



TO: FACULTY SENATE  
FROM: Secretary, Faculty Senate  
SUBJECT: Minutes, November 1, 2023

Present: Professors: Adams, Alexis, Baker, Chen, Chiou, Diani, DiBattista, Di Credico, Folmar, Godoy-Carter, Herron, Homan, Ingemi, Jaeggli, Kitagawa, Krishnamoorthy, Lahr, Landsmark, Mellette, Molnar, Oet, Rappaport, Rawson, Rejtar, Shrivastava, Sivak, Smith, Strange, Toledano Laredo, Triest, Viola, Walker J.

Administrators: Madigan, Brown, Isaacs, Pollastri, Sceppa

Absent: (Professors) Henderson, Kevoe Feldman, Lin, Lowery, Saczynski, Viola, Walker L., West.  
(Administrators) Wadia-Fascetti

**CALL TO ORDER:** 11:45 a.m.

**I. SAC REPORT:**

(SAC report is posted to the Senate website.)

- Prof. Landsmark noted since last senate meeting date SAC has met twice and has met twice with the Provost Office.
- SAC also met with elected senators on 10\_25\_23. Topics in this meeting included asking Senators to be ambassadors and go to Departments and Colleges assemblies. SAC also discussed sharing information through the Senate newsletter and other means and generally discussed senator concerns.
- SAC continues to work to constitute search committees including: Applied Psychology Chair Search, Department of Economics Chair Search and Political Science Chair Search.
- SAC also noted a number of program inactivations that had been approved by UUCS and the CPS curriculum committee:
  - Applied Nutrition, MS
  - Geospatial Services, MPS
  - Transitional Doctor of Physical Therapy, DPT
  - Transitional Doctor of Physical Therapy, DPT-Direct Entry

**II. PROVOST REPORT:**

- Provost Madigan acknowledged the difficult times that are happening in the world – Israel, the middle east and Lewiston, Maine. He said as faculty we should all look out for each other in so far as anyone is aware that someone is hurting please talk to them. There are resources available. And please make students aware of resources. Sr. Vice Chancellor of Student Life, Madeleine Estabrook's organization has reached out to hundreds of students.
- Sr. Vice Provost Deb Franko has launched a significant initiative Mental Health Matters related to

faculty and staff mental health. Provost Madigan also wanted to remind everyone about the SafeZone app. It is activated when you walk on campus and it means your location is known to NUPD and there is an emergency button you can press. It is a free app that you install on your phone.

Many colleges at this time of the semester are holding town halls. The Provost is always happy to be invited and happy to attend.

The Makerspace in the EXP building is open and is open to students, faculty and staff. The Provost encourages everyone to stop by and check out this impressive space.

**QUESTIONS AND DISCUSSION:**

Prof. Strange said in regards to EXP, there are Khoury faculty teaching in there this semester and are having a lot of technical issues in the classrooms. We know this is a new building and it takes time to come online and that this is a recurring campus issue. These are computer science faculty who know how to configure things but they are consistently unable to project their own tablet through htm. It seems the priority in the room has been the Teams connection if you are doing something remote as well as in person. Faculty are feeling like their priorities were not taken into consideration when these decisions were being made. Is there something we can do differently going forward?

Provost Madigan said he will take that back to the team.

Prof. Rivera said she was curious about the EXP Makerspace open to faculty and staff. Can faculty go in to make things? And how would non Khoury faculty come up to speed to use this equipment?

Provost Madigan said you can use it and there is a very helpful staff over there.

Prof. Mellette asked how often has the Safezone app been communicated to students.

Sr. Vice Provost Franko said it is certainly discussed with students at new student orientations.

Prof. Lahr asked if the Safezone app was for all campuses?

Provost Madigan said it was. He also suggested that maybe someone from NUPD or a Safezone expert could come and do a presentation to the Senate.

**III. NEW BUSINESS:**

**A. ACADEMIC PROPOSAL: UNIVERSITY GRADUATE CURRICULUM COMMITTEE PROGRAM IN THE COLLEGE OF PROFESSIONAL STUDIES.**

Prof. Jacques Alexis read the following:

BE IT RESOLVED That the University establish the Master of Arts in [Teaching](#) in the College of Professional Studies as approved by the University Graduate Curriculum

Committee 4 October, 2023 (13-0-0).

**QUESTIONS AND DISCUSSION:**

There were no questions on this program.

**VOTE** on the resolution PASSED: 35-0-2.

**B. UNIVERSITY GRAD. CURRICULUM COM. PROGRAM IN THE COLLEGE OF PROFESSIONAL STUDIES.**

Prof. Jacques Alexis read the following:

BE IT RESOLVED That the University establish the Master of Education in [Learning](#) in the College of Professional Studies as approved by the University Graduate Curriculum Committee 4 October, 2023 (13-0-0).

