



Northeastern University

Office of the Faculty Senate

TO: FACULTY SENATE
FROM: Robert Hanson, Secretary, Faculty Senate
SUBJECT: Minutes, 4 April 2018

Present: Professors Adams, Barberis, Barczak, Brooks, Dennerlein, Dencker, De Ritis, Erdogmus, Frader, Hanson, Hayward, Kaeli, Kanouse, Kelly, Monaghan, McGruer, McOwen, Portz, Powers-Lee, Silbey, Sipahi

Administrators: Brodley, He, Henderson, Hudson, Loeffelholz, Poiger, Ziemer

Absent: (Professors), Andrews, Desnoyers, Fox, Howard, Kirda, Nyaga, Patterson, Stephens, Vicino
(Administrators) Bean, Parish, Wadia-Fascetti

CALL TO ORDER: Senate Agenda Committee Chair Susan Powers-Lee convened Senate at 11:47 a.m.

I. MINUTES of 21 March were approved.

II. SAC REPORT

- Prof. Susan Powers Lee reported that since the last Senate meeting, SAC has met twice, with a focus on agenda items for the remaining Senate meetings.
- At its March 14th meeting the Graduate Council approved five items that are informational only for the Faculty Senate:
 - 1) Emergency Management as a new Concentration in CPS's MS in Homeland Security and also as a Certificate in that program for students who don't want to pursue the MS degree.
 - 2) Curriculum Revision and New Concentrations for CPS's MS in Commerce and Economic Development. The new concentrations are Economic Analysis, Financial Economics, Economic Entrepreneurship and Data Analytics.
 - 3) Project Business Analysis as a new Concentration in CPS's MS in Project Management and also as a Certificate in that program for students who don't want to pursue the MS degree.
 - 4) New certificate in Physician Assistant Leadership and Management.
 - 5) Reactivation and modification of the Doctor of Nursing Practice Nurse Anesthesia Program.
- The 2017 University Excellence in Teaching Awards went to Professors Denise Garcia and James Monaghan.
- The logistics are in place for the Qualtrics survey to deliver the one person/one vote "secret ballot" on amendment of the Senate Bylaws. The ballot email will go out to all Northeastern tenured/tenure track faculty on Monday, April 9, and the balloting will end on Monday, April 23. There will be two prompts to those faculty members who haven't voted.

III. PROVOST REPORT:

There was no Provost Report as the Provost was absent.

Presentation – FY19 Hybrid Model

Senior Vice Provost of Budget, Planning and Administration, Breean Fortier, reviewed the reasons and history of move to a RCM and Hybrid Budget model. The Vice Provost also discussed the flow of revenue and distribution of costs. The presentation can be found on the Faculty Senate website.

QUESTIONS AND DISCUSSION in CONJUNCTION WITH PRESENTATION:

Professor Brooks asked the Vice Provost to give the senators a sense on how the CFA funds are distributed back out to the colleges and if that information can be added to the presentation. Senior Vice Provost Fortier responded that she did not have those numbers available. Also, she was not sure how public that information is and so she was not sure it could be added to presentation. She said she would check and see if this was possible.

Prof. McGruer referenced the slide that indicated the Responsibility Centers (RC's) for FY19 would pay a reduced University Contribution of 5%; he noted that it sounds like the redistribution between colleges is much less than before and asked what has changed. Vice Provost Fortier noted that there is only so much money coming into the University. The amount of money that is generated is what it is, and that there is less Current Fund Allocation (CFA) to go around now.

Professor Adams asked how the satellite campuses figure into these numbers, specifically, how are they doing financially? Vice Provost Fortier said this was not her area of responsibility and she does not have information on how each campus runs on a profit/loss basis.

Professor Silbey noted there is a desire on the part of the University to have more joint appointments and cross-listed classes, and that they are challenging under this budget model. This model assumes you are in one home. Is there something that can be done about this going forward? Vice Provost Fortier noted that the administration is aware of this concern and is looking into it.

Professor Kanouse asked if there were multi-year projections made around this dramatic 5% change. Vice Provost Fortier said this is an attempt to see how this change plays out for FY19. They think they can sustain it going forward.

Dean Poiger stressed that what matters most to faculty is to do what is academically right. Budget models can adjust to academic developments and innovation, they should not be driving academic innovation.

