget. The purpose of announcing this here is for maximum communication.

IV. President Freeland. President Freeland offered an apology for being delayed after having been waylaid by NU students doing charity work for breast cancer. He commented on how energized and positive current NU students are.

The President extended thanks to all serving on the Senate. The administration of any university of quality is a shared enterprise—one that has many owners. At the center is the faculty and at the center of that body is the Faculty Senate. He offered special thanks to the SAC, with which he worked closely over the summer on several important issues, including addressing some concerns raised by the revised handbook bylaws, and restructuring the University committee that addresses budget priorities. The President expressed the hope that these matters will be resolved in a collegial and responsive manner.

President Freeland then spoke on five items that have occupied his thoughts in light of Northeastern's impending leadership transition. The first is the need to keep the institution focused on the top 100 goal. NU's rise has been dramatic (from 150 just five years ago to 115 today) and has taken place as the result of a corresponding rise in the quality of education and faculty scholarship. There is need to continue to focus on improving the graduation rate, a metric which is central to NU's continuing rise quality, standing and financial viability. The retention task force will continue to work this year with a particular charge to assess how coop and financial aid policies affect graduation rates. In addition, the NU marketing staff continues to try to have some impact on peer rating and visibility. Alumni participation and annual alumni giving are critical areas which are experiencing some decline. The President expressed his certainty that NU will be a top-100 university in the next several years.

The second item is the physical Master Plan for the campus. There are two phases: the first is an amendment process whereby NU is under an obligation to produce a proposed amendment to the current Master Plan by January, 2006. The second phase—a new Master Plan—will begin immediately upon submission of the amendment. This new Master Plan has a deadline of September, 2006.

The amendment process is partly the result of the University's travails in the aftermath of the Super Bowl riot. It became essential to work out with the BRA, the Mayor, the city and the community how to manage our growing impact on the community as we become a residential campus. NU's increased student presence brought increased student presence to the forefront. The community focused on moving the students into campus residences and terminating the Leased Properties Program, and we agreed, provided the city would support the construction of more residential space on campus. By turning this somewhat difficult situation to NU's advantage, the University wrote an agreement, signed by President Freeland and the Mayor, to submit a plan to build residences to accommodate 1250 students on campus. The point is that, assuming that the amendment goes forward, NU will take on the obligation to build new residence facilities, the first beginning as early as late spring this year. These buildings will keep the campus in construction out through 2009-10.

The amendment process is difficult and tentative but the President is assuming that an agreement will be reached.

The second phase is a new Master Plan that looks more globally at the physical needs of the campus and the priorities within those needs. The question is what kind of master plan makes sense in September 2006 knowing the construction implications of the amendment process? The current thinking is what Senior Vice President Larry Mucciolo terms a “container plan” which would simply state that in the 10 years following the amendment period NU seeks to build X number of gross square feet on X amount of buildable land for administrative or academic purposes, for residential purposes, for recreational purposes, or for some combination of the three: a full range of functions. It’s clear, given the current footprint of the campus, that in order to accommodate all the needs, this plan could go well beyond the current campus. So the University must grow and convince the neighbors that it’s a permissible idea. Assuming that the “container plan” is approved, the next step is a priority-based physical master plan in conjunction with what the President views will be the next round of programmatic strategic planning based on the need to submit in the summer of 2008 a self-study for our decennial re-accreditation. President Freeland anticipates, therefore, that 2007-08 will be the year for strategic planning, which will also be an ideal time for physical planning.

The President opened the floor to questions.

Professor McKnight asked how the faculty will be included in the Master Plan development. The President responded that in terms of the container plan (projecting space for varied purposes), he will appoint a committee to work with Vice President Mucciolo in projecting those needs. This committee will require academic input as well as input from the athletic, recreational and residential sides. There may be small working groups around those areas. Faculty input will be critical.

Professor McKnight then asked if the President sees a role for the Senate in either consulting with or staffing the committees. President Freeland indicated that he’s still working it through but has not thought of it as an historic function of the Senate but as a place where faculty and academic administration involvement at the Provost and Dean level is critical. President Freeland is talking with Provost Abdelal about it.

Professor Hall asked what the University is thinking in terms of a multipurpose athletic facility. The President responded that it would need to be part of a new master plan. As all are aware, the students agreed several years ago to a self-tax in the form of fees to finance 1/3, which they have been collecting for two years. In the President’s view, 1/3 (\$10m) should come from private donors. There are no major commitments from such donors yet. If \$20m could be raised, the President would be willing to ask the BOT to borrow the final 10 million dollars.

