



Northeastern University

Office of the Faculty Senate

TO: FACULTY SENATE
FROM: Secretary, Faculty Senate
SUBJECT: Minutes, October 19, 2022

Present: Professors: Avalon, Board, Caracoglia, Carr, Chiou, Cisewski, Di Credico, Folmar, Godoy-Carter, Gonyeau, Hertz, Kitagawa, Landsmark, Lin, Marano, McSherry, Molnar, Musselman, Nieves, Rappaport, Rawson, Sivak, Smith, Spencer, Strange, Toledano Laredo, Willey, Zulick

Administrators: Madigan, Hackney, Isaacs, Mynatt, Reid, Seshan, Wadia-Fascetti

Absent: (Professors) Jaeggli, Krishnamoorthy, Moore, Rolland, Vollmer
(Administrators)

CALL TO ORDER: 11:45 a.m.

I. SAC REPORT:

(The SAC report has been posted the Senate website.)

- Prof. Gonyeau noted that since the last senate meeting SAC has met 3 times.
- Senate standing committee work is underway.
- SAC and the Provost office have met once.
- The elected senators met on Oct. 12, 2022 and discussed the senate website dashboard, NU employee tuition remission, the global network, and research grant startup accounts.
- Search committee work continues with:
 - Bouvé College of Health Sciences: Dean, School of Nursing
 - D'Amore McKim School of Business: Dean
 - College of Engineering: Chair, Bioengineering
- SAC is working on developing a communication proposal to discuss with the Provost.

II. PROVOST REPORT:

In light of the presentation by the Provost and the Chancellor, the Provost did not give a Provost report.

QUESTIONS AND DISCUSSION:

There were no questions.

III. PRESENTATION:

PROVOST DAVID MADIGAN, CHANCELLOR KEN HENDERSON & SR VICE PROVOST LUDDEN.

University Update

(The presentation has been posted to the Senate website. Highlights are noted below.)

Provost Madigan began the presentation by noting the new academic plan *Experience Unleashed* was

adopted by the BOT about a year ago. The plan is important in dictating the directions we are going in and the activities we undertake. The plan emphasizes impact. The purpose of the university is to have a positive impact on the world, an impact on leadership.

- There are 3 primary pillars to the plan:
 - Experiential learning – want it personalized and evermore personal and technology infused.
 - High impact research – begin with problems in the world and work backwards to figure out how we can bring the university’s talent to bare on these problems.
 - Global univ system – opens all kinds of learning opportunities. Allows us to tap into new talent pools, we are highly competitive versus just staying in Boston
- Diversity, Equity and Inclusion is woven throughout the plan. We have to be diverse and inclusive across entire university system to flourish and have impact in the world.
- Technology and Service Excellence is another theme that is woven throughout the plan.
- Impact Engines
 - New mechanism or entity – think of it like a temporary mini-institute. It begins with problem in the world, focuses on moving needle in respect to that problem for some period of time and then moves on. It is not permanent.
 - There are 8 impact engines that have launched.
 - The Provost encourages folks go to impactengines.northeastern.edu to propose an impact engine.

Chancellor Henderson mentioned a couple of the major initiatives that are ongoing and important from the learner perspective.

- The Student Success initiative was launched last year; positive student feedback so far. Intent is to help first year students navigate the university and various offices when there is an issue. It also helps take away “white noise” for faculty around questions that are not academically related.
 - Early connection
 - Connect students to campus resources
 - Encourage positive behavior
 - Conduit for learner support
 - Proactively identify students of concern
- Expanding global opportunities
 - Welcomed 1,736 NUin students
 - 680 NU Bound students
 - 1,123 students participated in Dialogues of Civilization – 61 faculty and programs; 33 countries
- Personalized, experiential learning
 - 11,881 co-op placements; 90% placement rate; 386 global placements
 - 4,821 students on XN projects (work with non for profit agencies)
- Enrollment Management Key Metrics at Undergraduate level
 - Northeastern University in strong shape with Undergraduate applications
 - 44,208 total application in 2012; 91,000 in 2022
 - 2012 yield 19%; 2022 yield 41%
 - Under Represented Minorities in 2012 -- 14%; 27% in 2022
- The Accelerate program is 5 years old.

- It is a precollege program. High school students come to campus and do 2 weeks of pre-college programs over the summer. Enrollment has grown from 23 to 230
- Highly rated for satisfaction by students and families
- Expanding the program beyond Boston to Oakland, India and London
- Towards more inclusive university
 - Students, faculty and staff are demanding a lot of action in this space. There is a lot activity.
 - DEI Climate Survey results disseminated.
 - Introduced and administered racial and cultural literacy training for faculty, staff and students
 - Actions plans – over 30 divisional ones. Going through them now to identify common themes for university to act upon.
 - Recommendation delivered to Faculty Senate by Faculty Senate Inclusion and Diversity Committee.
 - Appointed DEI leads in colleges and divisions.
 - Launched IDEAL – A shared database of DEI activities across the university system
 - Reimagined grant and awards programs.

