



Northeastern University
Office of the Faculty Senate

TO: FACULTY SENATE
FROM: SHARON M. BRUNS, SECRETARY, FACULTY SENATE
RE: MINUTES, 2008-09 FACULTY SENATE, 18 MARCH 2009

Present: (Professors) Alverson, Balachandra, Board, Born, Bruns, Chilvers, Daynard, De Ritis, Galligan, Gillespie, Goodale, Hafner, Herman, Kane, Kruger, Lewis, Mierelles, Morrison, Podlaha-Murphy, Portz, Price, Ross, Sanchez, Sherman, Sherwood, Suciu, Tolley, Waszczak

(Administrators) Director, Falcon, Finkelstein, Hopey, Loeffelholz, Moore, Powers-Lee, Ronkin

Absent (Professors) Levine, Mourant, Rosengaus,
(Administrators) Luzzi, Zoloth

Provost Director convened the meeting at 12:19 AM

I. Budget Presentation

Provost Director reported that the Board of Trustees approved the 2010 budget on Saturday, 14 March. He explained that Northeastern is facing serious challenges as well as unique opportunities such as those provided by the decision to move forward with faculty hiring. The University has attained a momentum which should not be deferred.

Senior Vice President McCarthy reiterated the difficult economic climate and unusual challenges which affect parents of students as well as University personnel. The impact in higher education is falling endowments, dramatically adjusted endowment spending, pressure on operating budgets, affordability, and limited access to funding for capital projects. At Northeastern, the endowment has decreased by 25%, and restructuring debt and managing operating costs have become more challenging. The endowment has dropped to approximately \$500 million from \$661 million in June 2008. Debt is at \$762 million. The ratio between the endowment and debt is important to NU's debt structure, however successful refinancing has reduced debt cost to approximately 5%. The University will discontinue payouts on all but restricted endowment funds and the Investment Committee has liquidized up to 50% of the endowment. Finally, major capital projects, specifically Building K, have been deferred. The impact on both operations and capital is great.

The Provost confirmed the need to persist in the delivery of high value and quality education and to continue momentum in terms of attractiveness to quality students. Investment in faculty growth and facilities improvement will remain in place in order to support the academic activities currently in place. Freshman admissions will continue at a fairly constant class size to ensure increasing quality. The University must also maintain a competitive tuition in order to provide adequate financial aid. Thus, some key financial goals in the academic area are continued investment in faculty and infrastructure, as previously mentioned, and development of effective research administration. Effort is also underway to identify new sources of revenue.

The Board of Trustees has approved an increase in undergraduate tuition of 4.9% and an increase in undergraduate financial aid of \$6 million for a net of 3.3%. Graduate tuition is increased by 3% and in the School of Law by 3.5%. There is also a modest increase in room and board and in other revenue sources.

Parcel 18 will produce a substantial increase in operating costs despite the expected increased revenues. The base operating budget will be reduced \$10 million with \$3.2 million from the academic side. Schools and Colleges must address that decrease strategically. There is a contingent (on fall admissions) increase of 2% in the compensation pool for all employees to be effective January 2010.

The budget must fund key elements of the academic initiative and must generate positive cash flow plus a reserve of approximately 3.5% to maintain the credit rating. By request of the Board of Trustees, contingency plans for various scenarios, such as the impact of 500 or 1,000 fewer students in the fall, will also be developed.

The academic budget will fund 16 new tenure track faculty including start-up funds and possible renovations. Plans remain to replace 30 existing faculty openings with new resources needed for start up funds, competitive salary funds and possible renovation funds. There is also a small amount for new initiatives that will produce revenue once they are established. The approved budget will protect the library's operating budget, provide continued support for realizing smaller class sizes, and provide continued support to career placement for students. The University must recognize the continued need for financial aid, address key campus quality of life issues, provide continued access to the global experiential learning network, and provide a safe and secure campus.

Speaking of the University as a whole, Senior Vice President McCarthy reported that the operating budget for 2010 is \$689 million which produces an operating margin of \$17.5 million or 2.5% which is necessary to preserve the University's credit rating. It is important to demonstrate that Northeastern is an attractive and vibrant institution. In addition the bills must be paid. Additional reductions from the \$17.5 cash flow from operations include payments for the actual debt principle of \$5.5 million and added costs of dormitories of \$5.2 million, resulting in a projected cash flow of \$6.7 million. Other expenditures reduce the budgeted positive cash flow to \$210,000. The budget represents a 5% increase or \$33 million, with \$19 million of that increase going to the cost of opening Parcel 18 this fall. The increase in the academic budget is \$8.5 million, which is, barring Parcel 18, the largest increase.

The Provost opened the floor to questions.

