



Northeastern University
Office of the Faculty Senate

TO: Faculty Senate
FROM: Robert Hanson, Secretary, Faculty Senate
SUBJECT: Minutes, 30 September 2015

Present: (Professors) Adams, Andrews, Barczak, Bickmore, Brooks, Caligiuri, Cokely, Crittenden, Daynard, Devlin, Gouldstone, Hajjar, Hanson, Hellweger, Howard, Kanouse, Kelly, Kruger, Lerner, Leslie, McOwen, Nelson, Ocampo-Guzman, Patterson, Piret, Portz, Sceppa, Suci, Young

(Administrators) Bean, Ambrose, Aubry, Brodley, Courtney, Hudson, Loeffelholz, Poiger, Reynolds, Tilly

- I. CONVENED. Provost Bean convened the Senate at 11:45 AM
- II. MINUTES. The minutes of 29 April 2015 were approved as amended.
- III. REPORT OF THE SENATE AGENDA COMMITTEE. Professor Sceppa reported:
 - III.1 SAC met nine times over the summer and three times with Provost Bean. Professor Sceppa met with Provost Bean, Vice Provost Loeffelholz, Vice Provost Ambrose, Associate Vice Provost Ziemer, SVP & CEO, The Northeastern University Global Network Mantella, and President Aoun
 - III.2 Professor Tim Cresswell was obliged to withdraw from the Senate and the Senate Agenda Committee due to his promotion to Associate Dean of CSSH. *An election will take place immediately following this report to fill the position on the Senate Agenda Committee.*
 - III.3 Professors Thomas Vicino, Political Science–CSSH and Sarah Kanouse, Art + Design–CAMD were recently elected to the Senate.
 - III.4 Welcome to Professor Greg Goodale once again appointed as Senate Parliamentarian.
 - III.5 The Senate website is being upgraded. Senators are encouraged to navigate the website which will include a blog section. <http://www.northeastern.edu/facultysenate/>
 - III.6 Search Committees. Staffing of the following committees is being completed:
 - Dean of the College of Science
 - Dean of the Bouvé College of Health Sciences
 - Director of the School of Architecture in the College of Arts, Media and Design
 - Chair of the Department of Political Science in the College of Social Sciences and Humanities
 - Staffing is completed for the Director of the School of Criminal Justice and Criminology
 - III.7 The following committees have been staffed and charged:
 - Administrator Evaluation Oversight
Professor Elizabeth Podlaha-Murphy, Chair – COE
 - Academic Policy
Professor Nathaniel Rickles, Chair – BCHS
 - Faculty Development
Professor Mary Jo Ondrechen, Chair – COS-Biology
 - Library Policies and Operations

- Professor Elisabeth Dillon, Chair – CSSH*
- Research Policy Oversight
- Professor Carey Rappaport, Chair – COE*
- Information Technology Policies
- Professor Engin Kirda, Chair – CCIS*
- Full-time Non-tenure-track Faculty
- Professor Lori Gardinier, Chair – CSSH*

III.8 Senate Resolutions

Approved by the Board of Trustees

- BS in Politics, Philosophy & Economics 3/27/15
- BS in Cell and Molecular Biology/COS 6/5/15
- MPP/CSSH 6/5/15

Approved by the Provost 6/22

- Revised core
- Updated titles for full-time non-tenure-track faculty
- Revised Excellence in Teaching Award procedures
- Change to academic withdrawal date
- Dept name change to Dept of Applied Psychology
- Name change to Graduate School of Education in CPS
- Name change and program revisions, MFA: Interdisciplinary Studies/CAMD
- Graduate Certificate in Arts Admin and Cultural Entrepreneurship/CAMD
- Suspension of admissions to Speech-Language Pathology & Audiology program/BCHS
- Degree eliminations in CPS: Mechanical Engineering Technology, Computer Engineering Technology, Electrical Engineering Technology

IV. ELECTION

- IV.1. Professors Neal Lerner and Jerry Hajjar accepted nomination. Professor Neal Lerner was elected to serve on the Senate Agenda Committee.

V. PRESIDENT AOUN'S ADDRESS TO THE SENATE

President Aoun thanked those on the Provost Search committee, especially Professor Sceppa who co-chaired. Provost Bean believes in excellence innovation and in shared governance.

