

Northwestern University
Minutes of the Faculty Senate Meeting
Library Forum - Evanston, Wieboldt 421 - Chicago
March 2, 2011

Stephen Eisenman, Interim Chair of the Faculty Senate, called the meeting to order at 5:08 pm. There were 67 of 87 members in attendance, with 49 attendees in Evanston and 18 in Chicago.

1. Welcome by Stephen F. Eisenman, interim chair.

Stephen Eisenman welcomed everyone and expressed his appreciation for the great work the Faculty Senate has done in such a short period of time. Committees have quickly formed and selected Chairs, who are already at work gathering information for potential action items and initiatives.

2. Approval of the minutes of the January 12, 2011 Faculty Senate Meeting

The minutes of the January 12, 2011 Faculty Senate Meeting were approved unanimously without changes.

3. Board of Trustees Lunch Friday

Stephen Eisenman reminded everyone about the lunch meeting with the Board of Trustees taking place on Friday March 11, 2011 from 12:00-2:00 pm. He gave historic background information on past meetings and a brief overview of what attendees can expect at this year's meeting in light of the recent changes in venue and structure. All Faculty Senate members were encouraged to attend this important meeting.

4. Chair Nominations – candidate presentations and vote

Stephen Eisenman introduced Paul Arntson and Babette Sanders, the two nominees for Faculty Senate Chair. He asked each candidate to briefly describe their credentials and explain why they wish to serve as Senate Chair.

Babette Sanders is an Associate Professor in the Department of Physical Therapy and Human Movement Sciences (DPTHMS) in Feinberg School of Medicine (FSM). She has been a faculty member at Northwestern since 1989 and currently serves in the role of Assistant Chair for Curriculum Affairs, responsible for matters related to curriculum development, current and future, for the Doctor of Physical Therapy program. Teaching responsibilities relate to the development of basic skills and professionalism for the physical therapist student. Her research interests pertain to issues related to physical therapist education and practice outcomes and to gender issues in professional development for physical therapists. She has represented DPTHMS on Medical Faculty Council (MFC) since 2006 and served as President 2007-2008. She has served on the General Faculty Committee (GFC) since

2008 as an at large representative for Feinberg. She is serving on the Faculty Senate as the non-tenure eligible representative from Feinberg.

Babette has a long history of service to the physical therapy profession during her 38 years of practice through the American Physical Therapy Association (APTA) and Illinois Physical Therapy Association (IPTA), holding numerous positions in both organizations and receiving prestigious awards to recognize this service. She is a past president of the Illinois Physical Therapy Association and served on the Board of Directors of the APTA for 12 years, most recently as the elected Secretary. She received service awards from the APTA and in 2010 the Illinois Physical Therapy Association renamed the Outstanding Physical Therapist Award as the Babette Sanders Leadership and Service Award and was the first recipient. In 2010, she was appointed by Governor Quinn to serve on the Illinois State Board of Health.

As a faculty member in the medical school for over 20 years, Babette believes she has a perspective of the opportunities and challenges presented to all faculty. She remains actively involved in ongoing dialogue to improve communication between faculty and the administration of FSM and NU so that the collective voice can be considered in important issues. She has been instrumental in re-writing the bylaws for both MFC and the new Faculty Senate so that non-tenure eligible faculty are able to take an active part in faculty governance both in FSM and NU. She previously served on the Benefits Committee so she has an understanding of some of the issues of importance to the faculty in this area. The experiences she has had and the connections she has made to date will help her represent faculty. The Faculty Senate is designed so that all NU faculty, regardless of rank and tenure status, are represented. She welcomes the opportunity to serve the Faculty Senate in this important capacity.

Stephen Eisenman added that while serving on the General Faculty Committee Babette Sanders was always instrumental in presenting a proper solution, and often with few words and powerful results, when other group members were in disagreement about a subject. Stephen had come to depend on her for solutions. Additionally, Babette is unflappable when she is dealing with the President and Provost. In meetings with the administration she would state her position with clarity, non-confrontationally and clearly.

Paul Arntson is a professor of Speech Communication Studies and has been at Northwestern University for 37 years. He received his Ph.D. from the University of Wisconsin in Communication Arts and joined the Communication Studies Department in 1974. He is on the faculty of the Asset Based Community Development Institute at the Institute for Policy Research and a Fellow at the Center for Communication and Medicine at the Northwestern University Feinberg School of Medicine. Paul teaches leadership and decision-making courses at the undergraduate level, at the graduate level in the Masters of Manufacturing Management program, in the Managerial Communication Masters program, and in the Ph.D. program. Through a Ford Foundation Grant on Difficult Dialogues he developed and hosts a first year seminar on how to discuss issues of identity, diversity, and religion. His research includes understanding how pediatric cancer survivors and their parents communicate about their cancer experiences, investigating how to improve communication between primary care

providers and deaf patients, evaluating community living options for adults with disabilities, and documenting how community based organizations contribute to the well-being of their neighborhoods. Paul Arntson was the founder and then director of Northwestern University's Undergraduate Leadership Program for 12 years. He is also the founding coordinator of Northwestern University's Public Interest Program that places graduating seniors in public interest fellowships each year. He teaches in the Certificate for Civic Engagement Program, the Center for Global Engagement and recently helped establish the Center for Civic Engagement.

