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Faculty Senate meeting minutes: 03/16/2011

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Northeastern University
Office of the Faculty Senate

TO: FACULTY SENATE
FROM: STEPHEN W. MCKNIGHT, SECRETARY, FACULTY SENATE
RE: MINUTES, 2010-2011 FACULTY SENATE, 16 MARCH 2011

Present: (Professors) Adams, Alper, Alshawabkeh, Bansil, Barberis, Basagni, Board, Bruns, Chilvers, Daynard, DeRitis, Fox, Hafner, Herman, Kruger, Lane, Lifter, McKnight, Morrison, Muftu, Poriss, Portz, Sherman, Strauss, Suci, Waszczak, Young

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

Absent (Professors) Gaffney, Hanson, Sherwood, Thrush

(Administrators) Finkelstein, Lane

Provost Director convened the meeting at 11:48 AM

- I. The minutes of 23 February were approved as amended.
- II. Senate Agenda Committee Report. Professor Kruger encouraged faculty to fill out and return a survey sent by the Senate *Ad hoc* Committee for University Governance which was charged in part to evaluate the satisfaction of the faculty and administration with the current role of the Faculty Senate in University governance. The survey has been sent to all full-time faculty members with a deadline of March 26.

SAC met twice in regular session and twice with the Provost and Professor Kruger met with the Provost once.

The following faculty members were elected to the 2011-2012 Faculty Senate:

Bouvé College of Health Sciences — Professors Jane Aroian and David Zgarrick

College of Business Administration — Professors Brendan Bannister, David Sherman, Shiawee Yang

School of Law — Professor Richard Daynard was elected to replace Professor Ramirez beginning immediately through June 2012

Elections upcoming — College of Engineering, College of Social Sciences and Humanities, College of Arts, Media and Design

The following Senate resolutions were returned:

0910-04 Name change for the Law, Policy and Social Program; approved by the Provost 1/24/11; Board approval not needed per V. Lembo

The search committee for a Dean of the College of Business Administration has been convened as follows. This is an external search.

Elected members:

Professor Mario Maletta (Accounting), Chair

Professor Paul J. Bolster (Finance & Insurance)

Professor Bruce H. Clark (Marketing)

Professor Sheila M. Puffer (International Business & Strategy)

Appointed members:

Professor Kimberly Ann Eddleston (CBA-Entrepreneurship & Innovation)
Dean Emily A. Spieler (Law)
Mr. Edward G. Galante, Board of Trustees

Student members:

Ms. Amanda DeCarlo, Undergraduate Student, CBA
Ms. Madona Moussa, Graduate Student, CBA

The 2011 Senate *Ad hoc* Committee on TRACE has been staffed and charged as follows:

Members

Professor Kostia Bergman, Chair, Biology
Professor James A. Fox, SAC Liaison, Criminology and Criminal Justice
Professor Adam Clayton-Matthews, Public Policy and Urban Affairs
Associate Academic Specialist Daniel F. Quinn, Psychology
Vice Provost for Undergraduate Education Susan G. Powers-Lee
Josh Coombes, Student Government Association representative

Charge

This ad-hoc committee is assigned the task of adding clarity and perspective on the current state of affairs with regard to the quality and use of TRACE data. The Committee shall address the following specific questions:

- What level of student participation in TRACE, both in raw counts and percentage of class enrollment, are necessary to render the data meaningful for evaluative purposes?
- What level of numerical precision can TRACE provide for interpreting results?
- What statistical measures are most meaningful for interpreting TRACE results?
- What steps are possible and reasonable for increasing student participation in TRACE?
- What groups or individuals (faculty colleagues, students and/or administrators) should have access to numerical results and comments?

Professor Kruger reported that the Provost informed SAC that he is in the process of establishing an advisory committee to the Dean of the Libraries. SAC had not staffed a 2010-2011 Senate Committee for Library Policy Oversight (LPOC). The Provost requested SAC's endorsement; however after review of the 2003 resolution it became apparent that the Provost's proposed committee had an overlapping function with the LPOC. SAC communicated its willingness to charge and staff the LPOC which would provide timely advice on strategic directions of the library. The Provost is moving forward with an alternate library committee.

The Faculty Senate Office will be vacating Ryder Hall for College of Art, Media and Design renovations.

The next Senate meeting is March 30.

- III. Provost's Report. The Provost Director explained that the library committee he will convene will be charged to gather information and provide timely advice to the Dean of Libraries on strategic planning. He suggested that the committee could consider disbanding when the Senate's LPOC is in place.

The Senate Office move will provide the College of Art, Media and Design with contiguous space at Ryder and facilitate new faculty space. The decision is not intended to diminish the current Senate Office space.

The Provost requested that the Senate defer question and discussion time and reverse the order of the agenda in order that the budget presentation begins immediately. There were no objections.