NU has experienced its year in terms of incoming students and selectivity. SAT scores are at 1418 which is about the same level as Cornell. Retention is high and graduation rates are moving up. These are currently at 85% and the goal is 90%. The NU community must work together toward this goal. Leadership and experiential education are serving us well. Students have a choice of going anywhere so NU Advantage must be highlighted. Boundaries between undergraduate and graduate courses have disappeared; students want to go "deep and fast." Opportunities must be provided for research on campus (there were over 900 such opportunities last year which is an all-time high). Students are very engaged and global opportunities are significant and must be increased. Surveys nationwide of millennials and Generation Z show consistent results: these students are doers, want to be involved in shaping their journey, and want global and entrepreneurial experiences. Personalization of the curriculum must increase.

NU had the exciting opportunity to recruit faculty during the recession which is paying off with students in terms of research opportunities, grants and centers. Research has tripled from 48 to 128 which is remarkable for an institution without a medical school. NU is now solidly in the 100+ club (universities with over \$100M in research but without a medical school) and has focused on inspired

research and fundamental and applied research. Moving forward, we want to double research funding within five years in order to build an infrastructure to support growth.

Schools have moved forward to build new professional masters programs and certificates. The Law School, CCIS and DMSB have been working together. The trend is to stackable certificates and this offers vast opportunities. In order to move ahead we cannot offer what we think will work but what is driven by individuals and institutions.

Deans and faculty are approaching Ph.D.'s in an exciting way. Doctorates such as Network Sciences are based on scientific leadership and scholarship. Opportunities to build experiential Ph.D. programs will consolidate leadership in this domain. NU is far ahead of those copying the model.

Fundraising had the best year with 80+ for three to four years running. NU will achieve one billion. NU is looking to define its future for the next ten years. The Provost has been asked to lead this effort; what kind of University are we to be? What is our ambition? We must aim high and not play it safe.

President Aoun concluded by welcoming the new Provost.

VI. ADDRESS BY PROVOST BEAN

The Provost lauded NU's unique community and the Institution's willingness to take on the problems that higher education is having with trust and accountability. NU is qualitatively different from other institutions. Faculty is open-minded as to the definition of quality and the value of integration between traditional and experiential education.

The Provost defined himself as an academic nomad, i.e. he has interest in a wide variety of areas. He began as a pure mathematician; did graduate work in operations research; attended engineering school as a traditional professor until tenure when he formed bridge programs. He then became dean of a business school. Provost Bean's wife is a comparative literature major who wound up as librarian and is Head of Science of the Engineering libraries at Oregon.

Today is Provost Bean's first meeting with the Senate although he has been meeting regularly with SAC and Professor Sceppa.

The Provost will undertake a strategic planning process. The last one in was in 2006-07. Much has been accomplished. Many students now do not want a job but want to be part of the "gig" society which grants them control over their lifestyle and we need to provide for that. NU is also competing with a different level of institutions. The Provost expects a new plan to be ratified by this time next year.

NU will develop an Academic Plan and a Long Range Plan this year with a focus on preeminent areas. Deans have been engaged and the Board of Trustees will be engaged as well. The essence of the exercise is defining what NU holds inviolable; what is our touchstone which we are not willing to give up? Town hall meetings and blogs will be used to give faculty and students buy in and the process will be called Experience Northeastern. The mission statement will be rewritten.

VII. RESOLUTION ON CORE DOCUMENT

VII.1 Professor Cokely read the following and it was seconded (Professor Hanson).

WHEREAS the NU undergraduate core curriculum document, approved by the Senate on 8 April 2015, did not include participation in a capstone experience as the eleventh item in the final list of NU undergraduate core requirements;

BE IT RESOLVED That the NU undergraduate core curriculum document be revised by addition to accommodate an eleventh element as follows: “11) Applying Knowledge and Experience through a Capstone Challenge: Students participate in a capstone experience for their major. Each major program or department designs the capstone experience for their students. The learning goals are developed by the major program or department.”