Paul Arntson served as department Chair for two terms and was Chair of the Reappointment and Promotion and Tenure Committee for two terms in the School of Communication. He served on the General Faculty Committee for two consecutive terms and also served as Chair for one term. Paul would like to serve as Chair of the Faculty Senate to provide a smooth transition between the General Faculty Committee and the old University Senate and the developing Faculty Senate and University Assembly. Additionally, he hopes to accomplish the following three goals: (1) fully develop and support the Ombudsman program (2) implement a faculty survey to be completed every other year that asks what the current issues are and what is being done well (3) an evaluation of the administration. Paul wishes to be the host of a deliberate democracy and wants to facilitate effective and efficient decision making within the Faculty Senate and the Committees.

Stephen Eisenman added that Paul Arntson almost singlehandedly put the governance documents together. He is one of the founding figures of the current Faculty Senate.

Faculty Senate members were given an opportunity to ask the candidates specific questions. One Senator wanted to know what the most important leadership quality is in the new governance structure in relation to working with the administration and also in terms of developing much more participation across the faculty. Babette Sanders stated that it would be incredibly important for the leader of this organization to be available, and a listener who continually gathers information from the Faculty Senators who are representing their departments and schools. The leader must then take the information, and collective voice, and not be afraid to work with the administration to come to some consensus about what the Faculty Senate believes is best for faculty. If this is accomplished, faculty members will be more content resulting in more effective teaching, research and other professional areas, which will greatly benefit the university in the long run. The leader must also recognize the importance of the One Northwestern initiative and do whatever it takes to promote it.

Paul Arntson, Professor in the Master of Science in Communication Program, agrees with what Babette Sanders stated. Paul added that a leader needs to listen to be surprised, not to listen to confirm what he/she already thinks. The leader has to listen well and then must be able to converge to help people articulate and align whatever people want to do towards a common purpose or a solution. Additionally, a leader must be able to stand firm when the administration is pressing for a quick decision on a matter of significance. If a decision of importance needs to be made quickly, the leader must first check in with the Faculty Senate Executive Committee. The Faculty Senate is a community decision making body trying to work with an institutional decision making body, so there is always going to be challenges and tension.

One Senator asked each candidate to name the top two or three issues facing the Faculty Senate in the next year or two. Paul Arntson believes the Faculty Handbook revision is an important issue, as well as the Living Wage Campaign. Babette Sanders believes the Faculty Handbook, and what it represents, is critical. She also sees faculty morale as an issue facing the Faculty Senate.

Babette Sanders indicated that she would prefer to serve as Vice Chair rather than Chair this term. In light of this, Faculty Senate members discussed the best way to proceed and whether to hold an election or not. A motion was made and seconded that Paul Arntson be Chair and Babette Sanders be Vice Chair. The floor was open for discussion, and after a short discussion, the motion was withdrawn. The original method of electing a Chair, written in the bylaws, will stand. Faculty Senate members were given ballots and the votes were tabulated. Paul Arntson received the most votes, making him the newly elected Chair of the Faculty Senate and Babette Sanders the newly elected Vice Chair. Paul and Babette will serve in these positions until August 2012 when Babette will become Chair and a new Vice Chair will be elected.

5. Dispute concerning the legal basis of the NU Senate

Stephen Eisenman briefly described the recent dispute concerning the legal basis of the NU Senate. On January 28, 2010 the Faculty Senate in the old governance structure voted, authorizing the creation of two bodies, the University Assembly and the Faculty Senate, with the Senate having the configuration that is represented by the current body and having committees where the majority of the business is to take place, and with the Assembly to meet once or twice a year and this body as a whole would include all faculty and all the administrators holding faculty rank. There had been disputes, discussions and negotiations between two NU Presidents, the Provost and the General Faculty Committee, and a final resolution was made, voted on and passed, with small revisions made subsequent to the vote in January and all was accomplished without much difficulty.

The Provost assured the General Faculty Committee that the approved Senate and Assembly statutes were submitted to the Board of Trustees, approved and ready for inclusion into the official Northwestern statutes. When the administration was asked to provide a copy of what was to be added to the NU statutes, the document given was an incorrect version of the Assembly statutes containing misrepresentations of what everyone had all voted on, and no reference to the Faculty Senate at all. Upon further investigation, it was discovered that, in fact, the document the Board of Trustees actually voted on was the incorrectly revised version with no mention of the Faculty Senate. This issue was brought to the attention of the President, who was instrumental in rectifying the situation. The administration agreed to add the Faculty Senate and the Assembly statutes to the official NU document.