Mary Ludden, Sr VP Global Network & Strategic Initiatives, wanted to give more detail around one of the pillars of the academic plan, to activate the global campus university.

- Global campus overview
 - We now have 3 scaled campuses – offering UG, grad and research active (Boston, London, Oakland) gives faculty and students ability for mobility opportunities research and learning in context.
 - Research heavy campuses – Arlington, Burlington, Nahant.
 - Lifelong learning campuses – Charlotte, Miami, Portland, SF, San Jose, Seattle, Toronto, Vancouver
- Mills College at Northeastern University
 - 1st 100 days began July 1; Focus on readying student learning, updating facilities, and future programming
 - Planning for fall 23 and fall 24 programming
 - Unique place that serves as convention and convening point for research for students, faculty and staff.

Provost Madigan noted Northeastern has a unique experiential PhD program that is growing in leaps and bounds.

- 200+ PhD students embedded with our partners
 - 75+ partners
 - 40+ Leaders Fellows
 - 47 National Science Foundation Graduate Fellowships Awarded
 - 1st Graduate fully embedded PhD student in industry.
- The Provost noting that Northeastern is synonymous with Innovation focused on 3 activities
 - Online MBA – EXPO courses,
 - Experiential Associate to Master’s program (and is topic of an impact engine) – built by CPS with COS in close collaboration with industry partners. This shepherds students from community college and Associates degree programs through onto a Masters degree. This has been extremely successful. About 90% of students complete the

program. Want to scale out this out nationally with global university system to do that.

- Invest – program lead by COS Dean Sive; think about junior faculty hiring in the sciences to be more diverse with graduating PhDs and post docs. Has been very successful.
- Research expenses
 - The research enterprise is showing tremendous growth, primarily driven by federal funding and also other sources.
 - Goal is \$500 million in 4 years; seems to be in reach.
- EXP
 - Slated to open in summer of 2023
 - Will have 53 offices, 15 research neighborhoods; classrooms and labs
 - It is on time and within budget
- Chancellor Henderson noted things changed as a function of Covid regarding study spaces
 - Looking at how to best use space on campus
 - Need more individual and collaborative study spaces
 - Renovating on-campus spaces
 - At the beginning of this process in learning how to use all these spaces
- Classroom spaces
 - Renovated 21 classrooms; 13 new ones added
 - State of the art furniture and AV offerings added.
- Provost Madigan noted there is a major renovation of Snell Library underway to give more study space and creating “neighborhoods” for study of Humanics and co-locating related resources
- Reimagining a 21st century library

QUESTIONS AND DISCUSSION:

Prof. Gonyeau said in regard to classroom and classroom space it seems most of our Boston campus spaces are set up for lecture style format. Has there ever been an evaluation about faculty pedagogical approaches for teaching that requires a different design? And what are the actions for redesign and aligning pedagogical approaches through the classroom assigning process?

Provost Madigan said these were great points. He said for new learning spaces bringing online like in EXP are moving towards flexibility. We also have rooms in for example in Churchill where seats are bolted to the floor. We have to move the pendulum to more modern flexible spaces.

Chancellor Henderson said they were doing some experiments in Ell Hall. There are a whole series of classrooms designed for various purposes and we are adding movable walls to be reconfigured so size can also change. Think we will learn from these. The Chancellor asked those with ideas, to please send him or provost a note about them.

Prof. Godoy-Carter acknowledged Prof. Kim Lewis who said he was representing the Biology department faculty. When they need to buy anything for teaching purposes that is more than \$5,000 they need to use a purchase order. This used to work well. Now OGC has to review all purchase orders. This is very

time consuming and puts us at a disadvantage versus other universities. For example, wanted a new instrument for \$220,000 to be delivered in June but no PO; then delivered in September and had to scramble to get the PO. He made a simple suggestion that OGC review be abolished.

Provost Madigan said he took notes and will look into this.

Prof. Chiou said many faculty are saying that it is hard to park in the Columbus parking garage and have noted the high fees. Are there more reliable parking options? Also in regards to classrooms, IT support is not good and some of the technology is not reliable. Last as move to global, students come from other places, they may not be familiar with classroom norms in the US. Maybe there is something that Mary Ludden's office can do in this regard.

Prof. Madigan said in regards to parking they are all aware of the challenges. He emphasized NU doesn't control the parking. There are a lot of eyes on this right now. Regarding technology in classroom, Cole Complese usually presents to the senate and it is best to have him answer about current supports.

