TO: Faculty Senate
FROM: Mary Jo Ondrechen, Secretary, Faculty Senate
SUBJECT: Minutes, 19 September 2012

Present: (Professors) Adams, Alshawabkeh, Aroian, Aslam, Bansil, Basagni, Board, Cokely, Daynard, Fitzgerald, Fountain, Fox, Gaffney, Herman, Katula, Lee, Lefkovitz, McDonough, Muftu, Ondrechen, Peterfreund, Poriss, Sceppa, Sherman, Stepanyants, Yang, Zgarrick

(Administrators) Costa, Director, Finklestein, Gibson, Courtney, Loeffelholz, Ronkin, Van Den Abbeele, Aubry, Fulmer

Absent: Professors Rappaport and Strauss

The Senate was convened at 11:48 AM.

I. Senate Agenda Committee report.

Professor Daynard announced the appointment of Professor Arvin Grabel as Senate Parliamentarian. Due to illness, Professor Grabel was unable to attend and Professor Gerald Herman was appointed parliamentarian for the duration of today’s meeting.

Since the last Senate meeting SAC has met eight times in regular session, once with the Academic Affairs Committee of the Board of Trustees and once with the senior leadership team. Monthly meetings with the senior leadership team throughout the fall have been scheduled. In addition, Professor Daynard has met with the President and many senior administrators, as well as weekly with the Provost and Vice Provost Loeffelholz. Professor Daynard felt that the relationship between the Senate Agenda Committee and administration was off to a good start.

Professor Daynard extended congratulations to the University community on the recent rise in U.S. News and World Report rankings to 56.

The following Senate resolutions were returned as follows. Full text may be found on the Senate website at http://www.facultysenate.neu.edu/

- 1112-11, facilitation of Senate continuity – informational, no action required
- 1112-12, textbook costs – informational, no action required
- 1112-13, reserve reading materials – informational, no action required
- 1112-14, status of hybrid programs – informational, no action required
- 1112-15, review of distance education – informational, no action required
- 1112-16, incorporation of TRACE where possible – approved
The following Senate committees have been staffed and charged. Full text of the charges may be found on the Faculty Senate website at http://www.facultysenate.neu.edu/

**Administrator Evaluation Oversight Committee**
*Committee members:*
- Professor George Adams, College of Engineering, Chair
- Professor Sinan Muftu, College of Engineering
- Professor Judith Barr, Bouvé College of Health Sciences
- Associate Dean Marjorie Platt, College of Business Administration
- Associate Dean Debra Franko, Bouvé College of Health Sciences

**Committee on Enrollment and Admissions Policy**
*Committee members:*
- Professor William Kirtz, CAMD-Journalism - Chair
- Professor Stefano Basagni, COE-Electrical and Computer
- Professor Chris Gallagher, CSSH-English
- Associate Dean Patricia Mabrouk, COS-Chemistry
- Professor Ron Smith, CAMD-Music

**Charge**
1. Provide recommendations for improving the recruitment practices and enrollment numbers for underrepresented minorities in the undergraduate programs at Northeastern University.

2. Make recommendations pertaining to the appropriate use of portfolios in the evaluation of student applications in the arts and related majors for purposes of admissions and financial aid decisions.

3. Examine whether current undergraduate admissions practices contain unintentional biases; make recommendations pertaining to appropriate admissions application evaluation practices and criteria in order to reduce any such biases, while maintaining high admissions standards.

**Chair Search Committee for the Department of Biology (external)**
*Elected members of the department:*
- Professor Kim Lewis, Chair
- Professor Dagmar Sternad
- Professor Slava Epstein

*Appointed members:*
- Professor Mansoor Amiji, Bouvé College of Health Sciences
- Professor Joanne Miller, College of Science

**Chair Search Committee for the Department of Counseling and Applied Educational Psychology (external)**
*Elected members of the department:*
- Professor Karin Lifter, chair
- Professor Louis Kruger
- Professor Mary Ballou

*Appointed members:*
- Professor Stephen Harkins-CSSH, Psychology
- Professor, Susan Roberts-BCHS, School Of Nursing
Chair Search Committee for the Department of Health Sciences (external)

Elected members from the Department:
- Professor Phil Brown
- Professor Matthew Goodwin
- Professor Carmen Sceppa

Appointed members:
- Professor Fred Davis, COS-Biology
- Professor Barbara Waszczak, BCHS-Pharmaceutical Sciences

II. Master Plan. Mr. Ralph Martin, General Counsel reiterated the rationale for a ten-year plan and its requirements by the City of Boston. Since the last report to the Senate there have been a number of “town halls”, community task force meetings on a monthly basis, and meetings with the City. The University’s task force is reviewing intelligence gathered from different constituencies who have identified various uses. The proposed ten-year plan currently envisions an additional three million square feet. Mr. Martin noted that such ambitious plans are often submitted but are seldom realized so as not be in the position of resubmitting to the City after the plan has been approved.