Professor Kruger commented that it would be unfortunate to focus on the 4.9% tuition increase without taking into account the increase in financial aid and suggested that the increase of 3.3% be promoted.

The Provost clarified that the budget presented is not based on the worst case scenario, but on measured projections of student retention and new student populations.

Vice President Mantella reported that there is a considerable applicant pool and the University has aggressively admitted applications. The issue is uncertainty among families of the applicants.

Professor Sherman noted that parents are concerned about Coop and Vice Provost Powers-Lee noted that while every student was placed during the last term, employers are slower to commit to the future.

In response to a GPSA Senator, the Provost explained that most of the financial aid for graduate students is distributed directly by the Schools and Colleges and not centrally, which creates different opportunities.

Professor Kruger requested clarification of whether the \$3.2 million reduction in the academic operating budget is in addition to the mid-year reductions. Provost Director confirmed that the \$3.2 million reduction is, in fact, over and above the approximately \$2.3 million in reductions already made.

Professor Kruger suggested that, given the limited compensation pool for faculty, it is important that the Provost confer with the Senate Committee for Financial Affairs to address the challenging issues of distribution.

II. The minutes of 11 February 2009 were approved as written.

III. Professor Morrison reported the following:

The Senate Agenda Committee met four times in regular session since the last Senate meeting, once with the Provost and once with the Senate Committee for Financial Affairs, the Provost and Senior Vice President McCarthy

The following faculty members have been elected by their colleagues to serve on the 2009-10 Senate:

- College of Engineering: Professors Alshawabkeh, McKnight and Muftu
- Bouvé College of Health Sciences: Professor Lifter
- College of Business Administration: Professors Chilvers and Sherman

2009-10 Senate meeting dates and venues have been posted on the Faculty Senate website at <http://www.facultysenate.neu.edu/>

Congratulations to Professor Joan Fitzgerald, the 2009 Klein Award winner. The Klein Lecture will take place on 31 March at 3:00p in Raytheon Amphitheater.

The following resolutions were approved as noted:

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| 0203-01 | Organization of the Handbook. From the Provost: Informational, no action required w/comment: <i>"The Senate Agenda Committee and the Provost's Office are reviewing the organization of the draft Handbook to come to agreement on what materials will enter the approved Handbook and what materials may appropriately remain outside the Handbook under various jurisdictions."</i> |
| 0809-02 | Suspension of graduate entry Doctor of Pharmacy Program. Approved by the Provost; Board approval not required |
| 0809-08 | LPOC resolution for a transparent annual budgeting process. 2/5/09 from the Provost: Informational, no action required w/comment <i>"I am actively involving the Library in the present budgeting process. Looking ahead, the University's move to the new hybrid budget and management model will transform the processes covered in this resolution."</i> Board approval not required. |
| 0809-09 | LPOC resolution regarding Open Access. From the Provost: Informational, no action required. Board approval not required. |
| 0809-10 | Suspension of admissions to the Athletic Training Program: Approved by the Provost; Board approval not required. |
| 0809-14 | Suspension of admissions to the Joint Ph.D. Program in School Psychology and Counseling Psychology: Approved by the Provost; Board approval not required. |
| 0809-15 | FAC recommendation for faculty merit raise pool. From the Provost: Informational, no action required. |

- 0809-16 FAC recommendation for faculty market adjustment pool. From the Provost: Informational, no action required.
- 0809-17 FAC recommendation for University commitment to Academic Investment Plan and stipend-funded graduate students. From the Provost: Informational, no action required w/comment: *“Essentially implemented already”*

- IV. Questions. Professor Alverson asked when overhead would be returned to principal investigators. According to the Provost, the funds were returned on Thursday, 12 March. He noted that Northeastern has had the most generous overhead return policy of any university identified thus far at 30%. This figure was institutionalized in order to promote research growth in a prior time. It will likely be reduced to 20% which is more in line with other research universities and the deans will be involved in distribution. However, this will not affect this year.
- V. Professor Herman read the following and it was seconded.

BE IT RESOLVED That the Faculty Senate approve the BS Dual Major in Computer Science and Game Design in the College of Arts and Science.

Professor Morrison noted that while dual majors do not as a rule require a Senate vote, these have been submitted because the game design component does not currently exist. Professor De Ritis explained that the initiative for inclusion of game design was prompted by the President’s interest some time ago. A “powering up” conference was held with members of the Boston game industry and the Mayor. Governor Patrick’s office has established an Office of Creative Economy in acknowledgement of the importance of the industry to the State of Massachusetts. The result is the formation of these dual majors.

VOTE to accept the BS Dual Major in Computer Science and Game Design: PASSED, 31-0-0

- VI. Professor Herman read the following and it was seconded.

