



Northeastern University
Office of the Faculty Senate

TO: Faculty Senate
FROM: Robert Hanson, Secretary, Faculty Senate
SUBJECT: Minutes, 19 October 2016

Present: (Professors) Adams, Andrews, Barczak, Brooks, Crittenden, Dencker, Fox, Hanson, Howard, Kanouse, Kelly, Kruger, Lerner, McGruer, McOwen, Nelson, Nita-Rotaru, Ocampo-Guzman, Patterson, Piret, Portz, Powers-Lee, Sceppa, Silbey, Sipahi, Vicino

Administrators: Bean, Ambrose, Brodley, Courtney, He, Hudson, Loeffelholz, Paul, Poiger, Ziemer

Absent: (Professors) Bickmore, Hellweger

I. **CONVENED.** Provost Bean convened the Faculty Senate at 11:48 AM

II. **MINUTES.** The minutes of 21 September 2016 were accepted as written.

III. SAC REPORT

III.1 Professor Sceppa reported that SAC had met four times since the last Senate meeting, twice with the Provost, and once with the senior leadership team. SAC will meet again with the senior leadership team this afternoon.

III.2 Professor Laura Frader from the College of Social Sciences and Humanities has been elected to the Senate.

III.3 The following search committees are staffed and underway. Rosters of committee members may be found on the [Senate website](#).

- DMSB Dean Search
- Dean of Libraries Dean Search
- Department of Cultures, Societies, and Global Studies Chair Search
- Department of Electrical and Computer Engineering Chair Search
- Department of Art + Design Chair Search
- Department of Political Science Chair Search
- Department of Mathematics Chair Search

III.4 SAC is in the midst of reviewing proposed new Bylaws from the University Undergraduate Curriculum Committee (UUC).

III.5 SAC continues to work with the Provost's Office on unresolved 2015-16 resolutions.

IV. **NORTHEASTERN UNIVERSITY UPDATE** (Provost Bean and Senior Vice President Mantella)
<The gavel was passed to Professor Sceppa in order that Senate Chair Bean could present.>

IV.1 PROVOST BEAN INTRODUCTION

IV.1.1 Provost Bean noted the appointments of Dean Henderson in the College of Science and Senior Vice Provost for Research and Graduate Education Kramer. There are a number of dean searches underway as well as several upcoming deans' reviews. The Provost

explained that his office sends out a survey [for deans' reviews] in addition to the survey sent by the Senate. Response rates are improving.

IV.1.2 The Provost reported that his office is reviewing the faculty merit increase process as the current practice does not follow the Faculty Handbook (FHB) in many cases. He is working with SAC and the FHB committee. The FHB has very good principles but needs to communicate better.

IV.1.3 Academic Plan white papers were condensed by administrators, drafts were posted, and the final result was approved unanimously by the Board of Trustees in September.

IV.1.4 A Long Range Plan (LRP) is now in planning. Two town halls are scheduled (10/26 and 11/18) and a Senate presentation is planned on 11/2. The LRP will be presented to the Board of Trustees on 12/2.

IV.2 SENIOR VICE PRESIDENT MANTELLA ON ADMISSIONS

IV.2.1 The Vice President described the applicant pool, the admissions rate (29%), the mean SAT (1426), and the diversity in terms of region. EMSA continues to work on financial aid for the life of the degree (8 academic terms) and continues to review individual circumstances when needed. Progress is being made on debt levels.

IV.2.2 Looking forward there will be earlier engagement with students (high school freshmen), new approaches beyond the traditional recruitment model, and creative thinking about experiential learning. 100,000 are visiting Northeastern annually and EMSA is working hard to personalize those visits. Talented students want to meet faculty.

IV.2.3 The freshman to sophomore retention is 97%; the six year graduation rate is 89% which shows incredible growth.

IV.3 PROVOST BEAN ON UNDERGRADUATE EDUCATION

IV.3.1 The number of students with two coops is increasing. The Coop model makes graduation in four years not ideal for NU. Eighteen percent of students graduate in four years. It is a difficult subject and differs by College.

IV.3.2 Participation in the global experience is up to 48% in 2016.

IV.3.3 NUpath rollout is in progress along with generating methods by which to measure results.

IV.3.4 CATLR workshop attendance increased to 1,070 in 2016-16.

IV.3.5 The Power of the Network (formerly the Global Network) articulates Professional Masters Education in a more compelling manner.

IV.4 SENIOR VICE PRESIDENT MANTELLA - THE POWER OF THE NETWORK

IV.4.1 Professional education has experienced a seven percent growth rate compared to 1-2% nationally; there are 18,000+ professional learners; there are 200 offerings across the portfolio.

IV.4.2 Impact: there are now four regions which act as an amplifier across markets and lead to new corporate relationships. This provides unexpected benefits for faculty research and doctoral programs.

