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

(Administrators) Costa, Director, Finklestein, Gibson, Loeffelholz, Ronkin, Fulmer

Absent: Professors Fox, Yang; Deans Aubry, Courtney, Van Den Abbeele

The Senate was convened at 11:48 AM

I. The minutes of 14 November were approved as posted.

II. SAC report. Professor Daynard reported that SAC has met once since the last Senate meeting and that he continues to meet with the senior leadership team.

The following Senate committee has been staffed:

**College of Social Sciences and Humanities Dean Search Committee**

_Elected members from the College:_
- Professor Chris Bosso, School of Public Policy & Urban Affairs
- Professor Robert Hall, History/African American Studies
- Professor Lori Lefkovitz, English/Jewish Studies
- Professor Mitchell Orenstein, Political Science

_Appointed members:_
- Professor Natasha Frost, School of Criminology and Criminal Justice
- Professor Suzanna Walters, Women’s Studies
- Dean Hugh Courtney, College of Business

_Student members:_
- Ms. Corina Medley, Graduate Student Representative,
- Terrance MacCormack, Undergrad Representative

Professor Daynard is the SAC liaison

III. Provost Director reported that the student who sent an email to many Senate members has been admitted to a medical facility to address difficulties.
IV. Professor Sceppa read the following and it was seconded:

BE IT RESOLVED That the University establish the Ph.D. in Population Health in the Department of Health Sciences in the Bouvé College of Health Sciences as approved by the Graduate Council on 31 October 2013 (6-0-0).

The floor recognized Professor Katherine Tucker who explained that the proposal is a move toward training students in the broad area of population health and wellness, as opposed to the more traditional study of public health which evolved to look at outbreaks. The program deals with health issues within populations and contains three specialization tracks. Professor Gary Young elaborated on the specializations.

Professor Daynard pointed out the program’s affinity for law school graduates and requested that J.D. might be acceptable to meet admissions requirements. He also mentioned strengths within the School of Law in the area of environmental and social determinants of health in which students might be interested. Professor Alshawabkeh agreed and proposed environmental health as a sub-discipline. Professor Tucker agreed.

Professor Gaffney, who noted that the program proposal appeared to be a fait accompli at this point, recommended that the Graduate Council circulate such proposals to departments who have interest prior to approval. For instance, the Mathematics Department has faculty members in biostatistics who would be interested and who offer courses that would be valuable for students in this program. He expressed concern that the proposal is trying to reinvent the wheel and that the Math Department should have been consulted.

Vice Provost Ronkin reminded the Senate that both the Graduate Council and the University Undergraduate Curriculum Committee have representatives from each college. Professor Gaffney, however, reiterated that departments should be included and that the current system does not work. Provost Director suggested that the Graduate Council look into the matter.

Professor Strauss then motioned that, under the circumstances, the proposal be postponed. This was seconded.

Several senators objected noting that the proposal has undergone ample scrutiny and the procedural issue is relatively minor.

Professors Gaffney, Tucker and Young compared the proposal to related programs UMass and Tufts whereby it was cited that the proposal is designed for strong biostatistics but with the possibility of more advanced courses whereas UMass is clinically oriented. The proposal offers broader skills for the future job market.

Professor Adams noted that the Graduate Council typically received proposals only a couple of days prior to a vote being required and suggested that the Council take more time to review.

VOTE on postponement of the proposal: FAILED, 2-33-0.
Professor Bansil proposed a friendly amendment that specifies a proviso for appropriate consultation with the departments that have interest in this area and this was accepted by the mover and seconder.

The resolution, as amended, reads:

**BE IT RESOLVED That the University establish the Ph.D. in Population Health in the Department of Health Sciences in the Bouvé College of Health Sciences as approved by the Graduate Council on 31 October 2013 and with the proviso that appropriate consultation will be undertaken with other departments, especially Mathematics and the School of Law.**

**VOTE to establish the Ph.D. in Population Health as amended: PASSED, 36-0-0.**

A motion to move to Committee-of-the-Whole was proposed, seconded, and passed by acclamation.