Professor Hayward noted she is coming from Physical Therapy where they are dealing with various pressures, e.g., suspension of the undergraduate program and pressure to add a graduate program. She wonders are these forces synergistic or antagonistic? Vice Provost Fortier said the hope is that creation of a graduate program would generate the income to hire the faculty to decrease class size but it is difficult to realize. In a college, some departments may be shrinking, some growing. It is a struggle to find balance.

Professor Brooks said there is a belief among faculty that there is less incentive to cost centers because they are given a budget. Would advocate for more transparency in the budget process. Vice Provost Fortier said most of the Cost Centers receive the same budget they did the prior year except for adjustment for salary increases. Beyond that, they have to ask for funds for new initiatives. She added that overall, trying to balance the complexity of the process with solving problems. She said she would appreciate any suggestions.

In a discussion regarding the difficulties of some Principal Investigators from different colleges collaborating on grant proposals, Professor Henderson said from his perspective this is more of a culture question and that the colleges needed to do a better job of communicating.

Professor McGruer noted there is a bit of a disconnect looking at overall financials from College or University perspective and then the point of view of the faculty. Sharing credit among faculty makes a very big difference from

an individual perspective as that is how faculty get credit in terms of professional advancement. Professor Silbey noted that the things that actually incentivize faculty are not being built into the budget.

IV. NEW BUSINESS

Prof. Sarah Kanouse read the following; Dean Hudson seconded.

BE IT RESOLVED That the University establish the Master of Science in Arts Administration and Cultural Entrepreneurship in the College of Arts, Media and Design as approved by the Graduate Council on 3/14/18 (9-0-0).

Prof. Kanouse yielded floor to Rebekah Moore who gave an overview of the program. The program aims to reach new audiences in leadership in the arts combining existing graduate certificates with additional experiential electives in arts leadership. It offers interdisciplinary master's degrees delivered in online and hybrid formats. And noted the hope is to launch the program in the fall.

Prof. De Ritis recognized Vice Provost Ronkin and directed a question to him asking was this work initiated when Professor Ronkin was Interim Dean. Vice Provost Ronkin noted that yes, the very start of the program occurred at this time.

VOTE to establish the Master of Science in Arts Administration and Cultural Entrepreneurship in CAMD:

PASSED 26-0-1.

Prof. Silbey read the following; Prof. Hanson seconded.

BE IT RESOLVED That the proposed *Statement of the Faculty Senate* module replace the current *Statement of the Faculty Senate* module in the Faculty Handbook

Prof. McOwen asked if the document would include the current date. Professor Powers Lee said yes, once approved by the Board of Trustees. Professor Silbey said the hope was that all these old iterations will live in an archive on the Faculty Senate website.

VOTE in favor of the proposed Handbook Module entitle "Statement of the Faculty Senate": PASSED: 27-0-0.

Professor Silbey read the following; Professor Hanson seconded.

BE IT RESOLVED That the proposed *Procedural Guidelines in the Appointment of University Administrators* module replace the current *Procedural Guidelines in the Appointment of University Administrators* module in the Faculty Handbook

Professor Silbey explained that the goal of the module is to reflect current practices and not to change them. Committee had removed 3 a, b & c and sent to SAC but SAC asked that the information be restored and suggested the material be re-ordered for the sake of clarity. Professor Powers Lee added one more point of clarification that the senators in College of Science looked at the module in advance and said the order didn't make sense.

The result is the friendly amendment distributed at the meeting. Professor Barczak noted that D'Amore-Mckim does not have department chairs and wondered how the Procedural Guidelines would apply to their College. Professor Powers Lee noted that a number of units have a director and that would be similar to a chair. Professor Barczak noted that when D'Amore-McKim selects coordinators, they don't have these search committees. Professor McGruer wondered if maybe these roles were not equivalent to a chair.

Professor Silbey agrees to add to section B 1b b1b the phrase "or its equivalent":

b. With respect to vacancies in the position of Academic Dean or chair (or its equivalent) of newly created departments.....

Professor Powers Lee noted that titles can change and that is why the document contains a fair amount of general language.

Professor Silbey noted that this process as detailed in the module involves much more faculty participation. And she said her concern is where to place the risk of ambiguity. She places with the college and believes local governance is better than top down governance.

VOTE in favor of the proposed Handbook Module entitle "Procedural Guidelines in the Appointment of University Administrators": PASSED: 24-2-1.

ADJOURNMENT: The Senate adjourned at 1:11 p.m.

Submitted by:

Robert N Hanson

Secretary

DRAFT