**QUESTIONS AND DISCUSSION:**

Assoc. Dean Corliss Thompson said the MA of Education in Learning program is a program for more experienced professionals within the learning sector. What we did for this degree program was brought together all the different spaces where we have facilitators of learning within specific professions. This would have concentrations in 4 specific areas: Learning Experience Design and Technology, Special Education, Learning and Instruction and English as a Second Language.

Prof. DiBattista asked if the Special Education specialty includes reading special education. Is there any focus on dyslexia?

Assoc. Dean Thompson said the licensure is for moderate disabilities. There are courses that speak to literacy means.

Assoc. Dean Thompson acknowledged Prof. Shauna Harrington who said they have coursework that addresses literacy issues but it is not the specialty.

Prof. Moore asked how the curriculum addresses moderate disabilities and asked for more information on the special education curriculum.

Prof. Harrington within field of education there are different types of licensure. This is really a model that is generally for people who are going to be working in an inclusive classroom.

Assoc. Dean Thompson added that they have looked at the autism licensure and may pursue that in the future.

**VOTE** on the resolution PASSED: 36-0-1

**C. UNIVERSITY GRAD. CURRICULUM COM. PROGRAM IN THE COLLEGE OF PROFESSIONAL STUDIES.**

Prof. Jacques Alexis read the following:

BE IT RESOLVED That the University establish the Master of Education in [Education Administration](#) in the College of Professional Studies as approved by the University Graduate Curriculum Committee 4 October, 2023 (13-0-0).

**QUESTIONS AND DISCUSSION:**

Assoc. Dean Thompson said the original degree that they had was a MA of ED in higher education administration. After looking at the market they found the opportunity to really think about educational administration more broadly. There are core competencies for educational administration whether you are an administrator in a higher education setting or a K12 setting. We put together the core courses in educational administration and then we have a heavy higher ed administration concentration with the opportunity to grow additional concentrations.

Prof. Landsmark asked how would this be marketed?

Assoc. Dean Thompson said they are collaborating with their CPS marketing team.

VOTE on the resolution PASSED: 35-0-3.

**IV. PRESENTATION:**

Kathy Spiegelman, VP & Chief of Planning, Real Estate & Facilities.

*Discussion Around Space.*

VP Spiegelman said she hoped to have a dialogue with senators around space and respond to some questions that were forwarded to her in advance.

In describing her team, she said that Planning, Real Estate and Facilities came together at the beginning of 2022. For higher level planning have to understand all the way through to Facilities. The Facilities part is work orders, maintenance and taking care of what, in Boston, is a campus with a lot of aging buildings and a lot of resources that are hard to spread across everything that we have the ambition to do.

We are always trying to think about stewardship, expansion and transformation which is an important part about how leadership thinks about our physical space supporting the academic and student experience transformation that Northeastern is engaged in.

Experience underlies how we think about all of the capital project work that we do. All about what is the experience that the people who need that space or are using that space are going to have and how can we make physical adjustments to support whatever that experience is.

VP Spiegelman started with a question from faculty who reside in the United Realty Complex (ex. Lake Hall). This is a series of buildings that were industrial and corporate. This is a 165,000 sq. feet where Northeastern has packed in classrooms, some offices and other things. Every time someone leaves these buildings, they hope there will be enough space that opens up for a more wholistic project in the complex. But because needs for space are so intense, something else usually goes in there. We never get to swing space.

Regarding questions around offices – private vs. shared. VP Spiegelman said that ever since the pandemic and the hybrid work that many staff and faculty can do, there is a desire on the part of senior leadership directing us to think about the space we have as shared as much as possible and not so much private offices which are not always occupied five days a week all day.

This is happening more easily with staff than faculty. As new people come on or as buildings get

refurbished or built there is a desire for less private offices.

In the network, the campuses outside of Boston, we are designing space with very few private offices. That means that faculty that go to teach in those campuses if they are working with students they get to use the private huddle rooms that have been created or conference rooms or phone booths.

Prof. Strange said that in a lot of the network campuses there are open floor plans. So rather than shared offices there is shared open space where you can't have a conversation with a student. A lot of faculty can't do grading at work. At network campuses a lot of faculty come in, work and go home. That creates a work culture where faculty can't speak to each other or hang out. Is that the work culture the administration wants and if not is there anything that can be done to fix it?

VP Spiegelman said we are not changing it in the sense we are not building offices when we are renovating the campuses that isn't because we want faculty to come in, teach and go home. If that is what is happening have to think about that. But the trajectory is to not build walls and private offices where we are building new space.

VP Spiegelman said she is happy to have a longer conversation with Prof. Strange particularly if she want to discuss a particular space.

Prof. Strange said faculty in network campuses have shared that it is difficult booking huddle rooms or conference room. Can we prioritize simplifying this if we are keeping the open floor plans?

Prof. Strange also said she is on a search committee in Khoury and this is a question that comes up in interviews. Should we be telling faculty during interviews that they won't have their own office?

VP Spiegelman said yes. In each college it is a little different but if you are hiring faculty in the network it is unlikely there will be a private office. That is how we have been directed to design and fit out the spaces. Boston is a little different because we are talking about existing space.

