

September 23, 2009

## Faculty Senate meeting minutes: 09/23/2009

Stephen W. McKnight  
*Northeastern University*

---

### Recommended Citation

McKnight, Stephen W., "Faculty Senate meeting minutes: 09/23/2009" (2009). *Faculty Senate Meeting Minutes*. Paper 106.  
<http://hdl.handle.net/2047/d20000096>

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



**Northeastern University**  
*Office of the Faculty Senate*

**TO: FACULTY SENATE**  
**FROM: STEPHEN W. MCKNIGHT, SECRETARY, FACULTY SENATE**  
**RE: MINUTES, 2009-10 FACULTY SENATE, 23 SEPTEMBER 2009**

---

Present: (Professors) Alshawbkeh, Alverson, Balachandra, Board, Chilvers, Daynard, De Ritis, Gaffney, Gatley, Goodale, Hafner, Herman, Karma, Kruger, Lifter, McKnight, Mierelles, Morrison, Mourant, Muftu, Podlaha-Murphy, Portz, Price, Rosengaus, D. Sherman, T. Sherman, Thrush, Sherwood

(Administrators) Director, Falcon, Finkelstein, Loeffelholz, Moore, Powers-Lee, Ronkin, Spieler, Zoloth

Absent (Professors) Born, Ross  
(Administrators) Luzzi

Provost Director convened the meeting at 11:47 AM

I. The minutes of April 15 and April 22, 2009 were approved as written.

II. SAC Report.

Professor Morrison welcomed all to the first Senate meeting of 2009-2010. Professor Tolley will act as Senate Parliamentarian.

During the summer, since the last Senate meeting, SAC met 14 times in regular session, twice with the Provost, and once with the President. Professor Morrison has met weekly with the Provost. Additionally, SAC will meet on a monthly basis with the Provost and once per term with the President.

The following resolutions were returned as noted:

- 0203-02 Faculty Handbook, VI. (Preamble)(35-0)Provost approved; BoT approved 5/8/09
- 0203-06 Faculty Handbook, VI.A.1 + VI.A.2 (Preamble sections) (23-0-1) Provost approved; BoT approved 5/8/09
- 0203-07 Faculty Handbook, VI.A.3 (Performance) (24-0-0) Provost approved; BoT approved 5/8/09
- 0203-28 Faculty Handbook, VI.A.11.a (Sabbatical Leaves) & VI.A.11.b (Professional Leaves)(26-1-1) Provost approved; BoT approved 5/8/09
- 0809-01 MS in Urban & Regional Policy (CAS)(33-0-0) Provost approved 2/5/09; BoT approved 4/3/09
- 0809-03 Name change-Modern Languages (CAS) (25-0-0) Provost approved 2/5/09; BoT approved 4/3/09
- 0809-07 BA in Asian Studies (CAS) (28-0-2) Provost approved; BoT approved 5/8/09
- 0809-13 MS in Technology Commercialization (CPS) (31-0-1) Provost approved 2/5/09; BoT approved 4/3/09
- 0809-18 Dual major-Computer Science and Game Design (CAS) (31-0-0) Provost approved 3/27/09; BOT approved 5/8/09
- 0809-19 Dual major-Graphic Design and Game Design (CAS) (31-0-0) Provost approved 3/27/09; BOT approved 5/8/09

- 0809-20 Dual major-Digital Arts and Game Design (CAS) (31-0-0) Provost approved 3/27/09; BOT approved 5/8/09
- 0809-21 Doctor of Nursing Practice (BCHS-Nursing) (32-0-0) Provost approved 3/27/09; BOT approved 5/8/09
- 0809-22 Ph.D. in Political Sciences (CAS) (32-0-0) Provost approved 3/27/09; BOT approved 5/8/09
- 0809-28 Faculty compensation outside of the base contract (25-8-0) Approved, Provost, 4/29/09
- 0809-29 Report and recommendations of the 2008-09 Senate *ad hoc* TRACE Implementation Committee (32-0-2) "Informational, no action required", Provost, 4/29/09
- 0809-30 Report and recommendations of the 2008-09 *ad hoc* Committee on Administrator Evaluation Reform (20-1-6) "Informational, no action required", Provost, 4/29/09
- 0809-31 Amendment to Faculty Handbook VI.A.8 (Tenure) (31-0-0) Provost approved 4/29/09; BoT approved 5/8/09
- 0809-32 MS in Energy Systems (COE)(31-0-0) Provost approved 4/29/09; BoT approved 5/8/09
- 0809-33 Ph.D. in Bioengineering (COE) (31-0-0) Provost approved 4/29/09; BoT approved 5/8/09
- 0809-34 Final Report of the 2008-09 Senate Committee for Financial Affairs (29-0-0) "Informational, no action required", Provost, 4/29/09
- 0809-35 Report and Recommendations of the 2008-09 *ad hoc* Senate Committee for NU Core Implementation (29-0-0) "Informational, no action required", Provost, 4/29/09
- 0809-36 Report and Recommendations of the 2008-09 Senate Committee for Library Policy and Operations (28-0-1) "Informational, no action required", Provost, 4/29/09

