



**Minutes of the Meeting
January 19, 2021**

The Boston University Faculty Council convened on January 19, 2021 from 3:30-5:00. via Zoom. Eileen O'Keefe, Chair of the Faculty Council, presided over the meeting.

Officers and Committee Chairs										
X	O’Keefe, Eileen	Chair	Sargent	X	Furman, Jeff	Faculty Policies	QST			
X	Leone, Cataldo	Past Chair	GSDM	X	Howard, Kimberly A.S.	Graduate Programs	WCEHD			
		Secretary-Treasurer				Media/Communication				
X	Decosimo, David	Academic Freedom	STH	X	Coleman, Fadie T.	Research	MED			
X	Will, Leslie	Administrative Policies	GSDM	X	Hughes, Jeffrey	Student Life and Policies	CAS			
X	Reed, Marnie	Awards	WCEHD	X	J. Robb Dixon	Sustainability	QST			
X	Williams, Mark T.	Compensation and Benefits	QST	X	Leone, Cataldo	Teaching Resources	GSDM			
X	Hallstein, Lynn	Credentials and By-laws	CGS	X	Andres, Andy	Undergraduate Programs	CGS			
X	Chang, Charles	Equity and Inclusion	SPH							
Representatives (R) and Alternates (A)										
X	Alosco, Michael (R)		MED	X	Iffland, James (A)		CAS		Myers, Samantha (R)	CAS
	Ampountolas, Apostolos (R)		SHA		Jafarzadeh, S. Reza (R)		MED		Pani, Pinelopi (A)	GSDM
X	Austin, Judy (R)		COM		James, Breehan (A)		CFA	X	Park, Hee-Young (A)	MED
X	Barbone, Paul, (R)		ENG	X	Joyce, Kathleen (A)		LAW	X	Parla, Ayse (R)	CAS
	Bigio, Irving (A)		ENG	X	Kanno, Yasuko (R)		WCEHD	X	Perls, Thomas (R)	MED
X	Brown, Shelley (R)		Sargent	X	Karra, Mahesh (A)		Pardee	X	Powers, Gina (R)	QST
X	Byttebier, Stephanie (A)		CGS		Kealy, Sean (R)		LAW	X	Prince, Michael (A)	CAS
X	Coffman, Christopher (R)		CGS	X	Kinraide, Rebecca (R)		CAS		Quatromoni, Paula (A)	Sargent
X	Coleman, Fadie T. (R)		MED	X	Kirby Jones, Alison (A)		QST	X	Schon, Karin (R)	MED
X	Coppock, Elizabeth (R)		CAS	X	Kong, Celeste (R)		GSDM	X	Semeter, Joshua (A)	ENG
X	Cozier, Yvette (R)		SPH	X	Lahkani, Afsheen (R)		GSDM		Seta, Francesca (R)	MED
	D’Amato, Laura (A)		LAW	X	Leahey, Kristin (R)		CFA	X	Shahbazian, Cameron (A)	GSDM
X	Decosimo, David (R)		STH	X	Lee, Elaine (R)		MED	X	Slanetz, Priscilla (R)	MED
X	DeNatale, Doug (A)		MET		Legg, Mark (A)		SHA	X	Smith, Kevin (A)	CAS
X	Desilets, Sean (A)		CAS	X	Leider, Christine (R)		WCEHD		Smith-Crowe, Kristin (A)	QST
X	DeVoe, Ellen (A)		SSW	X	Lindsey, Kate (R)		CFA	X	Straub, John (R)	CAS
X	Dobbs, Christina (A)		WCEHD		Liu, Chunyu (A)		SPH	X	Sullivan-Soydan, Anne (A)	Sargent
X	Dutta-Koehler, Madhu (R)		MET	X	Loechler, Edward (A)		CAS	X	Tallman, Sean (R)	MED
	Fabian, Patricia (A)		SPH	X	Lumpkin, Williams (R)		CFA	X	Tripodis, Yorghos (R)	SPH
X	Feng, Hui (R)		MED		Lunze, Karsten (R)		MED	X	Ünlü, Selim (R)	ENG
	Field, Thomas (R)		MED		Lynch, Shawn (A)		CGS	X	Villegas-Reimers, Eleonora (A)	WCEHD
X	Fincke, Mary Elizabeth		CELOP		Mako, Shamiran (R)		Pardee	X	Volk, Robert (R)	LAW
X	Furman, Jeff (R)		QST		Manglos-Weber, Nicolette (A)		STH		Watts, Stephanie (A)	QST
X	Gavornik, Jeffrey (R)		CAS		McKeen, Bill (A)		COM	X	Webster, Kathryn (R)	Sargent
X	Genovese, Salvatore (A)		CGS	X	Merzbacher, Charles (R)		COM		White, Roberta (A)	SPH
X	Gopalan, Srikanth (R)		ENG	X	Metheny, Karen (A)		MET	X	Will, Leslie (R)	GSDM
X	Griffin, Sue (R)		CAS		Miller, Margo (A)		CELOP	X	Williams, Mark (R)	QST
X	Hopper, Clay (A)		CFA	X	Mochida, Yoshikyuki (A)		GSDM	X	Yang, Shi (R)	MED
	Huckle, Nicholas (A)		CAS	X	Muroff, Jordana (R)		SSW	X	Zlatev, Vladimir (R)	MET
X	Hughes, Jeffrey (R)		CAS	X	Mustafa-Kutana, Suleiman (R)		MED			