Mr. Patrick Tedesco, NBBJ Chan Krieger, recapped the last ten-year plan on which the primary focus was on student housing and the introduction of Northeastern’s presence on Columbus Avenue. Added student housing was partially a response to community input and partially due to the change to a residential campus. Foci for the next ten-year plan are faculty, the complete student experience, and increased athletic opportunity. These foci will include community engagement, multi-use buildings, and a sustainable and innovative campus. To fulfill the plan, the task force is reviewing underutilized sites and buildings and surface lots. Among these are the parking lot behind Ryder, the small buildings near Cargill, the North Lot in Fenway and the current science quad buildings. The Matthews Arena and vacant space surrounding it could better benefit athletics and breathe life into Matthews and possibly allow redevelopment of Cabot (500,000 square feet) to an academic, housing, and/or cultural facility.

The next major initiative is seen as the Columbus parking lot for an interdisciplinary academic quad and science research center. The space is able to accommodate 600,000 square feet and would shift the center of campus to that direction. In the broad view, the task force is looking at “precincts” to inform the sighting of buildings.

Academic priorities will accommodate new and replacement faculty, expanded PhD programs and research space to meet current standards. The Columbus lots are the first initiative with the first phase encompassing about one-third the total capacity.

Questions were taken. Professor Peterfreund cautioned that much of the abatement had occurred in building Renaissance. Professor Gaffney asked whether space to support multi-constituencies working together was being considered to which Mr. Tedesco responded in the affirmative. Professor Gaffney also asked if residential housing for graduate students was part of the plan and the response was yes.

Regarding additional graduate student housing, Mr. Martin responded that additional housing is included in negotiations with the City, the BRA and the community task force. The intent is to create housing with broad flexibility over the next ten years.
Professor Fox inquired whether discussions on the possible joint usage of Carter playground, which could create opportunities for athletics, were underway. Mr. Martin responded that usage of city-owned facilities which are actively used by community groups is a sensitive subject and not on the immediate horizon.

Professor Bansil inquired about space for events, conferences and visitor housing. Mr. Tedesco noted that approximately 600,000 square feet, inclusive of performing arts facilities, is being considered. Housing flexibility can include visitors and the University is investigating partnerships to develop a hotel near the Renaissance parking lot. Such pursuits are not within the purview of the BRA and thus not included in the master plan.

Professor Lefkovitz inquired about university parking and opportunities for commercial enterprises. Mr. Tedesco noted that there presently exists a surplus of parking on campus but it is the intention that parking [taken for alternative uses] must be replaced. Possibilities are below-grade parking associated with development on the Columbus lot, which is very expensive; adjacent sites; and non-renewal of leased space in Renaissance garage.

III. Provost Director reported on the Academic Plan (AP) and the Long Range Plan (LRP), the latter of which he referred to as a road map to realize the AP. Strategies may be found on the website and are: the student experience (undergraduate and graduate), faculty hiring, and resources and infrastructure.

The undergraduate experience encompasses many areas. Statistics presented by the Provost at this meeting will be available online. All 2012 data are tentative until the third week of classes.

- Admissions rates: the goal was 35%, NU is currently admitting 31%.
- The median SATs exceeded the goal at 1361 this year.
- The percentage of international students achieved the goal of 18%.
- 42% of students are from outside the Boston region.
- Diversity, at 35%, exceeded the goal of 26%.
- 7,500 students participated in co-op this past year.
- The NU scholars program, designed to bring in high talent students, admitted 42 this fall.
- Retention is 95% between the freshman and sophomore years.
- The graduation rate continues an upward trajectory but, at 85%, is below peer group rates that are above 90%, with some peers in the high 90s.
- There is renewed emphasis on assessing undergraduate programs and enhancing teaching.
- The graduate programs have been enhanced by campuses in Charlotte and in Seattle. The latter will begin enrolling this January. A new website on these graduate campuses will be available soon.
- Masters programs have increased enrollment by 300 over last year.
- Research funding, at $104M, has exceeded the goal.
- 72 new and replacement faculty have been hired to begin this fall and in January bringing the total of tenured/tenure-track faculty to 763.
- Infrastructure remains critically important. 140 The Fenway has eased some immediate pressure and the College of Social Sciences and Humanities has moved to Renaissance Park.

