



Northeastern University

Office of the Faculty Senate

TO: Faculty Senate
FROM: Secretary, Faculty Senate
SUBJECT: Minutes, 17 March, 2021

Present: (Professors) Bart, , Board, Bormann, Caracoglia, Carr, Chai, Cisewski, Dau, Dennerlein, Desnoyers, Ergun, Gonyeau, Gundavaram, Hayward, Herlihy, Laboy, Mages, McNabb, Mountain, Musselman, Smith, Spencer, Stephens, Su, Vollmer, Wertheim, Wood, Zulick

Administrators: Madigan, Gallagher, Isaacs, Poiger, Ronkin, Sive, Wadia-Fascetti

Absent: (Professors) Erdogmus, Poe, Stowell
(Administrators)

CALL TO ORDER: 11:47 a.m.

The March 3, 2021 minutes were approved.

I. SAC REPORT

Prof. Mike Gonyeau said that SAC is planning the agendas for the remaining 2 meetings.

- April 7: FDC, FTNTFC, EAPC, 3 strategic planning subcommittees
- April 21: RPOC, ITPC, FAC, LPOC, Adhoc Committee on Climate Justice Action Planning (progress)

SAC is executing senate elections at all colleges:

- Colleges opted for live meeting or online extended voting options and SAC implements their choice.
- Online voting in Bouvé College of Health Sciences is currently underway through Tues., March 23, 11 p.m.
- Online voting in College of Science will begin Thurs., March 18 and continue through Mon., March 29.

SAC has met with Provost Madigan and Sr. Vice Provost Deb Franko and discussed the following:

- Policy on J1 visas for visiting scholars
- Preparations for the upcoming Board of Trustees meeting, where SAC will represent all faculty.

II. PROVOST REPORT

The Provost reported that there is a lot going on with the strategic planning process. There are over 100 people involved in this. There is a lot going on with commencement matters. Today is regular decision day and we are nearing the end of the admissions cycle for the undergraduate class for the fall. There has been a substantial increase in applications. About half of students opted out of standardized testing and so this has been a very different recruitment season.

QUESTIONS AND DISCUSSION:

- Prof. Musselman asked what can the faculty do to convince the administration to communicate with and consult with faculty before making major disruptive decisions — like adding Care Days

Provost Madigan said there was quite a bit of consultation that went on but not enough. In the communication process, a ball was dropped between the Chancellor's Office and Provost's Office and that won't happen again.

- Prof. Musselman said in addition to being in the English Dept., she also leads a writing group for STEM faculty and they were quite upset. This is a major disruption for their courses. It involves not just faculty and students but patients and patient scheduling for Bouvè faculty. This is a really big deal and needs to go in our minutes so that this can't happen again.

Provost Madigan said he understood. He said he was aware that this was more consequential than he realized at the time.

- Prof. Dennerlein said he thinks what happened with this situation is systemic. There have been several instances of communication breaking down over the past few years.

A promise that it doesn't happen again doesn't indicate that there is going to be a systematic approach to determine where breakdowns occurred. We really should look at the procedures and policies around this and look at it from a systems point of view.

For a year and half, elected senators have had conversations around communication and decision making and not considering the impact of decisions on the front line workers at the university – the faculty. As a body, can the Senate start thinking about how these decisions have been made? If this was an airplane crash, we'd do an investigation.

Provost Madigan said that is what my office and the Chancellor's office has done. We have looked at what do we need to do to make sure we have better processes for any kind of major announcement.

Provost Madigan said he and SAC had had a discussion and will discuss this further with SAC or with the full senate.

- Prof. Ergun said she agreed with Prof. Dennerlein. She said there is a big sense of support for this idea of formalizing a way of communication. She said this would help the administration make better decisions. She said a lot of her students were not happy with this Care Days.
- Prof. Stephens said the Faculty Senate should be coming together to discuss these issues. She said some of us ask what is the point of having a Faculty Senate if the big decisions that influence faculty don't come to the Senate. Neither the SAC Report nor the Provost Report mentioned Care Days. It feels disrespectful of our governing body to not be part of the decisions that affect us. It is not good for the university as a whole.

Provost Madigan said we need a systematic approach to this. Clearly it broke down and not the first time. He added they will discuss further with SAC to see what are the next steps we need to take to make sure it is more systematic.

III. STRATEGIC PLANNING UPDATES:

Provost Madigan said that the strategic planning process is underway.