Guests: University Provost Jean Morrison, Professor Swathi Kiran, McKinsey consultants: Christine Heitz, Jung Paik

I. BU 2030 Strategic Plan

Chair O’Keefe introduced the guests. The Faculty Council sent questions to the guests about BU2030 Strategic Plan (The Plan) and received a presentation in advance.

Provost Morrison acknowledged the work of Prof. Kiran, the Strategic Planning Implementation Group, and Yvette Cozier, the strategic priority co-sponsor of the Diversity, Equity and Inclusion pillar of the Plan. The Group is developing a series of more detailed plans for the initiatives that emerged from the Strategic Planning Task Force and they have engaged more faculty to participate in this work. Some initiatives had already been established and some have emerged since the advent of the pandemic and increased concern about racial justice. Provost Morrison invited questions.

Chair O’Keefe read Council’s questions that requested clarification about the Global Engagement pillar of the plan. Provost Morrison said this part of the Plan is under development. To date, the University’s global engagement has been threefold: offering study abroad programs, recruiting international students, and conducting scholarship and research that has at its core a global perspective. Looking forward, undergraduate and graduate students need to be prepared to engage in a globally-connected world. Other universities have either acquired campuses or partnered with institutions in other countries. The University considered this as well, but has not chosen to expand its global reach in this way. Kevin Gallagher, the Global Engagement sponsor, is charged to consider how the University can expand the impact and reach of its programs and be more accessible to students. The new online MBA is an example of what greater global engagement might look like.

The Council had questions about the Research that Matters pillar of the Plan. Much of the discussion has focused on data-driven or STEM fields that offer quick turn-around in terms of technological or social application. What role does the plan envisage for those who work in more speculative fields and/or who undertake primarily archival research? How will the Plan include and support scholarly research in fields that produce knowledge that answers to disciplinary or interdisciplinary problems but does not always have an immediately evident pragmatic dimension?

Provost Morrison said the Plan does not prefer applied research to basic research. Basic research is essential to the University portfolio. When the Plan was drafted, the Data Sciences Unit was in its early phase of development and so identified as a nascent initiative. The strategic planning process for the College of Arts and Sciences is ongoing. She has discussed the Research pillar with Dean Sclaroff and the Center for the Humanities and is waiting to receive reports from the subcommittees on Humanities and Social Sciences to develop the Research pillar. A CAS Council member said a number of groups from humanities, social sciences, natural sciences and data sciences are working on reports and faculty are interested to know what the outcome of this work will be at the University level. Provost Morrison said she asked the schools and colleges to create their own strategic plan, which will inform the elements of the BU2030 Plan. The reports are due April 2021. The Provost and the Group will review

the plans, meet with the academic leadership, and see what emerges from the school/college planning effort.

