



**Northeastern University**  
*Office of the Faculty Senate*

**TO: Faculty Senate**  
**FROM: Robert Hanson, Secretary, Faculty Senate**  
**SUBJECT: Minutes, 27 January 2016**

---

Present: (Professors) Adams, Andrews, Barczak, Bickmore, Brooks, Caligiuri, Cokely, Crittenden, Daynard, Gouldstone, Hajjar, Hanson, Hellweger, Kelly, Kruger, Lerner, Leslie, Nelson, Portz, Sceppa, Vicino, Young  
(Administrators) Ambrose, Bean, Aubry, Brodley, Courtney, Hudson, Loeffelholz, Poiger, Reynolds, Tilly

Absent: (Professors) Devlin, Howard, Kanouse, McOwen, Ocampo-Guzman, Patterson, Piret, Suciu

I. CONVENED: 11:47 AM

II. MINUTES

II.1. The 9 December minutes were approved as written.

III. SAC REPORT

III.1 Professor Sceppa reported that SAC met three times since the last Senate meeting and also met twice with the Provost and twice with the senior leadership team.

III.2 The following Senate resolutions were approved by the Provost with no Board of Trustees approval required:

- Resolution to rename BS in Environmental Studies to BS in Environmental Science (CPS)
- Resolution to core (addition of 11<sup>th</sup> element)
- Resolution re mid-course evaluations

III.3 Deans have been asked to arrange senate elections for the 2016-2017 year. These should be completed by 18 March. SAC is pleased to attend these faculty meetings to provide brief presentations on the importance of commitment to faculty governance and the types of issues that are being discussed by Senate committees. The thirty faculty representatives for 2016-2017 are allocated as follows:

- Bouvé 3
- SOL 1
- COS 6
- CSSH 6
- CAMD 3
- DMSB 4
- COE 5
- CCIS 2

III.4 The University Excellence in Teaching Award Selection Committee consists of the following faculty members. The deadline for submission of one nominee from each

College to be considered is 1 February. Submissions should be sent to [faculty senate@neu.edu](mailto:faculty senate@neu.edu) or to Helen Broderick.

- Professor Waleed Meleis, COE
- Professor Ann McDonald, CAMD
- Professor Erin Cram, COS

III.5 The 2016 Klein Lecturer Award Selection Committee consists of the following.

- Professor Carmen Sceppa, SAC Chair
- Professor Kara Swanson, SOL and last year's winner
- Vice Provost Mary Loeffelholz

III.6 A Ph.D. Task Force has been convened and charged. The following people will serve:

- Professor Tim Bickmore, CCIS
- Professor Carla Mattos, COS
- Associate Dean Sara Wadia-Fascetti, COE
- Professor Elizabeth Dillon, CSSH
- Associate Dean Jane Amidon, CAMD
- Professor Karin Lifter, BCHS
- Professor Fernando Suarez, DMSB
- President of Graduate Student Government (GSG) Mr. Ranjini Ghosh
- Vice President of Academic Affairs for GSG Mr. David Ignatius Walsh
- Associate Vice Provost for Graduate Education Phil He

These committees and charges, if applicable, will be on the Senate website soon.

#### IV. PROVOST'S REPORT

IV.1 Provost Bean announced that he would meet with Professor Sceppa and those faculty whose interest was piqued by the recent tactical weapons announcement. A town hall meeting is also planned to talk and learn more about these issues on campus.

IV.2 Active discussion is taking place between the Provost and SAC on faculty merit and other short term and long term merit increase issues. Concerns over privacy versus transparency will require compromise.

IV.3 Strategic planning is proceeding well. The senior leadership team is editing the latest essence statement, based on the last town hall meeting.

IV.4 Academic planning is proceeding in tandem with long-term planning. Substantive discussions are planned with the Board of Trustees in June.

#### V. REPORT ON HYBRID MANAGEMENT

V.1 Provost Bean noted that one of the goals of RCM is that funding to colleges be transparent and predictable. It enhances interdisciplinary work. NU operates a hybrid budget model which allows that not all dollars go to Colleges/Schools. Centralized monies fund faculty hires, expansions and renovations among others. The new strategic plan will establish guideposts for releasing funds into the academic process.

