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Faculty Senate meeting minutes: 10/19/2011

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Northeastern University
Office of the Faculty Senate

TO: FACULTY SENATE
FROM: ARUN BANSIL, SECRETARY, FACULTY SENATE
SUBJECT: MINUTES, 2011-2012 FACULTY SENATE MEETING OF 19 OCTOBER

Present: (Professors) Adams, Alper, Alshawabkeh, Aroian, Aslam, Bannister, Bansil, Barberis, Daynard, Fox, Gaffney, Hanson, Herman, Katula, Kruger, Poriss, Rappaport, Sandler, Strauss, Todorov, Yang, Young, Waszczak, Zgarrick

(Administrators) Costa, Director, Finkelstein, Fulmer, Gibson, Lane, Loeffelholz, Spieler, Van Den Abbeele, Yener

Absent (Professors) Basagni, Fitzgerald, Muftu, Sherman, Sherwood, Strasser,

Provost Director convened the Senate at 11:50 AM.

- I. The 5 October minutes were approved as written.
- II. Professor Kruger reported that since the last Senate meeting, SAC has met twice in regular session, once with the Provost, and once with the Senior Leadership Team.

The Senate Agenda Committee has been asked to convene a search committee for chair of the Department of Art and Design. This will be an external search; staffing is underway.

The following Senate Committees have been staffed and charged. Full transcripts of charges may be found at www.facultysenate.neu.edu

Financial Affairs Committee

Members

Professor Allen L. Soyster, COE-Mechanical & Industrial
Professor Paul J. Bolster, CBA-Finance & Insurance
Professor Jacqueline A. Isaacs, COE-Mechanical & Industrial
Professor John E. Kwoka, CSSH-Economics
Professor Robert F. Young, CBA-Marketing

Charge

1. Make recommendations on University resource allocation and budget priorities as well as appropriate merit and market adjustment increases for FY 2013.
2. Review the implementation of the hybrid budget management system. This review should address the 2010-11 Faculty Senate Financial Affairs Committee's recommendations, including those pertaining to achieving maximum transparency in the administration of the hybrid budget model.

Administrator Evaluation Oversight Committee

Members

Professor Robert N. Hanson, Chair, COS-Chemistry & Chemical Biology
Professor Judith Barr, BCHS-Pharmacy Practice
Professor Sinan Muftu, COE-Mechanical & Industrial
Associate Dean Kay Onan, CSSH- Academic Affairs
Associate Dean Coleen Pantalone, CBA-Undergraduate Program

Charge

1. Oversee and staff administrator review committees for the purpose of evaluating of chairs, program heads, deans and the Provost in a manner consistent with the procedures delineated in the Administrator Evaluation Process.
2. Review the reports from the administrator review teams, analyze the results for institutional patterns, and provide a report with recommendations as appropriate.
3. Evaluate the advantages and disadvantages of requiring anonymous reviews of administrators and will make recommendations based on this evaluation.

Enrollment and Admissions Policy Committee

Members

Professor Gordana G. Todorov, Chair, COS-Mathematics
Professor Jane Aroian, BCHS-Nursing
Professor Stefano Basagni, COE-Electrical & Computing
Professor Elizabeth A. Chilvers, CBA-Coop
Professor Marina A. Leslie, CSSH-English
Vice Provost Susan Powers-Lee, Honors & First Year Programs
Student Representative TBA

Charge

1. In consultation with the Provost's Office, the deans, the division of Enrollment Management and Student Affairs, and the undergraduate Student Government Association, provide recommendations related to enhancing the freshman educational experience. These recommendations will take into account the University's strengths, evidence-based instructional and educational practices, and possible barriers to implementing new policies and procedures.
2. In consultation with the Provost's Office, the deans, the division of Enrollment Management and Student Affairs, assess the relative weight given to different criteria in undergraduate admission decisions and their impact on the University and different colleges and programs.

Academic Policy Committee

Members

Professor Phyllis R. Strauss, Chair, COS-Biology

Professor George Alverson, COS-Physics
Professor Brendan Bannister, CBA-Management & Organizational
Development
Professor Chester L. Britt III, CSSH-School of Criminology & CJ
Provost Stephen W. Director
Professor Nathaniel Rickles, BCHS-Pharmacy Practice

Charge

1. In light of the University's increased interest in establishing a presence for its academic programs beyond Boston through satellite campuses, examine the academic and related implications of this initiative (aka 'Market Expansion').
2. Review the University's policies on academic dishonesty and make recommendations, if deemed appropriate, to modify NU's policies.
3. Explore ways in which the faculty and the University might work to ameliorate the growing burden of textbook costs for the students and their families. The Senate encourages the Committee to, as appropriate, work with the SGA as it addresses charges #2 and #3.
4. In light of the Banner registration system, the restructuring of the University and the introduction of new programs, review the academic forms found on the Registrar's website.