This process includes six working groups that are focusing on different aspects of the plan. There is not a group on diversity and inclusion but that is absolutely woven into all the groups. Each group has two co-chairs. Today, three of the groups will give a brief update.

GLOBAL UNIVERSITY: MOBILITY, NETWORKS, PARTNERSHIP STRATEGY, AND BRANDING

(Steve Eccles, Regional Dean and CEO, Vancouver Campus and Vice President Rick Davis, Alumni Relations and Annual Fund.)

Vice President Davis said the group of 18 members has been meeting weekly since January. They have had one town hall in January and will have another March 25.

Dean Eccles noted a number of themes have arisen including Global Mobility in respect to faculty, staff and our whole community. Mobility in the sense of not just student enrollment but experiential opportunities across all our stakeholder groups.

We have challenged what mobility means. We want to make sure that mobility takes account of equity, access and connectivity and need to take account of barriers whether financial or cultural.

He added that another theme that has emerged is to look at the infrastructure in the Boston campus. To be really effective and look ahead to 2030, we have to step back and look at how we are communicating and how are we structured from a general operational standard.

As we consider our next steps have called for the group to submit their plans. Already have a spectacular one from Vice Chancellor Chris Gallagher.

(The Global University working group powerpoint can be found on the Faculty Senate website.)

QUESTIONS AND DISCUSSION:

There were no questions.

OUR COMMUNITIES: LEARNERS, INNOVATORS, ALUMNI, INDUSTRY PARTNERS

(Rod Brunson, Chair of Public Life, Prof. of Criminology and Dean Carmen Sceppa, Bouvé College of Health Sciences.)

The working group's charge is to develop an overarching strategy to harness the diversity, relationships, and richness of our surrounding communities to create mutually beneficial synergy and collaboration.

The group is trying to think about community engagement and redefine it. Shifting it from being episodic and transactional and based on needs and deficits that the communities local and global may have. Have a paradigm shift where we are thinking about assets and how we can increase the strengths and assets in the community by coming together in a reciprocal way.

In addition to the Town halls, Chair Brunson said that the group conducted a survey. They received over 1400 responses and are still interpreting the data. He said they are interested in learning more and challenging some notions of how well we are doing and looking at opportunities to do better.

(The Communities working group powerpoint can be found on the Faculty Senate website.)

QUESTIONS AND DISCUSSION:

- Prof. Herlihy said this is very exciting. He asked if there could be a framework of modules that I can put into my classes. Could there be a point person from the Communities working group to connect with faculty and maybe have a faculty toolkit.

Dean Sceppa said as we think about a culture shift, we were thinking about intentionality in ways we deliver information. The toolkit and knowledge would come into the capacity building we would consider doing in terms of the university having all the necessary resources and opportunities to connect through experiential learning, research, partnerships and other opportunities. This is part of the how to implement.

- Provost Madigan said that the Senate ad hoc Committee on Climate Justice Action Planning has been in touch with all the strategic planning work groups and Provost's Office will be arranging meetings.
- Prof. Stephens asked if there were any more details on implementation. She said accountability and transparency in communication and knowing what everyone is doing is important.

Chair Brunson said that regarding the how, they haven't fully analyzed and interpreted the data but we certainly want the how to be shaped by what our stakeholders think this should involve. We want to honor and respect our various stakeholders.

Dean Sceppa added in terms of the how we have talked in terms of the collaboration we will need to have with the Operations and Technology Working Group because we envision systems integration of digital infrastructure that would be foundational for Northeastern and the community to have a gateway opportunity to connect with each other.

EXPERIENTIAL AND LIFELONG LEARNING: LEARNING SCIENCE AND EDUCATIONAL TECHNOLOGY (Connie Yowell, Sr. Vice Chancellor for Educational Innovation, Ben Hescott, Assoc. Dean Khoury College of Computer Sciences.)

Assoc. Dean Hescott said this group will embrace the learning sciences as well as educational technology to provide active engaged just-for-you experiences for all students all the time.

This working group has representation from all the colleges and the network as well as input from co—op, advising and students.

Vice Chancellor Yowell shared that they have done a survey, a number of indepth interviews, held two conferences and held a Town Hall. They brought in a consultant, Beth Novak, to take on a smarter crowdsourcing process.

The group is trying to think about the context of designing experiential learning for the future in the context of the inevitabilities of the major transformations that are happening in higher ED.