In response to the dispute described, a Senator asked what the binding actions of the Faculty Senate are (what is this body empowered to do), and, aside from daily operating funds, what resources the Faculty Senate commands for the university. Stephen Eisenman referred to the Faculty Senate statutes and bylaws, where the specific purviews of this body are laid out. Additionally, Paul Arntson elaborated by giving examples of actual situations that related to specific articles of proper

authority. Other than its operating funds, the faculty Senate does not have control over other university resources. Senators briefly discussed the Faculty Senate's influence, effectiveness, power and authority, and limitations.

6. Revised bylaws for Senate and Assembly

Paul Arntson asked Senators to review the bylaws for both the Senate and Assembly as they currently stand and to send feedback to him and to Jonathan Marshall, Chair of the Governance Committee. The Faculty Senate is allowed to make changes to the bylaws per the current bylaws.

7. Senate rules for on-line deliberation and voting

In response to the large Faculty Senate body whose members are spread out to three different campuses, Paul Arntson developed a proposal to establish electronic deliberation and electronic voting. He asked Senators to look over the proposal and to send reactions, comments and suggestions to him or to Jonathan Marshall, Chair of the Governance Committee. On the basis of the responses, the Governance Committee will write Senate rules for on-line deliberation and voting. The Faculty Senate is allowed to create such rules per the Senate bylaws.

8. Committee reports and introduction of committee Chair

Stephen Eisenman asked each Chair to introduce themselves and also to say a few words about their committee.

Benefits: Chair David Ferster reported that the Benefits committee has met and is working on how the group will proceed as a committee. Committee members would like to communicate to the Senate at large that there are a number of issues already identified as things that are under the purview of the committee but would like additional suggestions and potential issues. Additionally, the Benefits committee is asking Senators to let them know if there are other committees or bodies outside the Senate that are already considering some of the same issues, so members can facilitate or quash whatever they think is important.

The issues the Benefits Committee has identified are health care, dental care, vision care, SPAC and wellness programs, tuition benefits, insurance of various types including long term, short terms, disability and life, retirement issues and all things related (such as healthcare), childcare, housing assistance, tuition for Roycemore school, and leave/sabbatical policies. These are things the committee has identified but David invited Senators to write to him or Babette Sanders with questions about all benefits issues and concerns that may arise.

Budget: Chair Bob McDonald reported that the Budget committee has met, but are not sure what their purview is, so he is in contact with the previous chair of the committee that served under the General faculty Committee to find out exactly what was done in the past. Bob invited Senators to write to him with any suggestions or questions.

Cause: Chair Bob Wallace reported that the Cause committee is in the process of forming. One of the group's mandate is to deliberate on disciplinary cases that involve the faculty and there are two potential cases the administration has asked the committee to prepare for. Bob has already solicited several Faculty Senate members to serve on the committee and may extend the invitation to more Senators if necessary.

Educational Affairs: Chair Sara C Broaders reported that the Educational Affairs committee has met and is in the process of figuring out their purview. There were a couple of things that were discussed at the committee's initial meeting, including the allocation of TA resources and how there seems to be inequities among departments. She asked Senators to actively solicit suggestions from the faculty members in their department and to email her with any issues or ideas that come up.

Faculty Handbook: Stephen Eisenman explained that John Elson is the Chair of the Faculty Handbook Committee, but he is not present since he is not a member of the Faculty Senate. In John's absence, Faculty Handbook committee member John Alongi reported that the group has met twice to discuss the priorities of the committee. Additionally, John Elson and John Alongi met with Jim Young, the Associate Provost for faculty Affairs, to discuss the administration's priorities for modifying the handbook. The committee is in the process of establishing these priorities. The handbook has been subdivided into sections and readings have been assigned to each of the committee members who are deliberating individually over the assigned sections. Everyone will come together in the next couple of weeks to meet again to collect ideas and move forward. The administration would like a revision to be ready by the June meeting with the Board of Trustees, but this may be too soon since there are critical items for which additional deliberation is necessary. For example, the administration is pushing to have a fitness for duty clause inserted, but members of the Handbook Committee do not agree.

John Alongi explained that although he is not a Faculty Senate member, John Elson was elected Chair because of his involvement in the last revision of the handbook that occurred ten years ago.