- IV. Senior Vice President for Administration and Finance Jack McCarthy noted that the budget being presented was approved by the Board of Trustees on Saturday, 12 March. He reported that unemployment and other issues continue to impact the budget but the endowment has recovered somewhat. The endowment payout was adjusted to 4% of the fair value of the fund. Debt capacity is limited and the budget is dependent on operations.

Provost Director reported on several long-term strategies underway: continued investment in academic programs, faculty size, the research portfolio and infrastructure. NU received 43,183 applications for 2,800 seats. While there is temptation to increase the freshman class, the University wishes to maintain the quality of students admitted which in turn enhances overall quality.

Academic priorities are to provide a salary raise program for faculty and staff and continued growth of the tenured and tenure-track faculty. Ambitious plans are underway to add 32 new tenure-track faculty members as well as replace 35. Approximately 42 new faculty members were hired last year.

Ongoing funding includes faculty start ups, core facilities support and funding for new research initiatives, completion of funding for new deans' operations, and classroom improvement. A number of classrooms were upgraded last year and will continue this summer including Blackman Auditorium renovations and classroom technology improvements. The Senate Committee for Financial Affairs undertook a survey to determine needs and interests of faculty: results included updated classroom technology, instructional support, student services and physical plant. As the University moves into the hybrid budget model, some activities will transfer to college level responsibility.

Ongoing student life and support priorities include a competitive tuition and adequate financial aid, improvement to the web-based approach, and providing campus life activities.

Senior Vice President McCarthy noted that the University's operating health is driven by the growth of professional programs and an ongoing effort to achieve operating efficiency. Financial strengths are reinvestments from operations, growth of the endowment, fund raising, and debt reduction.

Vice President & Chief Financial Officer Thomas E. Nedell offered more detail of the drivers in revenue and expenses, noting an overall 3.9% increase in tuition and related expenses, including a 4% increase in undergraduate tuition (2.9% net of an accompanying increase in financial aid), a 3% to 4% increase in graduate tuition, a 3% to 4% increase in room and board; increased research activity, and a lower draw from the endowment.

The faculty compensation pool was approved at 3% (2% merit and 1% equity); staff was approved at 2.5% with continuation of the bonus program.

Income figures are:

- \$764M gross tuition less \$219M in financial aid
- \$268M other revenues (much from residence halls)
- \$83M research volume
- \$24M endowment

\$813m in total revenue or a 4.4% increase

Expenses

Total expenses are projected at \$793M leaving an operating margin of 2.5% or \$20M.

There is a total income increase of \$34M the majority of which is from tuition.

The largest expense increases are in compensation (salary and benefits of \$10M); new faculty and academic programs at \$13.3M; sponsored research at \$5.5M; leased space at \$2M; other at \$3M

The floor was opened to questions.

Professor Strauss asked for an accounting of the \$20M set aside for margin of error. In reply, it was explained that much of the operating margin this year was used to pay debt service.

Professor Kruger asked if there were prospects become less dependent on tuition monies in the long term. Senior Vice President McCarthy responded that tuition dependency has been a strength in the current economic climate. Those institutions heavily supported by endowments suffered. While Northeastern wishes to augment the endowment it does not necessarily wish to lessen tuition dependency.

Professor Strauss urged the use of faculty to update alumni about faculty research for development purposes. The Provost suggested a presentation from Development at a Senate meeting.

Professor Kruger, noting the imminent retirement of Mr. McCarthy, expressed appreciation of his leadership during the past several difficult years where his timely and wise actions guided the University through turbulent waters. The Senate concurred with extended applause.

V. Questions and discussion

Professor Alper requested information about a Northeastern campus in Charlotte, NC. Provost Director responded that the concept is called 'market expansion' which is the idea that brand and location need not be intimately tied. It holds great promise to generate income at less cost and research has shown there to be great demand in Charlotte. The Deans are beginning to plan graduate activities which will have the effect of bringing resources back to the home campus. The Northeastern presence will consist of rented office space initially.

Professor Young asked how the numbers would work into the budget. The Provost explained that the first programs would be offered in the fall and several years will be needed before income will be realized. That income will be dispersed to colleges and not centrally. Start-up costs will be modest. Other locations will be considered in the future.

Professor Waszczak asked about the disposition of the Senate resolution on 10% indirect cost return to which the Provost responded that it was not part of the present budget discussion and he will report in the future.

VI. Professor Morrison read the following and it was seconded.

BE IT RESOLVED that Northeastern University establish the Master of Science in Commerce and Economic Development in the College of Professional Studies as approved by the Graduate Council on 26 January 2011.

Professor Morrison reported that this CPS program was developed in collaboration with the Department of Economics which is responsible for the pedagogy. Economics faculty is satisfied that the program is pedagogically sound and adequately differentiated from its own MS program. Dean LaBrie from CPS added that it is a collaborative model with on-line delivery. Professor Bruns was pleased to see departmental involvement and was assured of continuing oversight.