Dean Search Committee for the College of Professional Studies

Members

Rick J. Arrowood, J.D., Academic Specialist, CP
Jane C. Edmonds, J.D., Senior Fellow-Higher Education & Leadership
Faculty, CPS
Joseph W. McNabb, Ph.D., Senior Teaching and Research Fellow, CPS
Balázs A. Szelényi, Ph.D., Assistant Academic Specialist, NU Global, CPS
Stephen R. Zoloth, Vice Provost, Health Research

III. Provost Director called attention to the recent hiring of a new Vice President and Chief Information Officer Mr. Rehan Khan who comes to NU with a background in both academic computing and administration.

IV. Questions.

Professor Strauss commended the library on recently hiring two information experts as well as on their ability to garner direct contributions on newly updated fund-raising materials.

Professor Waszczak noted that the ten percent indirect cost return that was voted favorably by the Senate has not occurred. Provost Director responded that it is a budget issue under the new hybrid model and, as such, he asked Vice Provost Bernstein to convene an ad hoc committee to provide a report. That report is ready to be presented to the Senate.

V. Professor and Senate Parliamentarian Peterfreund offered a brief tutorial on Robert's Rules. He noted that there are two types of discussion that may be undertaken during the meeting: *undirected discussion* such as during question time or when the Senate moves into a 'committee of the whole'; and *directed discussion* in response to a motion. During directed

discussion the immediately pending question always has priority. Also, during directed discussion one cannot advocate and make a motion in the same turn. At any time during the meeting a senator may make a parliamentary inquiry if uncertain about procedure. Professor Peterfreund is available, as well, by email at any time.

Professor Fox requested clarification of when and how a secret ballot may be called. Professor Peterfreund explained that, within Northeastern's Faculty Senate, when any three or more members request a secret ballot the Senate must comply.

VI. Senior Vice President Mantella reported as follows.

Overview of enrollment

There were 43,255 undergraduate applications; the mean SAT score was 1341. The incoming freshman class is diverse, talented, entrepreneurial, and strong. Students applying to Northeastern also apply to Boston University, Boston College, Cornell, Tufts, Fordham, New York University, UMass Amherst, and University of Connecticut. New to that list are Brown, University of Pennsylvania, Columbia, Harvard College, SUNY Binghamton, and Drexel.

In response to several questions Vice President Mantella confirmed that some applications are the result of regional considerations and some to repositioning within the region. Ten to thirteen percent have selected Northeastern but further information regarding crossovers must be framed in the context of benefits packages, student profiles, and win rates, which taken together provide a complex picture.

Professor Strauss expressed her concern about the related issues of attracting and retaining honors students and academic solidity. Senior Vice President Mantella responded that yield and retention figures should not diverge as this would mean that, while the University is attracting highly motivated students, it is not able to retain them. Data thus far shows that NU's top ten percent are being retained at the same rate or higher than the overall class which is evidence that, thus far, students are satisfied with their Honors experience. She noted, too, that NU has experienced the highest freshman to sophomore retention rate in its history. She agreed, however, that it is very important to address the ability to retain students by reviewing the academic programs.

Admissions Emphases for 2011 include the four-year coop and strengthening of the honors program with increasing size and increasing SAT scores. NU must be sure to meet the increasing expectations of the students. In addition, 33% of enrolling students are interested in the combined bachelor/masters programs and 33% are interested in undergraduate research opportunities.

Several senators urged exploration of eligibility, policy, financial aid and tuition discount issues that may impact the combined bachelor/masters programs.

Admissions Emphases for 2012 include enhancing the visit experience. NU hosts over 73,000 visitors; 33% of students who visit campus enroll; 41% who participate in a college-based visit enroll. The new visitor's center will allow a more customized visit. Other emphases are continued diversification of the student population, supporting student success by reviewing student aid when family circumstances change, and adding support to graduate recruitment.

To Professor Gaffney's request that more communication take place with departments, Vice President Mantella responded that statistics are sent to the deans but the request will be considered.

Special Focus on Retention

Vice President for Enrollment Management Jane Brown spoke on NU's Special Focus on Retention. Freshman retention is at its highest level at 95%. The six-year graduation rate is 76.5%; 85% is the goal.

Last year a Retention Task Force was convened to develop and implement a plan to improve retention, particularly the students' academic and co-curricular experiences. The committee had campus-wide representation and a report was submitted to the Provost, the Senior Vice President for EMSA, and the senior leadership team in June 2011.

