



Northeastern University Faculty Senate

TO: FACULTY SENATE
FROM: Secretary, Faculty Senate
SUBJECT: Minutes, November 15, 2023

Present: Professors Adams, Alexis, Baker, Chen, Chiou, Diani, DiBattista, Di Credico, Godoy-Carter, Henderson, Herron, Homan, Ingemi, Jaeggli, Kevoe Feldman, Kitagawa, Krishnamoorthy, Lahr, Landsmark, Lin, Mellette, Molnar, Rawson, Saczynski, Sivak, Smith, Strange, Toledano Laredo, Triest, Viola, Walker L.

Administrators: Madigan, Brown, Isaacs, Pollastri, Sceppa, Wadia-Fascetti

Absent: (Professors) Folmar, Lowery, Oet, Rappaport, Rejtar, Shrivastava, Walker J., West.

CALL TO ORDER: 11:45 a.m.

I. SAC REPORT:

Prof. Landsmark presented a brief SAC report in light of the two presentations.

- He noted that since last senate meeting date SAC has met twice including a meeting with the Ombuds, Diane Levin.
- SAC has met once with the Provost Office.
- SAC continues to facilitate elections to staff search committees. Additional committees that are now fully staffed include:
 - The Biology Chair Search Committee.
 - The Electrical and Computer Engineering Department Chair Search committee.

II. PROVOST REPORT:

In light of the joint Provost/Chancellor presentation, Provost Madigan did not give a separate Provost report.

QUESTIONS AND DISCUSSION:

There were no questions.

III. PRESENTATION:

PROVOST DAVID MADIGAN AND CHANCELLOR KEN HENDERSON.

UNIVERSITY UPDATE.

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

The Provost reviewed highlights of the academic plan, Experience Unleashed, that was finalized two years ago. The Provost said that the plan provides the north stars that drive the university and much of the decision making. Three pillars of the plan include:

- **Activate the Global Network.** There is huge potential and scope to have ever more impact through the global university system.

- **Personalized Experiential Learning.** Plan calls for us to be ever more personalized and experiential. There are many activities throughout the university that speak to that pillar.
- **High Impact Research.** Research enterprise increasingly focused on high impact research meaning research that focuses on problems in the world. Begin with a problem in the world and work backwards to figure out how typically working across disciplines and with partners we can move the needle on problems. The research enterprise is growing exceedingly rapidly.

Woven throughout the plan are two themes.

- **Diversity Equity and Inclusion.** DEI is not a section in the plan but woven throughout the plan. We cannot achieve the success we seek to achieve unless we are diverse, equitable and inclusive. To create a truly inclusive university where all of us can thrive is a major focus for all of us.
- **Technology and Service Excellence.** Similarly for technology and service are woven throughout the plan. We must harness technology to maximize our impact and improve the experience for all our constituents.

The Provost highlighted three new appointments:

David De Cremer, Dean, DMSB; Kellee Tsai, Dean, CSSH; Srinivas Tadigadapa, Sr. Vice Provost, Institutes, Centers and Impact Engines. This portfolio used to be part of Sr. Vice Provost for Research but it has become too large.

Chancellor Ken Henderson reviewed the appointment of Jon Relvas, Vice President, Strategic Partnerships. This position is an enterprise level organization for corporate relations. We are trying to learn from the successes of Roux Institute where we started with partnerships at the center of the activity. We want to have this as a mechanism to build out all the various relationships we have in terms of research, building new products and philanthropic opportunities. This team will build out Salesforce to collect all the information on all these different interactions with corporations. And the team will work on relationship management with the top companies.

The Chancellor also discussed the Innovation Planning and Development process. This process was put in place to ensure that the assets, time, faculty time, energy, money and expertise used to create something new as a learning product like a MA degree in Statistics is built in an intentional way focused on what it is we want to achieve. What is the market we want to address? How can we best build this? We put together a team under Megan Madel.

This is professionalizing the way we go forward in ways to make the biggest impact in professional learning products. This has taken us to a new level of creating learning content.

The Chancellor noted in regards to Global Experiential Learning students want to travel. He hears time and time again that the student's experiences are transformative.