Chancellor Henderson said there is the Office of Global Services that has everything to do with recruitment and enrollment of international students. It also provides services to those students to be successful at the university. The Chancellor asked Dr. Chiou to talk with him offline.

Prof. Robinson wanted to link Prof. Chiou's comments to the slide about hiring diverse faculty. She joined the University 3 years ago and is bi-racial. She had a student last week report on a field work assignment and in an innocuous way described the worker she was observing as a colored person. Prof. Robinson intervened but in a Sociology of Work class she can't devote a lot of time to the history of the utilization of words like that. This student was native Chinese. Should we provide students new on campus with a required introduction to cultural context? Are there facets of recruiting international students we haven't thought about that needs systematic attention.

Provost Madigan said they do have training for faculty, staff and students that they introduced last year. Provost Madigan said he would love to talk more about this with Dr. Robinson.

Prof. Marano said she has many foreign students in the classroom and it is a negotiated space about many topics. Faculty can play important role in following up outside the classroom on sensitive issues. She said maybe there is increasing awareness among faculty for these groups that can be fostered and help them with these learning moments.

Prof. Marano referenced the topic of offering our students online flexibility for ill students. She said some faculty colleagues don't offer flexibility with but are very strict. How does the university feel about this tension between faculty?

Provost Madigan said he is aware there is heterogeneity. NU can't be prescriptive down to that level of detail but hopes every faculty can be aware of students' needs and find a way to help them learn.

Chancellor Henderson agrees with that sentiment. He said the piece they can perhaps help with is that for faculty who are resistant to that – perhaps providing more services and trying to understand why there is that resistance.

Provost Madigan said that Deb Franko said the ADVANCE office offers an “essential conversations” program that addresses the issues of classroom difficult conversations.

Prof. Nieves said it was a great presentation. He is looking at the dashboard and seeing a big difference between the aspirational numbers of Latin X students and goal for Latin X faculty. He is wondering what the thinking there is. Why is that?

Provost Madigan said he will look into this and get back to him.

Prof. Lin thanked them for updates. After recent incidents of threat, hearing lot of concerns from faculty and students for safety. Anything new to share?

Provost Madigan said nothing new but a lot of folks working on safety of faculty and students. It might make sense to have Mike Davis come and present to the Senate. Provost Madigan said everyone should also sign up for NU Alert.

Prof. Gonyeau said yes, we can do that.

Chancellor Henderson said there is no ongoing threat now. We are constantly in mode of improving communication out this type of information.

Prof. Musselman said there have been a number of incidents that faculty feel like they are last to know and puts us in difficult position. She found out about Wellness Days after students did. She was getting requests and queries before she knew the program existed. Makes faculty look bad. This has happened frequently with other university initiatives. When we hear the Provost and Chancellor value faculty expertise, its crucial we be involved with things before they happen in all things such as classroom layout to Wellness Days. We would love to be involved and know before they happen.

Provost Madigan said he hears you and notes we have a ways to go. Regarding Wellness Days, a lot went into planning but acknowledge you didn't know about it.

Prof. Robinson received an email from a colleague about diversity curriculum. Do we require students to take what faculty take for diversity training? What do they have to take before classes in terms of cultural literacy particularly in regards to DEI context.

Provost Madigan said there is a course all students are taking. He said we can get you that content.

Chancellor Henderson said all incoming students are required to take it. It is built into Introduction to College. They had a debate about whether they should mandate training for all students but felt that is not the right message to send. Two thirds of continuing students took the training. Chancellor Henderson said we may want to get of summary of what is in there and see what is working.

Karl Reid said new faculty, staff and new students are required to take 4 modules that activate how does one responds to situations they may encounter. Looking at a phase two of this and what that approach may be; heard from students they want more engagement in topics. Looking for

ways at to embed in 1st year programs and train-the-trainer modules. More to come on this. Looking at fall 2023.

Prof. Robinson said that was very helpful. She said we can introduce some principles of non-violent communication like some basics like listening and saying back what you heard.

Prof. Smith asked Mary about bringing global network with Visa policy and issues here with recruiting postdocs and research scientists. How is our competitiveness with recruiting international talent?

Provost Madigan said it is his understanding that we are competitive but he will dig into this, gather some data and get back to him.

Prof. Caracoglia commented that he would like the University, the UCC and SAC -- within the scope of diversity, equity and inclusion -- to consider that certain NUPath attributes are the exclusive domain of certain colleges. One is diversity and differences. Last year his submission request was declined. Students sometimes have to take classes in other colleges to meet these requirements. Would like the university to be more open with this, we can all bring something to the table.

Prof. Gonyeau said that SAC is discussing adding a charge to UCC to evaluate NUPath annually.

Provost Madigan will take this back.

The meeting adjourned at 1:13 p.m.

Respectfully submitted by

Prof. Rhonda Board
Senate Secretary