SAC has been working on committee charges. The 2009-2010 Senate Committee for Financial Affairs and the 2009-2010 Senate Committee for Research Policy Oversight will be finalized today and posted to the Senate website. An *ad hoc* Committee for Scholarly Communication and Publication will be finalized soon, as will a committee to make recommendations for a Graduate Council Bylaws change to formalize the smaller structure of that Council.

The 7 October Senate agenda will include a resolution for the approval and support of the restructuring of the Colleges of Arts and Sciences and of Criminal Justice. Upcoming Senate meetings will address last year's recommendation to streamline the administrator evaluation process and will include presentations from Senior Vice President Mantella on enrollment, Director Roby of Athletics, and Professor Wadia-Fascetti on ADVANCE. President Aoun will address the Senate on 4 November.

Beginning this year the Senate will distribute a brief newsletter following each Senate meeting and prior to approval of the minutes in order to keep the flow of information current.

- IV. The Provost reported that the University's actions during this time of economic challenge have proved successful and have produced momentum, particularly in terms of faculty hiring. However, the economic situation has not improved and the University will not draw upon the endowment except where obliged to do so by conditions of a bequest. The Provost articulated some highlights of the past year as well as upcoming plans to celebrate 100 years of Co-op and the application of a theme (Global Experience) to the 2009-10 academic year.

The freshman class enrolled approximately 2,876 (a pre third-week count that could change somewhat), half of whom were in the top 10% of their high school class. The average SAT is 1287. The enrollment distribution showed both increases and decreases at the Colleges.

The number of applicants to Ph.D. programs remained static but could change slightly following the official 3<sup>rd</sup>-week count. There has been increased demand for Masters Programs which have seen the largest enrollments in Northeastern history.

Organizational changes include the merger of the School of Technological Entrepreneurship with the College of Business Administration, and the upcoming restructuring of the College of Arts and Sciences and the College of Criminal Justice.

Co-op placements have remained strong in the upcoming year and international Co-op continues to increase. There are increasing opportunities and participation in undergraduate research and service-learning. NU has also increased the number of classes under twenty.

Goals include the development of unique undergraduate programs, including on-line programs, to attract high quality students; an enhancement of the Honors Program, which is of particular interest to incoming students; and development of an improved process for dual degrees, also of increasing interest to students.

Other goals for academic improvement include development of assessment strategies which will be piloted among NU Core classes and initiation of an E-portfolio pilot program. Last year NU piloted an on-line employer assessment program for Co-op employers which is expected to include all employers this year.

A white-paper on the four-year/two-Co-op option may be found at

It is expected that significant implementation will take place next fall. The Provost urged the Senate to be cognizant that time to degree in traditional four-year programs is decreasing. It is becoming more difficult to convince students to stay an extra year for Co-op. In addition, students are interested in the flexibility of the four-year option.

A new paperless graduate admissions process has been implemented in all colleges except the Law School and has processed close to 9,000 applications with an increase in the number of completed applications. Goals for graduate education include the launch of new on-line masters programs, particularly in public administration, computer science, and health informatics, as well as new on-campus masters and Ph.D. programs.

The University is moving toward a decentralized financial approach (currently called Hybrid Management). Last year's planning team produced a report which may be found at

[http://www.northeastern.edu/provost/reports/documents/Budget\\_Model\\_Planning.pdf](http://www.northeastern.edu/provost/reports/documents/Budget_Model_Planning.pdf)

The current plan is to implement the new budget model in half of the 18 identified Responsibility Centers (RC) on July 1, 2010 with the remaining to implement as of fiscal year 2012. Revenue will be credited to the RCs, i.e. tuition from graduate and professional programs will be allocated to the instructing unit. Financial aid will follow the student. Undergraduate tuition will be divided between the RC teaching the course and the RC in which the student is enrolled (except for Study Abroad). There will also be a Current Fund Allocation to be invested back into Schools and Colleges at the discretion of the President and Provost in order to meet University-wide needs, start new programs, etc.

RCs will be charged a proportionate share for central costs. Research administration will be allocated to RCs based on research revenues from external sources; space will be charged based on utilization; and all RCs will be taxed a percentage of revenues to create the aforementioned Current Fund Allocation.