A standing committee for retention is now in place to drive the retention effort. The committee includes a college point-person to provide central resources for data analysis. Student-centered strategies include early outreach to students at risk, enhancing student engagement and advising, and reviewing academic policy and practice. The committee will also research reasons for student attrition.

This effort must involve the entire campus community to engage in the University's persistence agenda. The Retention Committee will work with Vice Provost Ronkin to communicate important persistence trends and findings to the University community.

In response to several questions, Vice President Mantella reported that most students who do not graduate enroll at other institutions; that her team is pursuing more use of the campus during summer months via high school programs; that the present yield is approximately 21% this year and those applicants who may not consider NU as their first choice are being cultivated. The yield rate is not losing ground. Professor Katula inquired about student debt figures and the Senior Vice President responded that, while her office does track that information, she did not have it with her but recalls that both debt and aid are declining,

VII. Vice Provost and Dean for External Programs Stephen Zoloth presented New Sites and New Possibilities for Northeastern University

Reasons for expansion include development of NU's national visibility and presence; diversification and attainment of new regions and new students; new sources of revenue; new opportunities for coop/research/students/alumni. This is consistent with NU's mission to engage the world.

The current model is to deliver the highest quality graduate and professional master's degrees using hybrid online delivery. These will be the same degrees as currently offered on the Boston campus. The curricula will be controlled by the college offering the degree and faculty will be hired by the college as well. Curricula will be offered at strategically selected sites.

A two-way strategy has been developed to create both a portal for education at anchor sites as well as a portal for Northeastern.

The current online programming picture shows that 5,600 students took one online course during the last year. There is also a partnership between CBA/IBM and hybrid delivery models are currently in place.

A comparative analytical research process looked at many sites. Charlotte is at the center of a growing region containing many company headquarters, a major financial center, attractive demographics, high demand for flexible graduate programs and no private research university in the region. Potential partners have been welcoming and interested.

The academic portfolio could include the MS in Health Informatics (Bouvé/CIS), the MA in Information Assurance (CCIS), the MBA (CBA), the MS in Biotech (PSMs)(COS/Bouvé).

Charlotte is opening on 31 October. A regional dean and executive manager has been hired and the first classes will begin in January 2012.

The portfolio is based on discussion with deans, chairs and program directors. Several colleges were briefed last year. All programs have had a full multi-stage academic review and the Provost and Dean for External Programs will provide continuing oversight.

A new grant program will assist programs and faculty in moving existing and new degrees online. The grant process ensures that programs utilize evidence-based research on best practices for online delivery, assists programs in developing curriculum for online/hybrid delivery, and provides faculty support for course development and teaching in the hybrid format. Applications will be available shortly.

Professor Fox inquired about offering an aviation science masters program to which Vice Provost Zoloth responded that the new grant process is designed to look at these questions via market analysis.

Professor Kruger, noting the importance of moving in this direction especially if it assists in providing revenues for academic aims, also noted that this major initiative was launched without the faculty or Senate being involved in the big decisions about the project. This type of process is inconsistent with shared governance and is of particular concern because it entails the delivery of academic courses and programs. Stanford and Duke University, both of which made decisions to open branch campuses, provide good examples of how to get faculty ideas and approval

The possibilities might be attractive at Charlotte as well as other sites, but NU must move forward in a collaborative manner and the administration and the Senate should reach agreement on what the role of the Senate should be in market expansion. Professor Kruger encouraged senators to consider ways in which this might happen.

Vice Provost Zoloth clarified for Professor Young that the colleges will fully own the programs being offered and, in the hybrid model, Boston campus faculty will have the opportunity to teach on site.

Vice Provost Zoloth clarified for Professor Young that the colleges will fully own the programs being offered and, in the hybrid model, Boston campus faculty will have the opportunity to teach on site.

He also agreed to a presentation to the Academic Policy Committee and noted that the “door is open” to the Senate and any interested faculty.

In response to Professor Bansil, Vice Provost Zoloth reported that a research facility just north of Charlotte with extraordinary facilities has been approached about collaboration and is receptive. As well, he is open to ideas concerning how to actively pursue research.

The Vice Provost also clarified that the hybrid model would include some content delivery face-to-face by NU faculty.

Finally, Provost Director agreed that maintaining the excellence of the programs is important not only at these sites but on campus as well and that the Senate does not oversee programs but must trust the Schools and Colleges to take this responsibility seriously.

A motion to adjourn was seconded.

The Senate adjourned at 1:25 PM.

Respectfully submitted,

Arun Bansil, Secretary
Faculty Senate