Professor Herman queried whether the new residence space could be multipurpose buildings. The President indicated that it would be very difficult given the context of the project. It has not been proposed to the BRA or the city because the agreement is to add 1250 beds.

Professor Futrelle asked whether the BOT has supported the top 100 initiative and will offer continuity when the President’s successor arrives. President Freeland responded that the Board was united around the “notion of a smaller and better NU” and it has taken time for some Board members to fully appreciate the significance of the top 100 goal. The Board is now strongly supportive of this purpose.

Professor Peterfreund expressed hope that any container plan would have a specific snapshot of the allocations at the time the Master Plan goes forward. At the least it should be a faithful and detailed record of what the thinking was in 2005-06 about how to allocate priorities. President Freeland responded that in his thinking, the form the master plan should take is a projection of need and it might not be a good use of time to talk about priorities if that means what should be addressed first or second. It’s critical now to project needs in the various categories—research, classroom & instruction, library, recreation, residence, administration—then talk about the priorities.

Professor Janikian asked the President to comment on the disposition of Parsons Field in the context of the Master Plan. President Freeland indicated that the City of Brookline wants us to keep Parsons as they use it often. Currently the thinking is that NU will continue to need it as the Columbus lot would not accommodate all our needs with a multi-purpose athletic facility. If there were the unlikely prospect of access to a larger footprint, NU might consider selling Parsons. There are other properties that could be sold to help out with the facilities budget.

Professor Glod followed up on Professor Herman's question by asking whether there was any room for classroom space in the dorms. President Freeland reiterated that it is probably not a possibility at this point especially as it would require backing away from the 1250 beds promised which would be politically ill-advised. Professor Glod then asked if there are any other agreements with the city that the Senate should know about to which the President responded that there were not.¹

President Freeland then addressed the presidential transition. The course that NU is on is in no serious question by the BOT. The question is how the next president interprets that over the next ten years. Ten years ago the issues were about survival. It's now fair to say that the institution is established as a top tier university and the issues now become about "where do we go from here"? Does NU strive for the top 50 or 25? Is the 80-100 range fine as the changes needed to top 50 or 40 would change the character of the institution in questionable ways? How much emphasis should be placed on research, co-op, SAT scores, etc, in the future? How competitive should the institution be? Average SATs are now 1225 with jumps of 10-15 points per year. There's a goal of 1250 by the end of the action assessment plan in 2008 which would position NU in the middle of competitive institutions.

President Freeland continued that he had had discussions with Provost Abdelal and SAC Chair Glod concerning how the Board is structuring to think about the next phase as it goes about selecting a president. Understanding that faculty members, students and others will be involved, the BOT views this as their most important responsibility. The Board is asking how they should think about choosing from among candidates in relation to the institution's needs over the next 10 years. In considering this, the Chairman has created the Highway Project, which is intended to frame the direction of NU over the next 10 years. The Long-range Planning Committee of the Board, chaired by Mike Cronin, has been asked to consider the direction of NU over the next 10 years and how that might provide guidance to the search committee. This is not about writing a strategic plan but about framing, in the broadest sense, a discussion about what the strategic plan may look like or establishing a direction. As involvement of the campus community is important, the President proposes to use the University Planning Council because it has been vital vehicle for community participation and strategic discussion. Constituency of UPC has in the past been determined by the President and has included 4 faculty members, 2 Deans, senior administrators and students. Provost Abdelal has urged the President to allow the constituencies to determine their representation and the President has asked Professor Glod to name four faculty members to the UPC this year. The UPC, then, would include 4 faculty members, 2 students, 4 senior administrators and be convened by Mark Putnam, Director of the Office of University Planning and Research. Mr. Putnam is also providing staff support to the Long-Range Planning Committee which provides opportunity for a link between the two. The UPC would be charged to interact with the Highway Project and the Long-range Planning Committee. The President suggested that there be a document speaking to the issues of where NU should be going and how to address the future.

Professor Hall indicated that the next round of SATs will be different tests and asked how comparable the scores are between old and new given that after the last recentering, those previously scoring in the low 700's scored in the 800's. The President responded that the new test, which may already be in place, involves an essay component. We will be recording the writing score but will be using the math plus verbal scores as we have in the past. 1200-1250 means the same as it did before.

¹ Subsequently the President remembered that we had an agreement with respect to Parcel 18.

Professor Alper asked what impact on competitiveness the 5-year co-op calendar has in light of the President's thoughts on whether the top 80 should be a goal. The President spoke of the 'admitted students questionnaire' done yearly by the college boards which compares results of questions to students who were admitted and chose to come versus students who were admitted but chose not to come. That questionnaire provided clear evidence that the 5-year program was a barrier to many students. Much emphasis has been placed on creating 4-year options and on making it clear to prospective students that options are available. Admissions feel that the problem is ameliorated.