V. Vice Provost for Budget/Planning/Administration Anthony Rini presented an update on the hybrid budget model elaborating on the guiding principles, history of implementation and goals. He reported on the year two (fiscal year 2012) experience and further explained the model as it pertains to interdisciplinary programs and faculty appointments. In conclusion, the Vice Provost presented several observations and opened the floor to questions. Senators may find the presentation at [https://sharepointportal.nunet.neu.edu/NEUSites/Faculty%20Senate/default.aspx](https://sharepointportal.nunet.neu.edu/NEUSites/Faculty%20Senate/default.aspx)

Professor Bansil inquired whether highlights from major lessons learned could be provided whereupon the Vice Provost responded that data systems are under construction that will provide such information.

Professor Fitzgerald inquired whether the four categories of allocated expenses, specifically space, are being re-reviewed. Currently space is charged based on square footage rather than actual costs. Vice Provost Rini responded that a task force looked at differential space costs and utility costs and those costs will be shifted based on research and non-research space categories.

Professor Adams asked how the 20% tax rate was decided upon and whether it would be reviewed periodically. Provost Director responded that it would be reviewed and that the intent was to set the rate high enough so that no unit was completely independent of the University in order to incentivize collaboration among the colleges.

Professor Strauss expressed concern that the model does not address undergraduate research and observed that the University should have an overall policy as to how to credit research income as an asset. Dean Gibson noted that all income returns to colleges.

Professor Gaffney requested clarification of the information warehouse mentioned by Vice Provost Rini who responded that construction is in the early stages and that permissions will be granted based on need.

Professor Lefkovitz noted that talk about incentivizing individual units raises the specter of competition and inquired whether this could cause dramatic shifts among colleges and if
fairness in admissions is undertaken. The College of Social Sciences and Humanities could be disadvantaged.

Vice Provost Rini responded that rather than competition over the pie, the University looks toward making the pie larger. Provost Director added that extensive discussions with the Deans and enrollment management establish targets. Overall undergraduate enrollment cannot be increased but the quality of the students across campus can. A unit may not attract sufficiently high quality students and that must be addressed. However, individual faculty should not think about these matters. Data do not support myths about winners and losers.

The senate embarked upon discussion of data information, combined majors, increases in graduate programs, admissions, unintended consequences, the suitability of entrepreneurial activities and what the University should look like, i.e. is there a core that must be nurtured and is hybrid budgeting allowing for that?

Provost Director observed that hybrid budgeting should not move down to the unit level as it would not work when discussing the overall vision for what the University should look like. Monies are able to be moved to areas that are strategically important within that vision but where a return-on-investment is not necessarily generated.

Professor Ondrechen suggested that the questions of quality and pedagogy are being overlooked as colleges perceive a disadvantage to sending their students to other colleges to take courses. This threatens the best experts’ principle whereby students should take calculus from mathematics professors, English from the English professors, etc. Rather, Colleges are incentivized to create their own courses. She called for a sense of the Senate motion after exit from Committee of the whole.

Professor Herman then noted that there seem to be fewer intercollege connections over past few years and expressed concern about a lack of incentives and the ability of students to explore a variety of undergraduate programs. Dean Finkelstein wondered if there are evidentiary facts to support this and the Senate embarked upon further discussion of combined programs and cross-listed courses.

Discussion concluded with a call for attention to be paid to unintended consequences in the areas of disposable electives, out of college courses, and possible lack of collaboration. The Senate acknowledged the need for evolution and improvement. The Provost asked that conclusions not be drawn without evidence.

A motion to exit the committee-of-the-whole was made, seconded and passed.

The motion on the table was seconded.

**It is the sense of the Senate that courses at Northeastern University should be offered by the unit that has the best faculty experts in that discipline and that the hybrid budget model should not unduly penalize any college for sending students to other colleges to take such courses. It is further the sense of the Senate that faculty must be involved in the evaluation of the hybrid budget model and particularly of its impact on curricula.**
Several senators proposed postponement to time certain [the 12 December Senate meeting]. Professor Ondrechen then withdrew the motion to further discuss it with the Senate Agenda Committee and the seconder agreed.

A motion to adjourn was seconded. The Senate adjourned at 1:15 PM.

Respectfully submitted,

Mary Jo Ondrechen, Secretary,
Faculty Senate