



Northeastern University

Office of the Faculty Senate

TO: FACULTY SENATE
FROM: Secretary, Faculty Senate
SUBJECT: Minutes, February 5, 2020

Present: Professors: Bart, Bourns, Carr, Chai, Cisewski, Dau, Desnoyers, Ergun, Erdogmus, Goluch, Gonyeau, Kevoe Feldman, Hayward, McNabb, Mountain, Musselman, Powers-Lee, Shapiro, Shefelbine, Stephens, Vollmer, Wahl, Wertheim, Wood

Administrators: Bean, Echambadi, Hackney, Hudson, Loeffelholz, Sceppa, Ziemer

Absent: (Professors) Bormann, Caracoglia, Dennerlein, Dyal-Chand, Laboy, Lerner, Mylott, Spencer, Stowell (Administrators) ---

CALL TO ORDER: 11:45 a.m.

The minutes of 1.15.20 Faculty Senate meeting were approved.

I. SAC REPORT

- Prof. Powers-Lee reported that since the last Senate meeting SAC has met 5 times, with one of the meetings including the Provost. Topics included the Roux Institute, Faculty Handbook revisions, space planning and distribution of the AEOC reports. Designated Senate space on Sharepoint as the appropriate "office" for our global university: "A copy of the final version of the report shall be made available for review at the Faculty Senate Office to all full-time faculty members within the unit."
- Prof. Powers-Lee noted that SAC appointed three faculty members to the Graduate Academic Appeals Committee. These members included Jessica Maxwell (BCHS), Jack McDevitt (CSSH) and Dori Woods (COS). The additional member of this committee is Tom Sheahan, Senior Vice Provost for Curriculum and Programs (Committee Chair).
- Prof. Powers-Lee noted that SAC is also in the process of staffing an internal search for the Chemistry and Chemical Biology Chair.
- Curriculum Updates from the Graduate Council include the following inactivations of CPS programs: Enterprise Intelligence, MPS; Program and Portfolio Management, MS; and Program and Portfolio Management, Graduate Certificate. These programs were inactivated due to low enrollments.
- Prof. Powers-Lee reviewed the 2020-2021 Senate Distribution of Elected Senators (table shown on next page).

II. PROVOST'S REPORT

The Provost noted that last week there was the announcement the University was moving from Blackboard to Canvas as the primary learning management system. This system was heavily piloted with students and faculty over two semesters. The Vice President of Information Technology, Cole Campese, has reported that the initial response has been very positive. The Provost wanted to thank everyone who has been working closely with that process.

The Provost said the formation of the Roux Institute at Northeastern has been the primary event to occur over the last couple of weeks. The gift of 100 million dollars from David

Distribution of Elected Senators, 2020-2021 Senate							
Faculty Data on 2/1/20							
						# Empty Seats	
					# 2020/21	for College	# College Seats in
<u>College</u>	<u>T/TT Faculty</u>	<u>FT/NTT faculty</u>	<u>Total FT Faculty</u>	<u>Faculty/44.76</u>	<u>Senate Seats</u>	<u>Elections</u>	<u>2019/20 Senate</u>
BCHS	69	121	190	4.24	4	2	4
CAMD	75	79	154	3.44	4	2	3
COE	164	90	254	5.67	6	2	6
COS	139	89	228	5.09	5	2	5
CPS	1	80	81	1.81	2	1	2
CSSH	140	99	239	5.34	5	2	6
DMSB	93	87	180	4.02	4	2	4
Khoury	46	59	105	2.35	2	1	2
SOL	31	15	46	1.03	1	1	1
Total	758	719	1477		33	15	33
Total University Faculty = 1477; 1477/33 = 44.76 faculty per Senate seat							
[The 46 faculty classified as academic administrators are not included in these data.]							

and Barbara Roux is meant to form a Northeastern campus in Portland, Maine with the objective to create a high-tech economy where one doesn't exist.

It is part of their (Rouxes) view that in the next 20 years wealth and new jobs will all focus in AI and will be applied to a number of areas including life sciences, precision medicine, and precision public health among others. Their fear is, at the end of this period there will be 5 major cities responsible for nearly all job growth -- Boston, Seattle, San Diego, Austin and San Francisco. Their belief is that this is not the way the country should develop economically.

Northeastern was chosen for this Institute over 20 other universities because of our entrepreneurial spirit and the model for research that we developed in Burlington with corporate and government partners.

The announcement will soon be coming out that the leads to start up this campus will be Chris Mallett and Mike Pollastri. The Provost added that, in the area of AI, it is extremely hard to hire talent in because the demand outstrips the supply. The Provost said that, largely, what Northeastern will be doing is to manufacture its own pool by taking people with a PhD in related technology areas, such as a computational part of physics or economics, have them go through postdoctoral training with our faculty in Boston, and then relocate to Portland or other nodes.

QUESTIONS AND DISCUSSION

Prof. Wahl asked if there is a kick-off date?

Provost Bean said because of accreditation issues, we probably won't be able to have a formal start with accredited programs until September. But the University is hoping that as early as May or June they can have an informal start with some non-credit Executive Education programs.

The Provost added that this venture was launched with ten very high growth, tech-based business partners. Some are from Maine, but Northeastern is also getting interest from Boston and Kendall Square companies that are running out of space. Some of the companies, including Maine Health and Jackson Labs among others, have promised to send employees to the institute to increase their skills, to provide co-ops to our students and to hire graduates from the Institute. These companies are rapidly growing and they need talent to support that growth.