IV.4.3 Going forward, the campus network becomes more of an institutional element for all University platforms. Should there be two brands? Current learners were polled and results show the importance of flexibility, challenging offerings, career advancement and lifelong vibrancy, and empowerment and achievement.

IV.4.4 Professional Advancement Network. This is personalized, rigorous, and networked education which will provide amplification of and acceleration for the University agenda as well as for the learner. It has been rolled out to Deans, CPS and administrator and will be launched by Provost's Office tomorrow.

IV.5 PROVOST BEAN FOLLOWUP

IV.5.1 The traditional brand and Professional Advancement Network are two brands designed to fit NU's customer base. They are not defined by who offers the programs. The brand is a promise; a set of characteristics which include global and experiential (both of which encompass all offerings) but with focused aim toward professionals with little flexibility and more experience. This means two sets of promises and understanding both.

IV.5.2 Ph.D. admissions. Applications have been flat but the yield rate is increasing as facilities improve and faculty members become better known in their fields. There were 186 graduates last year.

IV.5.3 Research administration and reporting. Work needs to be done and it is a challenge to find a system that tracks things from area to area. The Provost opined that this is on the way to being resolved.

IV.5.4 Faculty. Tenured and tenure-track faculty growth continues (63 new this academic year); non-tenure-track is also growing substantially, mostly in the professional masters area.

IV.5.5 Infrastructure. The ISEC is opening in January. Research clusters will be Cognitive and Brain Health; Human Centered Robotics; Cybersecurity/Privacy; Drug Delivery; and Biophotonics. The building will be half full.

IV.6 QUESTIONS

Professor Hanson: branding and new programs involve delivery and, while there is a distinction between users, there is overlap among faculty. How is this addressed under the current structure? Provost Bean noted that it is evolving. The goal is that NU students and faculty will be able to take advantage of whatever they require. Professor Hanson: in terms of governance, are regional faculty members under the purview of NU Boston? Provost Bean: NU is not planning on separate universities. There is one tenured faculty member in Seattle so far.

Professor McOwen: Are students happy with taking five years to graduate? Provost Bean: It is a complicated question which varies from college to college. The model is becoming less than four years in many institutions. There is a need to further understand the problem. Senior Vice President Mantella added that a recent survey of incoming students shows half expect to graduate in four years and the other half in five years.

Professor Kruger: How will the University monitor quality in the Professional Masters Programs? Both brands are important and quality must be maintained. Provost Bean: Assessment is important and is being done. Measures differ between the brands because of the different student body. The Professional Masters' Programs are geared toward customer satisfaction. Senior Vice President Mantella added that metrics for every program are being collected and are being taken very seriously. Professor Kruger stated that it is important that data be shared with the Faculty Senate.

Professor Lerner asked for the demographics of students in the Professional Masters Programs. Senior Vice President Mantella responded that they are between 26-34 years of age; are very diverse; and their interests reflect NU's supply. The retention rate is average at 74%.

Professor McGruer: How, then, does NU become one faculty as it seems that Boston faculty are separate. Senior Vice President Mantella said that all faculty members in the Professional Masters Programs are employed by the Colleges. There is not a separate faculty.

V. NEW BUSINESS

V.1. Ph.D. Task Force. The Senate voted to accept the report into the record.

Professor Wadia-Fascetti reported that this was a community-driven process which engaged over 350 faculty and students. The draft was sent to colleges in May. Strengths are in three areas: Research with education which requires students; research; and faculty. Fifty percent of students are looking to work in academics which is consistent with national trends.

An eight-point framework toward achieving goals includes innovation in program design, centralized resources for support without adding bureaucracy, a more uniform experience for students, cultivation of a culture of mentorship to help advance students careers including multiple people, purposeful options for experiential education within and beyond the University, broader career-oriented training, including teaching experience (although perhaps not for all), a culture of scholarship and inclusion, definition of and development of excellence, and aggressive funding. How do we plan over time? This requires the work of many.

V.2 Graduate Council Proposal. Professor Ocampo-Guzman read the following and it was seconded:

BE IT RESOLVED That Northeastern University establish the Master of Arts in Strategic Intelligence and Analysis in the College of Professional Studies as approved by the Graduate Council on 27 April 2016 (7-0-0).

Assistant Teaching Professor Craig Gruber was recognized and explained the approval process. He explained that the program will teach intelligence analysis pertinent to both the public and the government sector. The design is based on engagement and collaboration.

Professor Hanson inquired about the lack of ethics courses. Assistant Teaching Professor Gruber responded that the ethics component is written into every course rather than it being separated. It is hoped that the program may be offered beginning with the winter quarter.

**VOTE to establish the Master of Arts in Strategic Intelligence and Analysis: PASSED,
24:0:0**

VI. ADJOURN

Respectfully submitted,

Robert Hanson, Secretary
Faculty Senate