Comparisons with peer schools: *U.S. News and World Reports* has ranked NU 56th this year. The Provost’s report placed the top-ranked schools into three cohorts; NU is in the
3rd cohort. Our current ranking exceeds the average rankings of Cohort #3 and is approaching that of Cohort #2. Median SAT scores have exceeded the averages of Cohorts #2 and 3. The admission rate was better (i.e. lower) than the average of all Cohorts. The freshman to sophomore retention rate exceeds the average for Cohort #2.

Questions.

Dean Aubry asked what the next goals will be. The Provost responded that graduation rates must improve; some components of U.S. News & World Report have remained static, such as reputation, and must improve. The Provost noted that we have some high-caliber faculty who deserve to be in a national academy but are not; obtaining recognition for our faculty members will help to improve our reputation. In addition, research growth should improve.

Professor Gaffney commented favorably on NU’s trajectory and asked about metrics for measuring the strengths of research and graduate programs. The Provost replied that Vice Provost Bernstein is assisting the deans in assessing the quality of Ph.D. programs.

Professor Peterfreund suggested that the inclusion of college placement officers by U.S. News & World Report may have influenced NU’s improvement in ranking as well.

IV. Professor Adams read the following and it was seconded by Professor Herman.

**BE IT RESOLVED That the University establish the Master of Science in Sustainable Building Systems in the College of Engineering as approved by the Graduate Council on 27 April 2012.**

Professor Adams yielded the floor to Associate Dean Sara Wadia-Fascetti. She was recognized and explained the goal of creating a high-level program across civil engineering and architecture which integrates the design of building systems development with concepts of engineering sustainability. Courses are already in existence in both Engineering and Architecture for the core courses and several new elective courses are being offered.

**VOTE to establish the MS in Sustainable Building Systems: PASSED, 34-0-0**

V. Senate discussion: Preparing associate professors for life after tenure and promotion to full professor.

Vice Provost Loeffelholz stated that surveys portray the rank of associate professor as particularly challenging with new responsibilities and with a lack of direct, careful mentoring. NU currently employs just over 200 tenured associate professors. More than sixty took part in a workshop recently where concerns included little sense of cohort, lack of a normal advancement schedule, and lack of collegial support.

Approximately eight associate professors moved to full professor this year with some colleges providing more support than others. Some deans and chairs actively reach out to assist in preparations for promotion. Active encouragement is needed.

Professor Bansil noted the importance of institutional workshops but noted, too, that substantial differences exist between departments and suggested a mentor from among senior faculty be assigned to each associate professor.
Professor Zgarrick asked how to engage those who have been at the associate professor level for twenty and more years. Professor Fitzgerald suggested that a mentor be assigned in the department to work out a timeline and that there be a different process for newer faculty than for those with twenty and more years at the associate professor rank.

Several faculty members emphasized the need for a mentoring program. Other suggestions were to set standards for reasonable service loads, encourage outside engagement and membership in the professional societies and academies, and discussions with those individuals recently promoted. Professor Adams noted that promotion to full professor is merely one part of continuing faculty development. The discussion then expanded to suggest that the University help promote membership in the national academies. The Provost noted that the University's creation of the ranks of Distinguished Professor and University Professor was a step in this direction. Professor Ondrechen noted that, since the University has made a major commitment to these individuals in the form of conferral of tenure, it is in the University's best interests to provide support for a career development path; in particular, associate professors should develop and follow a strategic plan to achieve the full professor rank, with advice and guidance from senior colleagues.

Vice Provost Loeffelholz reported that debates on other campuses include questions of how far the profile could or should bend and still remain within the wide area of success for promotion.

Adjourn: 1:25 PM

Respectfully submitted,

Mary Jo Ondrechen, Secretary
Faculty Senate