TO: Faculty Senate  
FROM: Mary Jo Ondrechen, Secretary, Faculty Senate  
SUBJECT: Minutes, 29 January 2014

Present: (Professors) Basagni, Burke, Craig, Daynard, De Ritis, Fitzgerald, Fox, Gouldstone, Kruger, Lee, Lefkovitz, Makriyannis, Noubir, Ondrechen, Parekh, Rabrenovic, Rappaport, Stepanyants, Strasser, Yang  

(Administrators) Aubry, Costa, Courtney, Director, Finkelstein, Fulmer, Gibson, Loeffelholz, Poiger, Ronkin  

Absent: Professors Carrier, Cokely, Fountain, Garcia, King, Metghalchi, Nelson, Piret, Strauss,  

The Senate convened at 11:48 AM  

I. The 11 December 2013 minutes were approved as written.  

II. Professor Daynard reported that SAC met four times in regular session since the last Senate meeting and once with the senior leadership team.  

The following committees have been staffed and charged:  

**Chair Search Committee for the Department of Pharmaceutical Science**  
*Elected members from the Department:*  
Professor Ray Booth  
Professor Heather Clark  
Professor Vladimir Torchilin  

*Appointed members:*  
Professor Ennio Mingolla, BCHS-Speech-Language Pathology & Audiology  
Professor Shashi Murthy, COE-Chemical Engineering  

**Chair Search Committee for the Department of Bioengineering**  
*Elected members from the College:*  
Professor Akram Alshawabkeh  
Professor Anand Asthagiri  
Professor Miriam Leeser  
Professor Jeff Ruberti  

*Appointed members:*  
Professor Mark Niedre, COE-ECE  
Professor Sandra Shefelbine, COE-MIE  
Professor Erin Cram, COS-Biology  

*Student representatives:*  
Alex Colville (undergraduate student)  
David Walsh (graduate student)
Deans have been sent their annual request for Senate elections and should make every effort to schedule these as soon as possible.

Professor John Devlin was elected by Bouvé faculty to replace Professor Sceppa for one semester. Professor Pam Burke, School of Nursing, was elected to replace Professor Board for one semester as well. **Welcome Professors Burke and Devlin.**

Finally, the Faculty Senate website has links to various University policies including Workload and the administrator evaluation legislation. These will be organized under a rubric called “Other Senate-approved University Policies” to clarify that they are also accepted University policies. There has been much concern among faculty about what is not in the Faculty Handbook. Legally, it makes little difference as policies in the Faculty Handbook are not at a higher level than those others. For faculty purposes these are absolutely co-equal. Grievance policy allows for violations of any published University policy. However, if the Handbook is changed it requires the approval of the Board of Trustees, the members of which are not particularly expert in the details of academia. It is therefore not necessarily in the best interest of faculty to have every policy change require approval of the Board of Trustees.

Professor Kruger expressed concern that the policies which will not be in the Handbook will not receive the same visibility as the Handbook. He asked if this decision is related to the Workload Policy which was withdrawn from a previous Senate agenda. The Loads policy in the Handbook reads very differently that the most recent legislation. Professor Daynard responded that the Provost will add a link to the Provost Office website.

Professor Fox suggested a link within the Faculty Handbook site whereupon Professor Daynard reminded Senate members that the Handbook is under the authority of the Provost so it is the Provost’s decision. Provost Director responded that this would require approval by the Board of Trustees. Professor Kruger noted that as it does not change the substance of the Handbook and appears editorial, the change may be made without Board approval.

III. Questions and discussion.

Professor Kruger, recalling a discussion held at the last Senate meeting concerning a change in retirement investment options, reported that, like other universities, an oversight committee has been convened to recommend the list of available funds and to monitor funds as per new federal guidelines. However, unlike other universities, NU has no faculty representatives on that committee. He proposed that faculty and staff should be represented by tapping into faculty expertise. Finally, Professor Kruger noted that Brandeis consulted their Faculty Senate prior to making decisions to reduce the number of options.

IV. A motion to add to the agenda an election for a Senate Agenda Committee member was made and seconded. There being no objection, the election ensued. The position was opened by the resignation of Professor Sceppa. Professor Rabrenovic was elected.

V. Professor Yang read the following and it was seconded:

**BE IT RESOLVED** That the University establish the Master of Science in International Management in the D’Amore-McKim School of Business as approved by the Graduate Council on 4 December 2013.

Dean Courtney expressed support and noted that the program is the logical next step in programming which focuses on masters’ students and provides a template for collaboration with both University partners and with other countries.
Professor Pantalone was recognized and explained that the International Partnership of Business Schools (IPBS) was formed to support the undergraduate level with colleagues in Europe. The consortium engendered a common curriculum whereby students could move between countries. NU joined as first semester provider in 2006 and has been bringing in 30-40 students per year. Central management is provided with a director from each of six schools who meet three times per year to discuss and solve differences. Both first and second semester schools must agree on admits which are determined by a faculty committee. The first semester is fixed; the second has three required courses and two electives to take advantage of the different schools. This proposal seeks permission to become a second semester school and award a degree and is expected to attract another cohort of students, particularly US students. The floor was opened to questions.