BE IT RESOLVED That the Faculty Senate approve the BFA Dual Major in Graphic Design and Game Design in the College of Arts and Science.

VOTE to accept the BFA Dual Major in Graphic Design and Game Design: PASSED, 31-0-0

- VII. Professor Herman read the following and it was seconded.

BE IT RESOLVED That the Faculty Senate approve the BFA Dual Major in Digital Arts and Game Design in the College of Arts and Science.

VOTE to accept the BFA Dual Major in Digital Arts and Game Design: PASSED, 31-0-0

- VIII. Professor Board read the following and it was seconded.

BE IT RESOLVED That the Faculty Senate approve the Post-Master’s Doctor of Nursing Practice in the School of Nursing in the Bouvé College of Health Sciences as approved by the Graduate Council on 17 December 2008.

Professor Board yielded the floor to Professor Nannini who explained the evolution of advanced nursing practice for which the doctorate will become the required degree by approximately 2015.

The evolution is related to the increasing complexity of health care, the increasing autonomy of nursing granted through regulatory authorities and insurers, and the reconceptualizing of health professions by the Institute of Medicine. It is distinct from the Ph.D. in Nursing, which is a research degree, by being a practice degree with a capstone project rather than a dissertation and a focus on research utilization.

Professor Bruns asked the difference between the DNP and the nurse practitioner. Professor Nannini explained that the increased skill set will eventually take the place of the nurse practitioner degree.

VOTE to accept the Post-Master's Doctor of Nursing Practice: PASSED, 32-0-0

IX. Professor Portz read the following and it was seconded.

BE IT RESOLVED That the Faculty Senate approve the name change of the current Ph.D. in Public and International Affairs to the Ph.D. in Political Science and the concurrent programmatic changes as approved by the Graduate Council on 20 February 2009.

The current program was targeted to the part-time audience whose professions would be in research and practice. During the last 12 years there has been a market shift toward more full-time students. The proposal before the Senate formulates the program to be more consistent with the political science degree but will continue to admit part-time students. In addition, the proposed program will serve to better represent the breadth of the department.

VOTE to accept the name change of the Ph.D. in Public and International Affairs to the Ph.D. in Political Science and the concurrent programmatic changes: PASSED, 32-0-0

X. Professor Daynard read the following and it was seconded.

WHEREAS the Ad Hoc Committee to Review Tenure Appeals Procedures has submitted its final report to the Senate Agenda Committee and,

WHEREAS the Senate Agenda Committee endorses the recommendations of the Ad Hoc Committee to Review Tenure Appeals Procedures, therefore

BE IT RESOLVED That the Faculty Senate accept and approve the report of the 2008-09 Ad Hoc Committee to Review Tenure Appeals Procedures.

Professor Morrison explained that this report is one of two reform initiatives that SAC has charged to two separate committees. Many found the current tenure appeals procedures objectionable which predicated the formation of this committee. The floor was yielded to Professor Cokely, chair of the Ad Hoc Committee to Review Tenure Appeals Procedures.

Professor Cokely reported that the Committee report makes specific recommendations to correct differences among the Colleges and provide true authority to the appeals committee rather than the illusion under which it currently operates. He noted that in the past ten years, no decision of the Tenure Appeals Committee which was counter to the Provost's decision was upheld. Current procedures are also predicated on the belief that the Provost and the President do not confer on such an important issue as the granting of tenure. These recommendations will serve to create a more transparent process that will serve both tenure candidates and the Institution.

Professor Herman, noting the importance of the recommendations, motioned that they be considered *ad seriatim* in order that proper discussion may be had. The motion was seconded.

Following brief clarification, a vote was taken.

VOTE to consider the recommendations of the Ad Hoc Committee to Review Tenure appeals Procedures *ad seriatim*: PASSED, 22-7-1

Professor Herman also proposed a friendly amendment to delete “and approve” from the resolution which was accepted. As amended, the resolution is as follows:

WHEREAS the Ad Hoc Committee to Review Tenure Appeals Procedures has submitted its final report to the Senate Agenda Committee and,

WHEREAS the Senate Agenda Committee endorses the recommendations of the Ad Hoc Committee to Review Tenure Appeals Procedures, therefore

BE IT RESOLVED That the Faculty Senate accept the report of the 2008-09 Ad Hoc Committee to Review Tenure Appeals Procedures.

VOTE to accept the report of the 2008-09 Ad Hoc Committee to Review Tenure Appeals Procedures: PASSED, 30-0-0

Professor Born motioned to adjourn and it was seconded.

VOTE to adjourn: PASSED, 23-1-0

The meeting adjourned at 1:21p

Respectfully submitted,

Sharon M. Bruns, Secretary
Faculty Senate