Faculty hiring remains very important to the University. 43 new faculty members were hired last year of which 15 were entirely new tenure/tenure-track lines. The remaining were replacement lines. 53 searches are authorized for next year. The current economic climate, along with NU's decision to continue hiring, has created strategic opportunities for the University and faculty are urged to take an active part in the process of identifying and courting top candidates.

To assist efforts in faculty hiring is the receipt of an NSF ADVANCE grant to enhance the environment and opportunities for women in science and engineering and the STRIDE committee (Strategies and Tactics for Recruiting to Improve Diversity and Excellence) to work with search committees to ensure diverse hiring pools.

A new Office of Research Administration and Finance (RAF) has replaced DPSA to provide service to principal investigators and three major research initiatives have been identified to move the institution forward. Those are Health, Security and Sustainability. Activities to identify research thrusts within each theme have been undertaken. Centers and Institutes will be reviewed for their consistency with existing policy. And finally, Information Services now reports to the Provost in order to guarantee greater emphasis on academic issues.

#### V. The floor was opened to questions.

To Professor Mourant's inquiry, Provost Director explained that the request to implement smaller class sizes was made opportunistically and was not required among all Schools and Colleges.

In response to Prof. Gaffney's question regarding raises, the Provost reiterated that this year's increases were deferred to January and more analysis must be undertaken before commitments for fiscal 2011 are made although the Provost was hopeful that last year's measures would not need to be repeated.

Professor Price relayed faculty concern at building and office renovations and the increased hiring of part-time faculty in light of deferred raises to which the Provost explained that funding for renovations is provided from depreciation and cannot be allotted to other endeavors.

Professor Karma suggested that the Senate conduct a ballot of faculty regarding the upcoming restructuring due to concerns that the CAS College Assembly will not be effective and the process itself was not inclusive. Provost Director responded that the process was undertaken in December 2008 and has included meetings and retreats. Professor Morrison reminded Senators that the Faculty Handbook states that the Senate shall be consulted and the Senate vote will indicate support or non-support of the resolution to restructure.

Professor Price requested more detailed information concerning diversity among newly hired faculty which was not readily available although Vice Provost Loeffelholz confirmed that 9% of hires are from underrepresented minorities. The Vice President will provide more information.

In response to Professor Chilvers, Provost Director confirmed that Presidential Scholarships are under review to assure alignment with the University's current goals. Further information will be forthcoming.

Other issues clarified: future exercises in class size redistribution will follow a process; the intent of a four-year Co-op option is to provide an alternative rather than to eliminate the five-year option; there remain loose ends concerning restructuring, i.e. Education and the STEM Center, among others, which will be addressed; NU has rented classroom space at the YMCA which has been recently renovated; the internal RSDF research grants from the University had not been very

effective in the goals of encouraging innovation and seeding external funding and will now be the purview of the Deans under hybrid management.

Professor Gaffney requested an explanation for the decrease (125 last year to 45 this year) in enrollments in the College of Criminal Justice (CCJ). Provost Director noted that decline had been a trend for many years. He also stated that a high number of graduates enter the field of law enforcement where salaries cannot justify NU's tuition. The floor recognized Dean Britt (CCJ) who confirmed that applications had declined from 1,000 to 660 over the past five years and that last year's numbers had dropped substantially from 2007-08. He added that the academic credentials of 2009-10 entering class are, for the first time, higher than the University average. Dean Britt confirmed, too, that all applicants were made aware of the possibility of restructuring and was encouraged that the yield rate remained in the mid-30%, indicating that applicants still find the programs attractive.

Professor Sherwood stated for the record his opinion that the restructuring is an outrageous act. He noted that CCJ has grown to be a superb school with top quality students, many of whom go on to attend law schools nationwide. He averred that CCJ is being sacrificed for NU's goal to be in the top 50 best universities, none of which have colleges of criminal justice, and that is a discredit to faculty who have devoted their lives to the educational mission of the CCJ and to alumni.

Professor Karma asked if a strategic goal was involved in the increase in College of Engineering (COE) enrollments (402 LY to 504 TY). The Provost noted that COE enrollments had been decreasing but now were increasing again, which is a good thing. He was not aware of a specific strategy, and Senior Vice President Mantella would be updating the Senate on enrollment strategies. He added that intentional growth in any College would require University-wide discourse due to implications for academic excellence, impact on other Colleges, dormitory space, etc.

Professor Price noted that staff felt ill-prepared for the Banner system due to a limited availability of training. The Provost suggested that such concerns be directed through the Deans.

A motion to adjourn was seconded and the Senate adjourned at 1:17 pm

Respectfully submitted,

Stephen W. McKnight, Secretary  
Faculty Senate