VOTE to establish the Master of Science in Commerce and Economic Development at the College of Professional Studies: PASSED, 33-0-0

VII. Report of the Joint Committee to Examine Faculty Work-Life Balance. Professor Board reported that the Committee examined policies concerning modified duties, policies aimed at career couples, and the University's capacity for assisting faculty with child care and elder care by gathering research and investigating comparative information from other institutions.

The Committee examined possible modified duty policies where faculty members remain in active status at full pay through use of a flexible work arrangement and also the little-known tenure clock extension policy established at NU in 2008. Communication of such policies has been poor and sparse. The Committee highly recommends these be centralized on the Benefits website with links to the Senate Office and the Provost's Office.

On child care and elder care, there exists an on-site day-care facility which has limited hours and which does not enroll infants. The Committee recommends more resources. In addition, maternity/adoption policies are limited. Communication is a key factor which is not adequately realized at Northeastern

Motion to move to a committee of the whole was unanimously accepted.

Professor Morrison noted that this joint committee was initiated by the Provost's Office last year. The Economics Department has undertaken conversation concerning daycare at NU and its limitations and expense.

Professor Barberis reported that the Northeastern child care facilities and maternity leave policies lag behind area institutions. The issue of parental leave is also less transparent and less competitive at NU. She urged the University to take action.

The Provost stated that communication is a quickly remedied issue and he will take action.

Vice Provost Loeffelholz clarified that there are a combination of policies, some of which apply to all employees, some to faculty, and some that are individualized. Most are housed within Human Resources Management but some, such as tenure extension or tenure-clock delays, must be "owned" at the academic side. There is a need for higher quality printed matter to spotlight and explain these programs.

Professor Board noted that Human Resources Management served on the committee and is aware of these issues.

Professor Adams suggested that extension of closing time for the daycare facility should also be an easily remedied problem.

Professor Poriss suggested that Northeastern offer the 'Parents in a Pinch' program <http://www.parentsinapinch.com/ParentsInAPinch.aspx>. Professor Ladge pointed out that an affiliation with Great Horizons, national providers of daycare, would provide another resource. Professor Lifter added that the gap between infant care and the two-year nine-month policy at NU needs to be addressed.

Dean Spieler further stated that conversation on this and other faculty benefits-related issues must be aggressive and ongoing in order that NU does not fall behind in recruiting faculty.

The Senate discussed possible appropriate legislation by the Senate, the status of the University Fringe Benefits Committee which once existed, the importance of the issue of active service with modified duties, and the need for a report from the Provost's Office stating what steps will be taken.

The Provost indicated that his office would begin working on this and Professor McKnight requested that the Provost's Office make a report in the near future in response to the Committee's concerns.

Motion to move out of a committee of the whole was accepted unanimously.

Motion to accept the report of the Joint Committee to Examine Faculty Work-Life Balance: PASSED, 29-0-0

VIII. Update of the Senate Committee for the Faculty Handbook.

Professor Cokely reminded that body that a prior Agenda Committee had begun working with Vice Provost Loeffelholz to constitute a modular FHB. The Senate Committee for the Faculty Handbook was appointed by SAC to oversee this process for the Senate. Printed copies of the text from a draft website were distributed to each Committee member to peruse and edit. Those revisions were then reviewed as a group and the changes were combined. Once those changes have been incorporated into the modular version, the committee members will again examine them independently prior to the final version being brought to the Senate. This will bring the current 1999-2000 Faculty Handbook forward with updated language and the inclusion of all resolutions passed by the Senate and approved by the Board of Trustees since 2000. The Committee will also produce a list of issues that SAC and the Senate may wish to address moving forward.

Vice Provost Loeffelholz reported that University Counsel Lembo has reviewed the draft document and a professional proof reader has been hired to make sure that no inadvertent changes are introduced in the move from the current document to the website.

The Provost noted that the last Board of Trustees meeting is in May where final approval will need to take place. This will then become the approved Faculty Handbook.

Professor Daynard asked about next steps, in particular the procedure for consideration of changes passed by the Senate but not approved by the Board of Trustees.

The Provost replied that after the draft is approved possible changes would be considered section by section.

Professor Alper questioned the need for Board approval as the current Handbook was approved in the year 2000. The Provost responded that it will be structured differently and is "cleaner". Professor Kruger added that since this is a major updating process a Senate vote will be held.

Professor Cokely suggested that a Senate vote will provide a 2011 Faculty Handbook on which to base future changes.

Professor Herman, Handbook Committee member, noted that the 2000 printed Handbook version is the current official Handbook and that will need to be changed by a vote of the Senate. He added that there are issues having to do with modularization that are yet to be resolved.

Motion to adjourn was unanimously accepted.

The Senate adjourned at 1:12 PM

Respectfully submitted,

Stephen W. McKnight, Secretary
Faculty Senate