Dean Aubry asked if students with an engineering background could be admitted. Professor Pantalone responded that it would depend on their course of study. This proposal is not the same as the MBA which is a two-year, 60-credit degree and assumes no prior business courses. Rather, this proposal assumes some business courses.

VOTE to support the Master of Science in International Management: PASSED, 30-0-0.

VI. Professor Rabrenovic read the following and it was seconded:

BE IT RESOLVED That the University establish the Master of Arts in International Affairs in the College of Social Sciences and Humanities as approved by the Graduate Council (7-0-1).

Dean Poiger spoke in support and recognized Professor Moghadam who explained that discussions about a Masters in International Affairs have taken place for more than two years. The proposal is interdisciplinary and multidisciplinary and provides the skills and knowledge base for work in international organizations and NGOs. The proposal is a two-year, 36 credit degree with a plus one option.

VOTE in favor of the Master of Arts in International Affairs: PASSED, 30-0-0

VII. The Senate moved into a quasi-committee of the whole for discussion of the NU CORE. The Senate agreed that minutes could be taken.

Professor Daynard explained that discussion within SAC noted that NU materials about the Core Curriculum do not commit to the values of a liberal education. Following discussion with the Provost’s Office, an ad hoc committee was convened to write a whitepaper in order to serve as a basis for discussion. If support from this body is forthcoming, a committee will be convened having University-wide representation to draft a specific proposal. Professor Ondrechen added that the paper focuses on types of learning, inquiry, and analysis as opposed to field-specific requirements. It proposes an update of courses as well as coherent rationale for students and parents. She also asked Senators to remove disciplinary caps and to look at the big picture, with a focus on what is important pedagogically.

Dean Poiger noted that the committee came to swift agreement. Inquiry is central to citizenship as well as thinking broadly about modes of inquiry provided by the different disciplines. What is portrayed to students currently is insufficient. The proposal is the basis for discussion.

Several Senators spoke in support.
Professor Herman, who chaired the three-year Academic Policy Committee (expanded to include one representative from each College and two deans) that created the CORE, indicated that the work had not been finished. The second year was spent surveying and negotiating to resolve differences in an attempt to be sure all units were on board before a Senate vote, which took up much of the third year. The fourth and fifth years were truncated due to accreditation concerns. The Committee was unable to move toward defining Core rubrics and the freshman year learning committee work.

Professor Laura Green indicated that the issue had been discussed within CSSH and much concern was expressed that, depending on the degree, it seems possible to minimize the arts and humanities. Another concern is whether some of the current rubrics are well enough defined to convey a coherent message about goals for that rubric. It is important to describe the method and hoped for outcomes.

Dean Poiger defined the domains in the white paper and agreed that clear articulation is needed.

Professor Kathleen Kelly suggested that writing is not merely about communication but can be accomplished in other places and that this should be considered.

Other senators suggested the need to integrate experiential education into the liberal approach, the possibility of integrating students’ prior eighteen years of experience into the curriculum, an exploration of social work [as a component of experiential education], and a requirement to read the newspaper each day as a means to understand the world.

Professor Lefkovitz noted a difference in emphasis between the introduction and the rationale. The former leans more toward what employer’s value while the latter more toward students and the value of leading fulfilling lives. In her opinion, the latter should be emphasized more.

Professor Ondrechen reported that SAC and other committees have discussed other ways to incorporate student experiences than just classroom and course requirements and to better utilize the many opportunities in the surrounding city.

Dean Finkelstein noted significant overlap between the three categories [in the whitepaper] and suggested that people watch a film by the head of Facebook wherein overlap is being used to make predictions. Modes of inquiry and discovery are changing quickly.

Professor Laura Green suggested common and clearly understood disciplines, such as history and literature, be used as they are transparent. Dean Poiger noted that such categories are not generally in use today but agreed that the proposal is very open and therefore unsettling.

Dean Gibson agreed with a prior point that within the sciences, both scientific and non-scientific means are critical and powerful.

Professor Hall noted that NU identifies as multi-disciplinary but is not convinced that this is so as regards teaching.

Dean Aubry suggested that more is needed about innovation, creativity and modeling.

Vice Provost Loeffelholz agreed with Dean Poiger that current categories should not be used. She noted that the original Core committee was stymied by attempting to project learning onto these domains since an overall rationale had not been given for them and there was no articulation of what they had in common. Overlap is inevitable. The method of and object of
inquiry is different. Core categories cannot be big enough to encompass all of these so some affinities seem obvious but change is constant.

Professor Lefkovitz expressed concern that the committee be cognizant of the size of the majors and how much room is left over for the liberal education. This is a concern among students. Also, students tend to major and minor, or double major, as they think that multiple majors/minors are somehow better and show wide-ranging breadth. Rather, it limits their ability to take courses across the University.

Professor Daynard said that SAC will review these comments and expand the Committee to include broad representation and urged that names of possible committee members be forwarded to the Senate Office. The Whitepaper on Core [is] posted to the Senate website.

Dean Poiger urged that the Registrar’s Office be represented and that a good structure for feedback be implemented.

There being no objections, the Senate moved out from committee-of-the-whole and adjourned.

Adjourn: 1:24 PM

Respectfully submitted,

Mary Jo Ondrechen, Secretary
Faculty Senate