Professor Futrelle pointed out that NU students are getting better as are their aspirations for graduate school and that their level of involvement is very high. He mentioned being impressed by the SGA report on the undergraduate research opportunities program. President Freeland responded that Provost Abdelal has provided great leadership in this area. As NU students become more academically ambitious, opportunities for involvement are more valuable when looking toward graduate school. This is a change from past thinking and the students are pushing new ways of thinking.

Professor Marshall asked if our graduate programs are at the same place as undergraduate programs. The President indicated that the institution is generally much farther along at the undergraduate level than the graduate level. The graduate level may be divided into two arenas. Professional masters programs, which are crucial to the financial structure, are not carrying as much weight as at other institutions although there has been some improvement. There has been some improvement at PhD level.

After questions, President Freeland brought up several other issues. The President continues to believe that NU is the standard for the country in co-op education and that the integrated educational experience remains our primary recognition point. During his last year, the President will be focused on bringing to fruition several things that will strengthen NU's position around practice-oriented education. He is supportive of Provost Abdelal's appointment of Jim Fraser as Special Assistant to the Provost for Practice Oriented Education. In addition, NU is moving rapidly toward having co-op on the transcript in some manner to permit improvement in the co-op experience and in measuring co-op effectiveness in the job market.

Several professors mentioned that Arts and Sciences and Engineering do include experiential learning in the transcript record and the President responded that there is no information included on that record. Students must relay their experiences independently. The transcript project is focused on providing a second page to the transcript recording a student's co-op experience. This will permit improvement on the management side of the co-op educational equation and allow real-time data of student's coop experience parallel to their academic experience. The President hopes to implement this before he leaves the presidency.

Professor Herman expressed hope that the data include the entire range of coop activities. If not, it will not be helpful to others. Provost Abdelal said that to the extent that it's well defined it would be included. President Freeland elaborated that inclusion of the off-campus experience within the project's current thinking would need to be tied to a credit-bearing experience but that he fundamentally agrees with Professor Herman. The Provost is in the process of looking at the entire universe of experiential education with Vice Provost Mal Hill. For example, since the coop experience is optional, is the diploma of student who has not done coop the same as the one who has? It's ultimately a faculty question. If NU moves toward a degree which carries a notation that the student has done coop, how does a research assistantship play into it? This is all to say that a task force is going to be created to look into these questions.

Professor Herman added that other forms of experiential education are the hardest to integrate with what is being discussed. In CAS there is an experiential requirement done through directed study for which the student gets just a notation on their transcript and it should be the same for all. President Freeland agreed. Professor Willey encouraged the Senate to think about Worcester Polytechnic Institute which has MQP (Major Qualifying Projects) on their transcript and has been a very successful model. And Professor Peterfreund offered that a simple way of handling recognition of experience could be a certificate or range of certificates and argued in favor of keeping the traditional degree designations but adding certificates.

President Freeland spoke on two more issues: alumni relations and development. These are NU's weakest areas and need a lot of focused attention. They will be reaching out to the campus community and the President encouraged faculty members to speak with them since many times alumni are more connected to individual faculty members or disciplines than to the professionals in advancement. The professionals in advancement should be facilitators and handmaidens of those relationships. The University must progress to a higher level of alumni involvement. Unless NU can move from tuition discounting, which we already do at a lower level than at our competitors, to endowment supported scholarships, we will be in great trouble. The President thanked the Senate again for their work.

Provost Abdelal and Professor Glod thanked the President for his time at the Senate meeting and opened the floor for questions.

Professor Herman urged the Special Committee on Enrollment and Admissions Policy to work with the Student Government Association's committee called the Lane Health Center Advisory Committee so as not to be working at cross-purposes. Professor Glod agreed.

Professor Hall asked if searches are authorized and whether the departments are required to advertise that the positions are contingent on budget availability. Provost Abdelal indicated that this is prudent and encouraged but is not a requirement. He did not think the verbiage inhibits applicants. The Provost has encouraged colleges to continue searches if the prior search has failed and to use wording when advertising that says the search will remain open until filled.

Prof Peterfreund noted that he arrived on campus to find that his usual parking lot was blocked off due to construction and suggested that construction-related closures and changes be announced via Lotus Notes before they occur. The Provost will talk to Physical Plant.

Adjourned 1:25

Respectfully submitted,

Stuart Peterfreund
Senate Secretary