A Council member asked when the implementation planning will be complete. Provost Morrison said the Plan will provide a framework for the University's initiatives and actions. Many faculty members are involved in the planning phase and their work will help establish and launch the Plan.

A Council member asked about the addition of social justice to the Research pillar and to the Diversity, Equity and Inclusion pillar. The Council member said social justice has many different meanings and competing viewpoints, and not all are identified with diversity. He asked how the Plan envisions programming and research on this subject. The Provost asked for clarification about programming. The Council member said Dr. Kendi is the area owner for antiracism research and asked what the Plan intends by social justice. Provost Morrison said Dr. Kendi leads the Center for Antiracist Research which is a center like any other and he is entitled to pursue his work as he deems best, as are all faculty. The Senior Diversity Officer and the Associate Provost and Vice President for Community and Inclusion are responsible for the University's programs and efforts focused on antiracism. The Council member asked about the distinction between social justice from a research standpoint and from a programming standpoint. The Provost said the Plan does not define social justice from a research perspective. It is within the purview of faculty to define the subject and content of their research. In the context of academic programs, social justice is subject to the same standard of review for a proposal for a degree granting program.

With respect to the Community Big Yet Small pillar, the Council asked whether there might be a latitude to propose an initiative to foster a better sense of community among faculty. The question included a link to a School of Medicine page. The Provost said people are welcome to submit proposals, but the MED policy outlines a disciplinary process for faculty. She cautioned against pursuing a code of general conduct. Chair O'Keefe said the spirit of the question was to consider ways to encourage an atmosphere of respect and civility in discussion and to provide space for disagreement. Provost Morrison said this is an inquiry to pursue with VP and Associate Provost for Community and Inclusion Crystal Williams.

Provost Morrison left the meeting. The discussion continued with Prof. Kiran and Ms. Paik and Ms. Heitz. The Council asked about the role of the strategic priority sponsors. Prof. Kiran said the sponsor takes ownership of a strategic pillar and gains a high-level understanding of what is happening at the University, but also acquires domain knowledge, too. For example, Mark Sorenson, the sponsor for the Research that Matters pillar has met with faculty from the NEIDL and Kilachand to discuss their long-term goals, establish benchmarks to judge their progress, and think about their potential collaboration partners and sources of funding. Ms. Paik added that the sponsors gain a sense of individual units and a sense of initiatives across the University to track and measure progress.

Chair O'Keefe asked for more detail about the online MBA and how it fits into the Global pillar and Diversity, Equity and Inclusion pillar. Prof. Kiran said a significant portion of students are from outside of

the U.S. All of the pillars try to incorporate diversity and inclusion. As the online MBA scales up, it may provide greater access to different student populations.

The Council asked what the role will be for schools and colleges and whether they will select initiatives that are consistent with the five pillars of the Plan, or whether they will be asked to explain their current initiatives in the context of the five pillars. Prof. Kiran said the Group is establishing a process for initiatives to be converted to actual plans to be implemented, measured and assessed. Prof. Kiran said that diversity, equity and inclusion will be incorporated into all of the pillars of the Plan. The strategic sponsors are working with the McKinsey consultants to determine what kind of data they should gather so the University can benchmark itself against industry standards.

A Council member asked how the Plan will be evaluated going forward. The President and Provost are responsible for oversight of the strategy, but the leaders of initiatives will be responsible to study their metrics and report their status. Prof. Kiran said the Office of Strategic Planning, Initiatives and Systems will be involved in gathering data. The Group is developing the review process. The Council member said he hoped the evaluation process will be transparent and shared with the faculty. The Plan will have more impact if faculty are informed and engaged.

A Council member noted that the Plan affirms a commitment to effective fiscal management in the vision statement and said he would like to see more discussion of the educational mission. Prof. Kiran said the University community has been invited to comment on the vision statement and to propose changes. The comment period will close January 29. Another Council member said the Plan will be approved by the Board of Trustees, which has a fiduciary duty to the University. The commitment to sound fiscal management is an important principle for the Trustees. He also noted that NECHE will evaluate whether the University met its goals in the Strategic Plan, so it is necessary to include clear, measurable goals in the vision statement.