V.2. Vice Provost Rini's presentation will be available at the Faculty Senate website. The Vice Provost noted that the hybrid model is not at full maturity and is still undergoing changes based on input from deans, chairs, and others to tailor it to NU needs for flexibility and nimbleness. The concept is decentralization and empowerment.

RC's pay a contribution based on revenues (20%) which are at the Provost's discretion to reallocate back to Colleges. Website [www.northeastern.edu/hybrid/auth/](http://www.northeastern.edu/hybrid/auth/)

Provost Bean described RCM as a "truth-telling program" where decisions are made in light of how they affect the institution. The changing environment requires ongoing conversations.

### V.3. Questions

Professor Adams asked if there is a discounted rate for undergraduate students. Vice Provost Rini said that it is a blended rate. Professor Adams asked if this consisted of grants only or included loans. The Vice Provost reported that the average student receives 30%. Scholarships are 30% of total tuition.

Professor Adams inquired about space costs. Vice Provost Rini reported that these are \$58-\$60 per square foot which is higher than renting space in the area but includes cleaning and utilities.

Professor Kelly asked how admissions decisions fit into this model. Provost Bean noted that they are related but not part of budget model. EMSA targets are there so that an overview of cash flow may be seen.

Professor Kruger asked if the 20% college contribution (tax) may be revisited and whether the turnover among deans is related to the hybrid budget model. The Provost responded that all numbers are worthy of continued evaluation. Stress is related to the high degree of change at NU. There are also stresses outside of academics which add to strain on the RCs and not all colleges experience the same degree of flexibility as several years ago.

Professor Lerner noted that a key variable is the tuition rate, which is outside the deans' control, and asked how it is determined. Provost Bean responded that the undergraduate rate is set at the University level based upon market and outside influences. The graduate rate is more of a conversation: market research at EMSA delivers spreadsheets to the deans with recommendations by program. Schools and colleges are at liberty to do what they want with it, with the Provost's approval.

Professor Adams asked about the average of college-allocated costs. Vice Provost Rini responded that they vary considerably across units. The Provost added that this is undergoing study and a report will be generated to facilitate further discussion.

Professor Sceppa questioned the growth of cost centers and the balance of cost center contributions. Provost Bean responded that initial planning takes place with the Vice Presidents and that balance is the goal. This year allocated costs grew at the same rate as overall growth in the RCs.

Professor Bickmore asked how RCM encourages cross-disciplinary work. Vice Provost Rini said that transparency of the costs and revenue allow insight into how a proposal will work. The Provost added that there could be selfish motivations promoted by this model that would be bad for the institution. For this reason the Provost reviews such proposals.

Professor Adams noted that, while the structure encourages efficiency in the RCs, it does not do so in central support units. Where is the accountability? Provost Bean explained that everyone is aware that all expenditures are on the shoulders of the RCs and much conversation is generated. Professor Kruger inquired about the influence at the department level and the Provost explained that the hybrid model does not address relationships between Deans and their departments. Professor Kruger noted that there are unintended consequences and that deans have accountability only at the University level. He requested data which Vice Provost Rini explained would differ among colleges. Decisions are made in many ways and using many metrics. If a college is feeling constraints due to enrollment, that will trickle down.

The Provost closed questions.

VI. Presentation by Vice President Estabrook and Director of Public Safety Davis

VI.1 Director Davis explained his work, the complexities of the campus community, the NUPD organization, and the focus on understanding conditions that contribute to crime and violence in the urban environment as well as globally. He explained the importance of engagement with the NU community both on and off the Boston campus.

VI.2 Questions

Professor Daynard asked why tactical rifles are necessary. Director Davis responded that specially trained officers need to respond quickly to any emergency event by way of an instant containment team. Training is constant.

Professor Bickmore noted the importance of input and buy-in from the [NU] community and asked how this will happen. Director Davis said that acquiring feedback is planned and Provost Bean added that announcements regarding this will be made soon.

VII. The Senate adjourned at 1:28 PM

Respectfully submitted,

Robert Hanson, Secretary  
Faculty Senate