



Northeastern University
Office of the Faculty Senate

TO: Faculty Senate
FROM: Robert Hanson, Secretary, Faculty Senate
SUBJECT: Minutes, 18 November 2015

Present: (Professors) Adams, Andrews, Bickmore, Brooks, Caligiuri, Cokely, Crittenden, Daynard, Hajjar, Hanson, Hellweger, Howard, Kanouse, Kelly, Kruger, Leslie, McOwen, Ocampo-Guzman, Piret, Portz, Sceppa, Suciu, Vicino, Young
(Administrators) Bean, Aubry, Courtney, Hudson, Loeffelholz, Poiger, Reynolds,

Absent: (Professors) Barczak, Devlin, Gouldstone, Lerner, Nelson, Patterson
(Administrators) Ambrose, Brodley, Tilly

I. CONVENED: 11:45 AM

II. MINUTES

II.1. The 4 November minutes were approved as amended.

III. SAC REPORT, Professor Carmen Sceppa

III.1 SAC met twice since the last Senate meeting as well as once with the Provost. SAC will meet with the senior leadership team this afternoon.

III.2 A committee to review the qualifications of an internal candidate for Chair of the Department of Philosophy & Religion in the College of Social Sciences and Humanities has been staffed.

III.3 The SAC has been asked to suggest names of faculty to serve on various Academic Planning Committees being convened by the Provost's Office to ensure input into the strategic planning process.

III.4 The Senate Financial Affairs Committee will report on a proposed faculty merit increase as well as several other related proposals at the 9 December Senate meeting.

III.5 Professor Sceppa offered a reminder to visit the [new Senate website](#) and provide comments.

IV. PROVOST'S REPORT, Provost Bean

IV.1 The Essence project is proceeding well; a town hall will be held on 12/8. On-line postings include more students and faculty input. All members of the NU community may post. Faculty committees will look forward in areas such as research and Ph.D. programs. The Steering Committee consists of Vice Provost Loeffelholz and Professors Rappaport (COE) and Hackney (SOL).

IV.2 The Provost reported having met with the Senate Committee for Financial Affairs to discuss the salary increase process. The Provost is also arranging to meet with the Senate Committee for Academic Policy.

V. PROGRAM NAME CHANGE

V.1 Professor Cokely read the following and it was seconded.

BE IT RESOLVED that the B.S. in Environmental Studies be renamed the B.S. in Environmental Science in the College of Professional Studies as approved by the UCC on 8 October 2015 (12-0-0).

V.2 **VOTE to approve the program name change: PASSED, 28-0-0**

VI. ANNUAL REPORT ON ENROLLMENT AND ADMISSIONS, Senior Vice President Mantella

VI.1 The Senior Vice President reported a growth rate in target domestic markets at 57%. Growth took place in all underrepresented populations. Professor Sceppa noted that students of color do not see diversity in the classroom. Senior Vice President Mantella responded that NU should not be happy with these numbers and that it is difficult to see diversity in the classroom with such a large student population.

VI.2 There are opportunities for improvement in many areas: diversity and influencing yield of applicants at the top of the applicant pool are two. The present yield rate is approximately 20.5%; the target is closer to 25%. Harvard has the top yield at 50%.

Other opportunities are enhancing flexibility, community and global mobility. NUterm is a concept whereby Summer I may be used by freshmen to allow them to meet academic requirements by enrolling in interesting courses. This would increase enrollment by 25-33% and attempt to address student debt by permitting graduation in four years.

NUin has increased the freshmen to sophomore retention rate to 96%. These students have twice as much international experience as others. There are capacity issues in the spring.

VI.3 Freshman need is provided at 100% which assists graduation rates, loan debt ratios, etc. Targeted programs have been offered in areas such as veterans who have 90-95% of costs covered. [The Double Husky and Lifelong Learning programs offer discounts for specific populations as well.] The graduation rate is achieving parity with NU's comparative group and could reach 90% with the 2014 graduating class.

VI.4 Global network activities, which accelerate growth in graduate professional programs via online and hybrid offerings, is growing faster than the Boston campus. Looking toward the future, these hubs will be integrated into the institution although it is not an attempt to deliver full undergraduate experiences. Other opportunities such as a business to business model to work with companies that have internal training needs are being addressed. [The Breakthrough models, such as ALIGN and LEVEL, represent additional opportunities.]

VI.5 QUESTIONS

Professor Kruger observed that, with the change in the undergraduate profile, there are accompanying dramatic changes in relative enrollments in different colleges. This

arose in BCHS which is seeing precipitous declines (enrollment is down over 40%). This impacts all programs and budgets and presents challenges for those running programs. CSSH and CAMD are precipitously down as well while others are rising dramatically. COE and DMSB consist of over 40% of incoming freshmen. What type of program do we want for our students, what is the primary driver, and what do we do?

Vice President Mantella responded that her department works from the top of the pool down, which has implications. The driver is that NU is taking the strongest students rather than by proceeding college by college. Improvement is desired and NU must be as creative as possible to give underleveraged colleges the opportunity to work in.

Professor Kanouse noted that, in many instances, the skills and strengths for some colleges are very different from those for which students are admitted. There should be pathways based on portfolios as well as GPAs. Vice President Mantella responded that the Creative Leaders Program offers a number of portfolio-oriented admits. However, enrollment challenges exist in other areas as well where it is not possible to assist in the same way.

Professor Leslie noted the number of credit hours being outsourced elsewhere such as NUin and asked how many credit hours can be fulfilled in other places and the impact. The Vice President responded that there is not a big dynamic swing with the number of credit hours allowed elsewhere.

Other questions were answered as follows:

- There is a breakdown of courses for the 70% AP credits but it was not available at this time.
- The number of students leaving for financial reasons has declined.
- The Husky Promise requirements vis-à-vis credit hours and GPA have not changed.
- Initiatives are underway to improve the retention rate among international students.
- International students are evaluated using alternate testing from SATs (TOEFL) and academic transcripts.
- No information was available about what the 13/1 student/faculty ratio encompasses.

VI.6 Professor Sceppa, noting the implications of the dramatic change in students' profiles, suggested that there is now the opportunity to think about this more intentionally. The process is underway and faculty should have important conversations with their deans concerning where they may be more engaged in the decision-making concerning student profiles of the future. Vice President Mantella noted that the "early personal touch" by faculty cannot be underestimated. Enrollment Management begins with a landscape, works with deans, then with the Provost, and then returns to the deans to settle on targets and goals. The Vice President is happy to engage faculty in this effort.

Provost Bean suggested that the success of those colleges whose student profile is rising could be shared and compared to those colleges which are not experiencing

the same so that best practices may be adopted. NU will not be slowing down as regards the quality of students.

V.II ADJOURNMENT

VII.1 The Senate adjourned at 12:54 PM

Respectfully submitted,

Robert Hanson, Secretary
Faculty Senate