We need faculty help in this because the intention is not to drive away good candidates or not give you what you need but to use our real estate in a way that doesn't dedicate as much of it to offices.

We are in the process of doing our Institutional Master Plan which the City of Boston requires us to show what we think our capital investment and growth plan might be for the decade. It doesn't mean this is definitely what we are going to do. Things change can change in a decade.

In the process of doing this, we evaluated how much space we have in different space types in relationship to what other campuses have and we are way high on the side of our campus that is office and low on student experience space.

Prof. Lahr asked what is the process for having folks with expertise in the needs of physically disabled folks in terms of your planning process.

VP Spiegelman said every time we have a project, we don't always have someone with particular expertise. We work with the Disability Resource Center but that tends to lean towards when we are working on student activity space. We are aware of code requirements.

We do 100's of projects a year and there isn't someone on each of those teams thinking through those issues.

Prof. Lahr said she recommended having someone in your planning process that has knowledge of needs of the disabled and noted it is an equity issue.

Prof. Toledano asked on behalf of several of his colleagues about the United Realty Building is there an actual timeline of renovating the building?

VP Spiegelman said there isn't a specific date. United Realty Building was not in the institutional master plan in 2013. It will be in the institutional master plan for 2024. Part of the reason why of all the buildings that need major reinvention United Realty hasn't been touched in a significant way yet is because of the location of the power plant.

Another issue is a lack of swing space. Have to find a space for 165,000 sq. feet of program space to go.

Prof. Toledano said first and foremost it doesn't serve our students. He also asked on behalf of colleagues about concerns that there might be some asbestos in the building specifically in Lake and Nightingale halls.

VP Spiegelman said there are buildings of an age where things were done that we would not do today. If asbestos is wrapped and not exposed, it is not a danger to people in the building. If it is broken, then it is a risk and needs to be addressed. She has someone looking into this and has not yet gotten back the answer of where there may be asbestos in those buildings.

Prof. Toledano said at some point in the future it would be good to have a definitive answer.

Prof. Toledano asked if at some point there is a planned renovation or move, what is the process to get input from faculty and students. He gave an example about offices at BU where many offices have glass walls and don't afford a lot of privacy.

VP Spiegelman said they believe you have to speak to the users of space to make a space functional. It doesn't mean that everything that is asked for is approved by leadership. Specifically, glass walls in offices at NU is something senior leadership thinks is good and important. We do try to balance feedback from students and faculty. We are trying to provide the best physical resources for teachers and students to do the work they need to do.

Prof. DiCredico said speaking as teaching faculty who teaches 5 days a week and sees students 5 days a week in a shared office. We are in shared offices because there is not enough space. We can't push mental health for students and faculty and then on other hand go in direction that look like they have no connection to the well being of people. Is there any research that could be provided by the leadership or by you about the real value of using this model? What kind of work do they want people to do in a shared office or fish bowl?

VP Spiegelman said there is plenty of research and doesn't all go in one direction or another. There is a lot of research that says social interaction with lots of stimuli is not necessarily negative.

There are things that need focus and quiet. If we are not providing enough options for that to happen

because we don't have enough space to give everyone a private office, we need to look for the right balance.

We clearly care about the mental health of everyone who works here and goes to school here.

Prof. Krishnamoorthy from DMSB said their new dean shared some renovation plans with faculty for Dodge and Hayden. He wondered if VP Spiegelman could share whether there are plans to reconfigure some of the private offices to shared space.

VP Spiegelman said your new dean has started with an interest in having the presence of DMSB in Dodge Hall be reconfigured so that it is a better arrival for faculty, students and visitors. Hayden is an interesting part of our campus because of its location. The early planning for Hayden is to think about the first ground floor to be more of a connector. The upper floors of Hayden where most of offices are don't have a reconfigured plan. Most of what is happening on campus is not to take down walls and get rid of offices, it is to use space in a different way.

Prof. Baker said this threatens a major change in work culture that we haven't had discussions about in the Senate before. He said he thinks many colleagues who have never heard of this university decision are reacting with confusion, doubt and disagreement. My work is very book intensive. Where would my books go? My teaching materials?

He said it sounds to him that the Faculty Senate needs to arrange a more detailed and in depth discussion about faculty input into these decisions. I don't think it is acceptable to hear in this way.

VP Spiegelman said she respected everything he said and understood the concerns about how faculty work and want to work and she wanted to clarify that no one is coming to take your office away. This is not about a decision that has been made about wherever we can, let's get rid of an office. It is a decision about as we take on new buildings and as we take on major renovations there is an attempt to try to use space in a different way.

She meant to candidly share with faculty as we do new buildings like EXP or things in the network, it is an attempt to use space in a different way than some of the old space.

It is not about coming into your buildings and taking away your offices.

The meeting adjourned at 1:20 p.m.

Respectfully submitted by  
Prof. Yingzi Lin, Senate Secretary