The group is working on the "how" right now. We are looking at discipline based courses and knowing that, in the future, these are going to evolve to grand challenge based experiences.

Not that we are going to get rid of disciplines or the discipline's courses but they together will build in this grand challenge space. Separate initiatives that are episodic -- co-op, going to class -- instead will evolve to globally networked lifelong experiential pathways.

We are trying to find a broader way, to engage our students with experiential education on the first day. We are looking at this through access and equity.

We move from faculty designed and delivered to co-designed with students and the community and team delivered opportunities.

QUESTIONS AND DISCUSSION:

- Prof. David Smith asked does the committee have any suggestions of how these grand challenges might be articulated? You could imagine the grand challenges being more monolithic than the disciplines and how is it going to go in the other direction?

Vice Chancellor Yowell said she thought there were a couple of ways. One is that there is a growing consensus both politically and around the country about what the grand challenges are that we face as a country. Whether it is wealth inequality or climate change or a set of others. Similarly, I think the University group that is looking at pods or clusters is going to be an important group that we should be partnering with as we think about the relationship between what we focus our work on pods/clusters in relation to how we think about that for learning.

- Prof. Murkerjee said this is a very revolutionary idea in the sense of demolishing departments and building towards a cohesive program. Say for example, environment or social justice where we don't have the silos any more, is that the ultimate goal?

Vice Chancellor Yowell said that from a learner's perspective that that is a really important goal. It is not that we are arguing that the disciplines go away. One could think about the disciplines as serving in service of solving those major grand challenges. The question is how do we bring them together.

IV. NEW BUSINESS:

- A. Prof. Ergun read the following and Prof. Board seconded.

BE IT RESOLVED That the University establish the Master of Science in Advanced and Intelligent Manufacturing in the College of Engineering as approved by the Graduate Council 24 February 2021 (16-0-0).

QUESTIONS AND DISCUSSION:

There were no questions.

The resolution to establish a Master of Science in Advanced and Intelligent Manufacturing in the College of Engineering PASSED: 24-0-0.

- B. Prof. Dennerlein read the following and Prof. McNabb seconded.

BE IT RESOLVED That the University establish the Bachelor of Arts in Public Health in the Bouvé College of Health Sciences as approved by the University Undergraduate Curriculum Committee 3 February 2021 (18-0-0).

QUESTIONS AND DISCUSSION:

Provost Madigan asked does this replace an existing program? Prof Dennerlein yielded the floor to Prof. Maniar who said this does not replace an existing program. Prof. Dennerlein added this will compliment the Health Science degree and the MPH program.

The resolution to establish a Bachelor of Arts in Public Health in the Bouvé College of Health Sciences PASSED: 25-0-0.

- C. Prof. Gonyeau read the following and Prof. Spencer seconded.

BE IT RESOLVED That the School of Pharmacy in the Bouvé College of Health Sciences be renamed as the School of Pharmacy and Pharmaceutical Sciences and that the School of Health Professions in the Bouvé College of Health Sciences be renamed as the School of Community Health and Behavioral Sciences.

Prof. Gonyeau acknowledge Prof. Mobley Smith.

Prof. Mobley Smith said this name change request allows the School of Pharmacy and Pharmaceutical Sciences to be representative of all the programs and acknowledge not only the degree programs offered in the school but looking across the swath of what Pharmacy education is about today reflecting the clinical sciences, the social behavioral sciences and the broad array of pharmaceutical science disciplines.

QUESTIONS AND DISCUSSION:

- Prof. Dennerlein asked as a point of order why these two different issues for two different schools were included in one resolution?

Prof. Board responded that it was done to be more efficient and added they could be separated.

Prof. Dennerlein made a motion to separate this resolution into two resolutions. Prof. Herlihy seconded.

The motion PASSED: 18-1-1.

- C. Prof. Gonyeau read the amended resolution and Prof. Caracoglia seconded.

BE IT RESOLVED That the School of Pharmacy in the Bouvé College of Health Sciences be renamed as the School of Pharmacy and Pharmaceutical Sciences.

QUESTIONS AND DISCUSSION:

There were no questions.

The resolution to rename the School of Pharmacy in the Bouvé College of Health Sciences to the School of Pharmacy and Pharmaceutical Sciences PASSES: 25-0-0.

- D. Prof. Gonyeau read the amended resolution and Prof. Spencer seconded.