VII.2 Professor Cokely moved to amend by replacement as follows:

WHEREAS the NU undergraduate core curriculum document, approved by the Senate on 8 April 2015, did not include participation in a capstone experience as the eleventh item in the final list of NU undergraduate core requirements;

BE IT RESOLVED That the NU undergraduate core curriculum document be revised by addition to accommodate an eleventh element as follows: “11) Demonstrating Thought and Action in a Capstone: Each student must take at least one course designated as a capstone experience. Capstone courses may be designed for a specific degree program, for a department, or for a college. The learning goals for a capstone will be developed by the unit that is designing the capstone. Students must complete a capstone in their major. In cases where a student has multiple majors (such as in a combined or double major), the units may specify in which major to take the capstone or may leave the choice to the student

Professor Cokely explained that this more accurately expresses the intent of the committee that proposed the change.

VII.3 VOTE to amend by replacement: PASSED unanimously.

VIII. REPORT ON CORE IMPLEMENTATION

VIII.1 Vice Provost Ziemer reported that requirements 1-8 are the most different from core 2007 in terms of criteria. The approval process is the same used for courses today -- each college has a procedure and the same course number registry form. The new section 19 asks which of the 11 requirements the course relates to. Rather than judging on content, the course is judged on how students engage to meet learning goals.

On the flow sheet showing the course approval process, forms are sent to the Provost's Office for review and, if they are not grandfathered, go to UUCC if straightforward. If the course is more complicated, it is sent to a team of three UUCC members and could then be sent back to the unit for clarification or to the UUCC for a decision. The goal is to ensure fairness and transparency.

A pilot in CSSH and CCIS included 41 courses: four were direct approvals; most went to the 3-person UUCC committee; all but one has been submitted to the Registrar. Feedback from the pilot has resulted in a modified form for clarity and changes to the website. It is possible although not probable that, as the process goes forth the criteria could be questioned. If that happens, it will return to the Senate.

VIII.2 The floor was opened for questions.

Professor Lerner asked about the target for the number of courses; Vice Provost Ziemer responded over a thousand based on current numbers.

Professor Kruger inquired where we are in terms of evaluating this new core. Vice Provost Ziemer responded that continual assessment in terms of numbers, options, and exploration of different colleges is taking place. Professor Kruger then inquired about learning outcomes for students and whether there are expectations of something different. Vice Provost Ziemer offered her personal opinion that, because faculty members are thinking about the courses, student learning will be enhanced. As they become more aware of their learning goals, they and the faculty will drive the process. Vice Provost Ambrose added that the team is looking at the aspect of reporting. The intent is to focus on the artifacts that will show goals achieved. They are attempting to find creative manners in which to accomplish this. Professor Kruger suggested involving faculty in respective units as those teaching the courses will have insights.

Professor Kelly asked whether the process will be looking at how students will be learning. Vice Provost Ziemer reported that a searchable database is being built and the team is thinking about how to talk to students about this.

Professor McOwen noted that he has heard nothing about why a new core has been implemented and what is trying to be achieved. Vice Provost Ziemer said that there was nothing wrong with the former core but that the new is in response to what incoming students want. Vice Provost Ambrose noted that the request came from the Faculty Senate. The former core had no defined outcomes. Professor Daynard explained that nowhere in NU was it represented that NU promises a liberal education to prepare students to be citizens and critical thinkers. Open meetings were held after a 'sense of the Senate' resolution two years ago. Dean Poiger noted that the new core responds to the kind of customization and flexibility that incoming students want.

Professor Crittenden noted that capstone courses have been evaluated recently but no feedback is forthcoming. Vice Provost Ambrose reported that a pilot was performed for two semesters to find unobtrusive, true and real evaluation of criteria for each student by faculty. It was not a valid assessment in the end.

Professor Brooks inquired how the process will be played out with both faculty and advisors; it is substantial extra effort. What are the resources? Vice Provost Ziemer explained that UUCC is the hub of communications and is working with advisors through their network. Dean Poiger added that the deans are very much on the project.

Dean Aubry expressed excitement about having more minors and inquired about how they can count toward the major. Vice Provost Ziemer explained that the current policy is that any core criteria can also meet a major requirement with nothing said about minors. She will look into this very good point.

IX. ADJOURNMENT

IX.I. The Senate was adjourned at 1:15 PM

Respectfully submitted,

Robert Hanson, Secretary
Faculty Senate