In regards to personalized and experiential learning, there has been a significant increase in demand. There has been a squeeze on the tech industry. Some small companies saw their funding disappear overnight. There is also strong interest in XN Projects.

Undergraduate enrollment metrics are exceptionally strong. Last year had highest number of applications. Yield rate is 50%.

The university now has 3 campuses that are fully undergraduate enabled. We have grown our undergraduate students by approximately 4,000 students over the last 5-6 years.

We need to make sure we have infrastructure, co-op placements, the physical facilities, and support services in place as we grow.

QUESTIONS AND DISCUSSION:

Prof. Strange said at last senate meeting we talked about office space quite a bit. In the face of all this growth, we would like to understand what is being done to prioritize things like space, infrastructure, work culture. Things that help us with recruitment and retention. How are you balancing these growth goals with other things?

Prov. Madigan said if we don't create an environment in which everyone feels included and can thrive and succeed then we will not succeed. It is centrally important to everything we are doing.

The Provost said he assumes there will be senate discussion specifically about office space in the future. It is not growth for growth's sake.

Prof. Godoy-Carter said her teaching faculty are not very pleased with the global classrooms. She has a list of suggestions to improve spaces that she will send to the Provost Office. The spaces are uncomfortable. And there is no ability for Zoom, only Teams. Teams is not as flexible as Zoom.

Provost Madigan asked Prof. Godoy Carter to please reach out and he will follow up.

Prof. Lahr thought it might be helpful for those who are newer to NU to share the roles and relationships between the Provost Office, Chancellor Office and Mary Ludden.

Chancellor Henderson said fundamentally we have the Provost who is the chief academic officer. The Provost looks after faculty and research. The Chancellor looks after students and enterprise learning like experiential learning programs, study abroad programs.

Mary Ludden oversees the campuses. All the operations of the global network, the space that is managed, the budgets put together— all of how all those campuses work and the strategy behind it. She also leads IT infrastructure and Entrepreneurship.

Provost Madigan said they are completely intertwined and are constantly interacting with each other.

Prof. Mark Henderson of Oakland asked a couple of questions related to Oakland campus. Now that for graduate students there is direct recruiting and direct applying to global campuses is that the same case for undergraduates applying to Oaklands?

And since you mentioned the dorms on the Oakland campus are full with first year students what are the plans for accommodating 2nd and 3rd year students as we grow?

Chancellor Ken Henderson said as of last year we had direct applications to Oakland for FT students and that is again on the Common App this year. Students can and are admitted into 2 tracks -- global scholars and other cohort FT students to the Oakland Campus.

Those students do have option to switch campuses after one year. This year was the first year we have been able to market Oakland as an experience.

In terms of the future, we are looking at maximizing even more beds in Oakland. Some of the dorms are closed because of seismic issues and so we are looking at fixing those buildings. Think by next cycle with some significant investment can increase the number of dorms.

We are working on a master plan and a piece of that will be building additional dorm space. We have to work with the city and get approvals.

Prof. DiCredico said the presentation shows how the university is expanding. Colleagues are not aware of the various ways we are expanding and feel detached from the whole process. Is there a way for all this information to be made more accessible? Is there a possibility of doing town halls or community meetings like during Covid?

Chancellor Henderson said the question about communication comes up all the time. It is something the senate is very passionate about. We are always looking and working with SAC about what is best way to get information out. We find something works for a period and then have to try something else.

The Chancellor said maybe this is something SAC, Provost Madigan, myself and Mike Armini can work on.

Provost Madigan said during the pandemic we once 800 people on a town hall. After Covid, we did a couple and we had about 30 people. That doesn't seem to be the right mechanism. However, the college based town halls are well attended. The Provost has also started a newsletter.

Prof. Viola asked how does our growth compare to our competitors and what does it take to overcome our competitors because in some instances we are still not the first choice.

Provost Madigan said there are some institutions that have no interest in growing. Some are shrinking. He said he doesn't think there are many places growing their research enterprise by 20%.