III. PRESENTATION BY SUNDAR KUMARASAMY, VICE PRESIDENT FOR ENROLLMENT MANAGEMENT:

Enrollment Management Update Fall 2020

Topics discussed by VP Kumarasamy included: increase in the number of applications, increase in high talent applicants, increased interest in combined majors, increasing demands on our academic advisors, decrease in admit rate, increase in yield, and analysis of the institutions where some of our applicants elected to enroll.

IV. PRESENTATION BY BREEAN FORTIER, SENIOR VICE PROVOST FOR BUDGET, PLANNING & ADMINISTRATION:

Hybrid Budget Report – An Update to the Faculty Senate.

Some highlights from Sr. Vice Provost Fortier's presentation include the following. Sr. Vice Provost Fortier noted that Northeastern is in the 8th year of using the hybrid budget model and we are learning and continually making adjustments/improvements.

She indicated that there is a decentralized budget system for the Responsibility Centers (RCs - revenue source school/college) and noted that because RCs drive revenue, they are allowed to keep their surpluses at end of a fiscal year, while the surplus for cost centers gets returned to the central budget. Units that generate significant costs are centrally controlled for budget.

In regards to revenue, she noted that Undergraduate tuition is split 50-50% between the enrolling college and the instructing college. Sometimes a student is enrolled in two colleges, in which case the first 50% is further split 25%-25% between the two. Graduate tuition flows to the instructing unit.

She explained that RCs pay a "university contribution" as a percentage of all revenues except direct grant funding, gifts and endowment income. The provost then redistributes to RCs based on university initiatives. This can be thought as a form of redistribution of wealth.

She gave examples of some piloted budget incentives to promote desired behaviors. For instance, tax gifts at a lower rate (even as low as 0% if fundraising goal is met), and rather than having a set rate for common good make it dependent on how an RC grows its expense base. These changes in the model will give the RCs time to make plans; in particular, delayed impact of spending gives RCs time to recoup their increased revenues.

QUESTIONS AND DISCUSSION

Prof. Goluch asked if there was any portion of this university contribution that was held back? Sr. Vice Provost Fortier responded that none is held back; it is all redistributed by the provost.

Prof. Stephens asked if Sr. Vice Provost Fortier could explain why the university contribution recently got reduced from 20% to 17.5%? She responded that the 20% rate was selected 8 years ago, but as colleges grew their revenues over time, it made sense to consider reducing it to let RCs keep more of their revenue.

Prof. Goluch asked if the revenue continues to grow as expected 5 years out, whether the administration is planning to offset tuition increases. He also asked if she would expect to switch percentages around?

Sr. Vice Provost Fortier said this university is dedicated to growth in research. A portion of those extra earnings will go towards supporting research – could be new facilities, or more grant support. We also saw our financial aid pools grow in the past 5 years. The SLT is committed to offering affordable education.

Provost Bean added that in the last several years Northeastern reduced average student debt by \$10K.

V. NEW BUSINESS

ACADEMIC PROPOSAL: UNIVERSITY UNDERGRADUATE CURRICULUM COMMITTEE – PROGRAM IN THE COLLEGE OF PROFESSIONAL STUDIES

PROFESSOR MCNABB read the following and Vice Chancellor Ziemer seconded.

BE IT RESOLVED That the University establish the Bachelor of Science in Mechatronics in the College of Professional Studies as approved by the University Undergraduate Curriculum Committee on 8 January 2020 (11-0-1).

Prof. McNabb recognized Prof. Marchev to present details about the proposed program.

Prof. Marchev said CPS had worked closely with COE and from the beginning realigned this program with the Northeastern mission. He said they envision bringing in transfer students and that they work with industry partners to make sure the program meets existing needs.

QUESTIONS AND DISCUSSION

Prof. Vollmer said looking at the curriculum, it looks like you are repurposing some courses as some programs are sunset. What distinguishes this new program?

Prof. Marchev responded that they designed this new program based on studying the needs of industry and identifying that Mechatronics is the future. In order to optimize the offering, CPS looked at what they had. They had mechanical, electrical, and computer engineering technologies. Mechatronics has components from all three. What is needed

is a good place for our students to learn all these and additional topics like sensors to meet needs in the market. We also tried to streamline the program.

Provost Bean added that this is a very good example of how the relationship between CPS and other colleges are evolving. There was great collaboration between CPS and COE. It is great that this is another path for some community college students. He congratulated the proposers on the process and the product.

Prof. Goluch said looking through the proposal as a representative from COE, it seems this was only discussed with mechanical engineering faculty, but not others in the college. We did not have much chance to discuss the details of this program at the college but there is overlap with courses at the college so it will be important to discuss these extensively.

Provost Bean said these discussions must have taken place at the college level.

Prof. Shefelbine added that these courses look very similar to COE courses.

Provost Bean noted that the student body this program addresses will be different.

Dean Loeffelholz provided some history about this. The CPS student body is very different from the student body Vice President Kumarasamy showed us here. A former dean decided to separate these programs from COE in order for COE to focus on education to residential student body and be selective.

Prof. Goluch said that it would be nice to have more discussion to analyze the overlap between programs between CPS and COE and other colleges.

Provost Bean said there was no way for COE to meet the price level for these students.

Dean Loeffelholz said there will be some overlap because this is an accredited professional degree. We are picking students to enter a research university and integrating this student body with a privileged socioeconomic group.

Prof. Desnoyers said one way to look at these programs is that CPS is continuing Northeastern's century-long mission of educating students for careers. He added he did not think these programs are competing for the same students.

Provost Bean added that he talked with the COE dean directly on this topic.

VOTE on the resolution PASSED: 26-2-1.

The meeting adjourned at 1:20 p.m.

Respectfully submitted by,
Deniz Erdogmus
Senate Secretary