BE IT RESOLVED That the School of Health Professions in the Bouvé College of Health Sciences be renamed as the School of Community Health and Behavioral Sciences.

Prof. Gonyeau acknowledged Prof. Maniar who said this name change represents an evolution. The

School of Health Professions has the departments of Applied Psychology and Health Sciences come together to form this new school of Community Health and Behavioral Sciences reflects the collected expertise across teaching, research and practice represented by the combined faculties of these two departments. Also it resonates nicely given current focus on community health.

QUESTIONS AND DISCUSSION

- Prof. Wertheim asked would this change be confusing to high school senior applying to Northeastern who might wind up in Bouvé when they intended to wind up in the Psychology Department?

Prof. Maniar said part part of their goal is to make sure in the marketing and communications that the vision and mission of this school is very clear.

- Prof. Cisewski asked if Peter Bex or the Dean of the College of Science consulted about this name change?

Prof. Maniar said he didn't know what conversations the Applied Psychology Department might have had with the Psychology Dept. This would just be for Masters and above.

The resolution to rename the School of Health Professions in the Bouvé College of Health Sciences be renamed as the School of Community Health and Behavioral Sciences PASSED: 21-2-2.

- E. Prof. Gonyeau read the following and Prof. Board seconded.

BE IT RESOLVED That the Physician Assistant (PA) Program in the Bouvé College of Health Sciences be reorganized into the Department of Medical Sciences.

Prof. Gonyeau acknowledged Prof. Carey Barry, Director of the Physician Assistant Program. Prof. Barry said the reorganization proposal was designed to allow our faculty to leverage our current expertise to support our flagship program and allow growth beyond the accreditation restrictions of our current program into interdisciplinary areas. The reorganization would not involve any new funding or hiring just refocus of efforts.

QUESTIONS AND DISCUSSION:

There were no questions.

The resolution to reorganize the Physician Assistant (PA) Program in the Bouvé College of Health Sciences into the Department of Medical Sciences PASSED: 20-0-1.

- F. Prof. Vollmer read the following and Prof. Board seconded.

BE IT RESOLVED That the Senate accept the report of the 2020/2021 Academic Policy Committee.

The report was accepted.

QUESTIONS AND DISCUSSION:

(The 2020/2021 Academic Policy report is posted on the Faculty Senate website.)

- Prof. Gonyeau asked if based on the TRACE findings is this going to be prohibitive to us to make any changes to TRACE? Or was it because of the nature of the changes that were discussed that it was deemed to not be the best thing to do at this point?

Prof. Vollmer the ability to modify TRACE in a thoughtful manner like we did by the addition of inclusivity questions is doable with time and with the vendor.

It was the consensus of the committee that a highly customized, highly individualized option for every flavor of a course seemed very undoable in general.

- Prof. Herlihy asked what is going to happen with midterm TRACE data? Is that somehow part of merit evaluation? Who gets to use that data?

Prof. Moreno responded that it is a formative evaluation. It is for yourself. It is not going to be shared with anyone. For your own teaching evaluation to improve your course and is not mandatory. It is optional.

Prof. Gonyeau added that the structure would be similar to what was done in the fall. It stays in Canvas. A faculty can use it or not. The faculty member is the only one to see it. Correct?

Prof. Vollmer said exactly. And some of the approaches we made was to make that information that CATLR has produced more accessible through Canvas so more people can use it.

- G. Senior Vice Provost Luzzi gave a presentation entitled *Research at Northeastern in Challenging Times*.

He noted that while research had been disrupted in the short term, the state of the research enterprise in the long view is good. In addition to other highlights, Vice Provost Luzzi noted that Northeastern University has been invited to be member of Trinity Challenge. Now Northeastern leads all universities in the number of proposals to Trinity Challenge.

(Due to insufficient time, Sr. Vice Provost Luzzi will come back to the Senate in April to conclude his presentation and entertain any additional questions.)

QUESTIONS AND DISCUSSION:

Dean Sive said she would encourage the university to consider bridge funding for faculty who are struggling to get their renewals in due to the impact of Covid on collecting data. She said she thinks this will be serious going forward and that she wanted to say to the Senate that this is an important thing to consider as a University for a transient period of time so that we can promote our research volume goals.

The meeting adjourned at 1:25 p.m.

Respectfully submitted by,
Michael Gonyeau, Senate Secretary