In terms of what it takes to be leaders in niches, the number one thing is faculty. We need to attract and retain world class faculty. I think we are doing extraordinarily well.

PRESENTATION:

MARY STROTHER, SVP & GENERAL COUNSEL AND

SATYAJIT DATTA GUPTA, CHIEF ENROLLMENT OFFICER, SENIOR VICE CHANCELLOR, SENIOR ADVISOR TO THE PRESIDENT

POST-STUDENT FOR FAIR ADMISSION ENROLLMENT MANAGEMENT UPDATE.

Mary Strother, SVP & General Counsel, has been at Northeastern been in this role shy of 2 years and for a significant portion of that time they have been waiting for the Supreme Court decision to come down on Students for Fair Admissions vs. Harvard.

The Supreme Court held that the use of race as a factor in admissions in and of itself was a violation of federal non-discrimination law. The opinion significantly limited the practices that have been used for decades by many institutions to admit students and to consider the student's racial status in the admissions process.

But at the same time the court did acknowledge that there is value to be had in considering an applicant's skills, knowledge and character related qualities that could arise from their experiences including their racial identity.

There are still opportunities to look in a wholistic way to look at an applicant's race in the context of the essay and other places.

The decision has caused Northeastern to work with outside legal advisors and also to work with Enrollment Management to revise some ways we go about the admission process. This decision does not change Northeastern's values or commitment to an inclusive, globally diverse community and fostering a sense of belonging. It just changes the way we go about it.

Satyajit Dattagupta's team has been working on increasing the pipeline of applicants, being mindful and strategic in our recruiting efforts and then once a student is admitted to make sure every student knows the opportunities available to them. If students choose to come to Northeastern, there is a home for them.

We at the Office of General Counsel are committed to working with all of you.

Satyajit Dattagupta wanted to highlight that this has been a real partnership between OGC and everyone at Northeastern. We have been prepared for this for a while.

In undergraduate admissions, he noted there is a demographic cliff. We are having fewer students graduate from college. And more than 50% of students graduating from high school are not white. We have increased our outreach in working with underserved communities. We are partnering with community-based organizations around the country. We have increased our visits to public high schools and recently established the Oakland Promise for Oakland public schools.

The Early decision pool is more financially diverse than it was the year before. Specific to the issue that we can no longer use race as one of the factors in our wholistic review. We have now built a values-based model that looks at a number of things like a student's journey through high school, the community they come from. We can take race into consideration in areas where race has been impactful in their lived experience. They can discuss this in their essay.

Overall, there is a high level of confidence that we have done a lot of work in this area. We have been working proactively to prepare for this for 18 months, we feel confident that we have the right measures in place.

QUESTIONS AND DISCUSSION:

Prof. Chen said he has talked to colleagues in COE are concerned about graduate admissions policy. They would like to know more about the graduate decision making process. In past, we have looked at applications in wholistic way – GPA, school they come from, recommendation letters. Now there seems to be a push to make a quicker decision and that the Admissions Office will make an automatic decision for us. Prof. Chen asked for more information on the decision making process

Sr. Vice Chancellor Dattagupta said while this is not related to SCOTUS decision he was happy to answer. There is a 14 day window of opportunity from the time an application is completed to when a decision is rendered. The COE yield rate and enrollment suffered because there was a big lag time between that. This was a decision that the Provost, Chancellor, college Dean and myself reached. We want to ensure that no student is automatically admitted. That is the last thing we want to do. But as we get closer to that 14 day timeline we will work closely with the COE admissions team to try to expedite decisions.

Sr. Vice Chancellor Dattagupta said he will take further discussion offline.

Prof. Teledano asked about hiring in COS in past several years it has been difficult to get our job postings out. Last 2 years has been difficult to put adds out in time. The explanation that has been circulated is that this is from General Counsel. They have to vet all job postings.

Is there a way to accelerate this process?

Mary Strother said she was not aware that OGC reviews every job description though if a global position there could be concerns. She asked Prof. Teledano to email her with more details.

The meeting adjourned at 1:25 p.m.

Respectfully submitted by
Prof. Yingzi Lin, Senate Secretary