Chair O'Keefe thanked the guests for the discussion and they left the meeting.

II. Chair's Report

Chair O'Keefe reviewed the meeting calendar for spring 2021. Provost Morrison is scheduled to attend Faculty Council on February 2. President Brown is scheduled to attend on March 2. She summarized the December 1 discussion about the discontinuation of the MS in Athletic Training Program and informed the Council that she sent a memo to the University Provost and the Associate Provost for Faculty Affairs. The memo outlined the Council's objections to the proposal: the lack of consultation with the affected faculty, as required by the Faculty Handbook, and the concern that the process was fundamentally unfair to the MSAT Program faculty. In that same memo to the Provost, Chair O'Keefe, on behalf of Faculty Council, recommended that the proposal be withdrawn from further review this academic year. She said Prof. Andy Andres asked to address the Council on this matter.

III. Discussion: Discontinuation of MS in Athletic Training Program

Prof. Andres noted the closure of the program will be presented by Dean Moore to the University Council for a vote. He asked for a few minutes to raise key issues from the December 1 meeting. The Faculty Council agreed that the Dean did not consult with the faculty prior to deciding to close the Program. The Dean cited budgetary constraints caused by the pandemic as the rationale for closing the Program. However, Prof. Mace presented data that the Program does not lose money and also offered alternative budget reductions that would not have closed the Program. Lastly, the Dean terminated admissions review which effectively closed the Program before the Handbook procedure was concluded. Prof. Andres asked the faculty members of University Council to vote against the proposal to discontinue the MSAT program when it is brought before University Council.

A Council member agreed that the faculty should vote as a unified front at University Council. She suggested that the faculty members should have some talking points prepared because there will be a discussion after the Dean's presentation. Other Council members agreed that talking points would be helpful. The same Council member was troubled that the policy only allows, or requires, the dean of the school/college to present their case to the University Council and the Council of Deans and the affected faculty are not granted the same access. This seemed one-sided. The University Council could be asked to vote for a program closure based on incomplete information. Chair O'Keefe said this is what the policy currently states. Kimberly Howard, Co-chair of the Graduate and Academic Programs Committee, said that she is not sure if she has a formal role as a presenter at University Council and has asked for clarification on this question.

A Council member asked if there will be a formal motion at University Council to vote to discontinue the Program, since the University Council is advisory to the President and Provost. Chair O'Keefe said the University Council will be asked to vote.

A Council member said he was involved in drafting an earlier version of the discontinuation policy that did not give academic administrators the power to close a program unilaterally. Chair O'Keefe replied that the current policy was adopted in 2012.

A Council member asked how many faculty, students and alumni will be affected by this closure. He said a program in his school closed several years ago, before the current policy was adopted. The dean and the faculty had many conversations before the final decision was made. Prof. Andres reiterated the lack of transparency and the failure to follow the procedure. He was of the understanding that alumni have sent letters of support for the Program.

Council members discussed whether to pass a motion to oppose the closure of the Program at the meeting. Director Khosla noted that the Faculty Council may pass a motion if it chooses, but if the closure is brought before University Council, the faculty members will still have to decide how they plan to vote. Prof. Andres stressed that people should make their own decision about how to vote. A Council member said it will be important for faculty attend the University Council meeting. Chair O'Keefe said attendance has been better since the meetings became remote.

Several Council members said that the Faculty Council should pass a formal motion to oppose the closure of the MSAT Program. Council members agreed and the language of the motion was discussed.

They also agreed that talking points should be sent to the faculty who serve on University Council so they can raise their concerns in that meeting, too.

There being a quorum, the Faculty Council voted unanimously in a Qualtrics poll on the following motion:

We as a Faculty Council strongly oppose the closure of the MSAT Program, due to the failure to follow the Discontinuation Policy for Departments and Programs, and Consequent Faculty Terminations, as prescribed by the Faculty Handbook.

IV. New business and adjournment

Chair O’Keefe thanked the Council for staying at the meeting past its scheduled time. She regretted that the report of the Academic Freedom Committee, scheduled for today’s meeting, had to be postponed.

There being no further business, the meeting was adjourned.

Respectfully submitted,

Samantha Khosla

Director