Faculty Rights and Responsibilities: Chair Wes Burghardt reported that the Faculty Rights and Responsibilities committee has met and discussed several issues of interest, including teaching loads of non-tenure track lecturers, legal relationships between faculty and the university – what happens when those interests diverge, and ownership of data. The committee is interested in keeping track of the faculty Handbook since it is relevant and directly related to issues of faculty rights and responsibilities. Wes asked if any previous GFC members would be willing to switch committees and join his committee, to offer a sense of continuity of the past, and if so, to email him directly.

Governance: Chair Jonathan Marshall reported that the committee has not officially met yet, but the group has communicated via email and determined that the current four person membership is not

enough to run an effective Governance committee. He asked that Senators who are members of larger committees and would be willing to join the Governance committee email him right away. Jonathan reminded everyone to send feedback about the bylaws for Senate and Assembly, and the Senate rules for on-line deliberation and voting.

Research Affairs: In his absence, Research Affairs committee member Leah Welty introduced Chair Jim Kyriacou and talked about the current initiatives. The committee will be considering the faculty handbook, particularly the sections that pertain to research. Additionally, email address researchissues@northwestern.edu will be reactivated to allow people who have problems or issues that pertain to research affairs to email the information directly to the committee. Finally, there are concrete plans to develop a survey to distribute to the Faculty Senate to gather more information about issues people would like the Research Affairs committee to address.

Social Responsibility: In his absence, Social Responsibility committee member Angela Lawson introduced Chair Joshua Hauser and reported that the committee has met and is looking into the living wage campaign. The committee is open to suggestions for issues that Senators might think are relevant.

9. Faculty Handbook – Senate unanimous consent request to grant the Committee authority to negotiate the language of the handbook with the administration subject to final approval by the Senate.

Stephen Eisenman presented the Faculty Handbook committee’s proposal for a motion by unanimous consent, which asks that the Faculty Senate approve to grant the Committee authority to negotiate the language of the handbook with the administration subject to final approval by the Senate. There were no objections therefore the motion was passed unanimously.

10. Faculty Club

Karen Alter, Faculty Club Committee Chair, presented the findings of the committee. In response to requests for a Faculty Club, the Provost has offered to accommodate the Faculty in the Great Room at Seabury. On review, this offer simply meant allowing the faculty to have a designated lunch area in the existing lunch space, which is open to all Northwestern faculty students and staff, and currently underutilized.

In its present condition, the Committee further found the room inappropriate for comfortable dining or conversation. The Great room has a student feel, with TV monitors all around, and it is loud. There are long wood tables, so that it is difficult to have group meals and conversations. And any designated space would not accommodate many people. The room is not an appropriate space for entertaining visitors and guests. Moreover, faculty may already choose to eat lunch in this room, just as they can dine with students and staff in Norris or the Kellogg Atrium. Simply calling a space in the Great Room a ‘faculty club’ does not advance the goal of building a faculty community, nor does it

represent a step towards an eventual faculty club. The Committee went on to explore existing facilities, including the Cohen Faculty Commons and the Allen Center, and found that neither place fulfilled the purposes of a faculty club.

A motion was made, and seconded, that the Faculty Senate remains committed to the idea of creating a faculty club, for the reasons highlighted below. We seek a space that is available for more than lunch, that is suitable for entertaining guests and hosting group meals, and that is large enough to be able to accommodate larger groups of faculty. The Senate does not believe that a designated lunch space within the Great Room is a helpful step in the direction of creating a faculty club or enhancing the sense of a faculty community. We remain committed to working with the Provost to establish a suitable faculty clubs and look forward to exploring all options.

The floor was open for discussion and several comments were made. Stephen Eisenman called the vote on the motion. Faculty Senate members voted and the motion passed, and will be presented to the administration. Until new options for space are presented by the administration there is no need to have a separate committee for this issue, so at this time the Faculty Club will disband and the matter will be given to the Faculty Rights and Responsibility Committee for further consideration.

11. Benefits Committee – Motion to approve surveying Faculty on Benefits

The Benefits Committee will present the motion to approve surveying Faculty on Benefits at the next Faculty Senate meeting when additional information is available.

12. WCAS interference in Senate Membership selection

Stephen Eisenman gave a brief overview of the circumstances surrounding the WCAS interference in the Senate membership selection process. He stressed that although the objective was to protect the time of a non-tenured junior faculty, it should not be the decision of the Dean of any school whether a person should or should not serve on the Faculty Senate. The decision to serve should be made solely by each department and faculty members involved. Senators briefly discussed the matter and offered diverse perspectives and suggestions for dealing with future situations.

13. New Business:

1. *Bailey issue:* Stephen Eisenman reported that the administration approached the Faculty Senate about the controversy surrounding Professor Michael Bailey's teaching methods. Senators were made aware that this may become a future issue.

2. *Evanston meeting room:* Several Senators expressed concern over the inadequacies for videoconferencing of the current Library Forum room in Evanston.

14. Adjournment

The meeting was adjourned at 6:59 pm.