

Northwestern University  
Minutes of the Faculty Senate Meeting  
Pancoe Auditorium - Evanston, Wieboldt Hall 421 - Chicago  
December 3, 2014

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The Faculty Senate meeting of December 3, 2014 took place on the Evanston Campus in Pancoe Auditorium and on the Chicago Campus in Wieboldt Hall 421. Chair Stephen Eisenman called the meeting to order at 5:15 PM. There were 61 of 78 members in attendance, with 37 attendees in Evanston, 8 in Chicago, and 16 participating off-site. The quorum of fifty-one percent was met. Also in attendance were the immediate past chair and Northwestern Emeriti Organization representative, both serving as honorary members, Associate Provost Michael Mills, and Undergraduate student Danielle Faden from the Pure Playa Student Group at Northwestern University.

**1. Welcome by Stephen Eisenman, Chair**

Chair Stephen Eisenman welcomed Senators and made the opening remarks.

**2. Honorary Degree Presentation, Sandy Waxman, Committee Chair**

Sandy Waxman, Chair of the Honorary Degree Committee, presented one additional nominee that was added to the slate of proposed Honorary Degree recipients that was presented and voted on by Senators at the November 5, 2014 Faculty Senate meeting. A lengthy dialogue ensued and Senators made remarks, asked questions and raised concerns. Subsequent to the discussion a vote was taken.

**3. NU Global Marketing, Mary Baglivo and Team**

Mary Baglivo, Vice President for Global Marketing and Chief Marketing Officer, presented to the Senate the mission and purpose of the Office of Global Marketing. She and her team are tasked with strengthening and bringing together marketing efforts throughout the university; contributing toward achieving the university strategic plan goals; and elevating NU's academic reputation and rankings. She talked about key initiatives, some of which include developing and deploying a university brand position framework; launching of "The Garage" to promote university wide innovation and entrepreneurship; devising a social media strategy and operating plan; and others. Senators asked questions and made remarks. Several Senators were concerned about the cost of the Global Marketing initiative, which is unclear at this time.

**4. Chair's Report/Remarks, Stephen Eisenman**

**A. Assembly Meeting Report:** A summary of the November 11, 2014 Assembly meeting was sent to all Faculty via email and is also posted on the Faculty Senate website.

**B. Board of Trustees Meeting Report:** The theme of the Trustees/Faculty Luncheon of November 21, 2014 was Diversity and Inclusion. Meeting attendees included Faculty Senate members, University Diversity Council faculty members, Trustees, and Senior Administrators.

**C. Senate Commentary "Kellogg in Wonderland" now posted:** A commentary written by Chair Stephen Eisenman titled "Kellogg in Wonderland" is now posted on the Faculty Senate website.

## **5. Committee Reports and Motions**

**A. Governance Committee Motions:** *See Appendix 1*

Governance Committee Chair Carol Simpson-Stern remarked that at the November 4, 2014 Senate meeting the Governance Committee gave a first reading of the proposed changes to the Faculty Senate bylaws. Changes are summarized as follows:

- The Northwestern Emeriti Organization to have one elected voting Senate representative
- Senate leadership titles be changed from Chair and Vice Chair to President and Vice President
- Leadership transition changes

The motion to approve the proposed Senate bylaws as follows was adopted overwhelmingly by a two thirds vote with 56 of the 78 Faculty Senate members voting in favor of the change:

### ***Change to Leadership Titles:***

*The governance committee recommends that the titles of Chair, Vice Chair, and Past Chair be changed to President, Vice President, and Past President.*

### ***Changes in Article II: Membership***

**Section 1:** *Each department in the College and in the several Schools of the University shall elect one of its members to the Faculty Senate from among those department members who are members of the Faculty Assembly. In addition, the non-tenure track faculty of each school shall elect one non-tenure track member who is a member of the Faculty Assembly as its representative, and the Northwestern Emeriti Organization shall elect one of its members as its representative. Tenured and tenure track faculty are eligible for election immediately upon their University appointment. Non-tenure track faculty who are members of the Faculty Assembly are eligible for election after one year.*

**Section 2:** *Faculty Senate members will serve for three years, with the exception of the Senator selected to serve as President Elect, the President and the immediate past President who will serve as a member for such additional years as required to serve a full year as President Elect, a second full year as President, and a third full year as Immediate Past President. During any part of this term that extends beyond the term for which the Senator was originally elected, the appropriate academic unit may elect another representative. During any extension of a Senator's term under this section, the Senator will be treated as if an elected member of the Senate for all other purposes.*

### **Changes in Article III: The Executive Committee**

**Section 1:** *The Executive Committee of the Faculty Senate shall be composed of the President, Immediate Past President, the President Elect (who also serves as Vice President), and the Chairs of the Standing Committees. The terms of these officers shall begin on August 1.*

**Section 2:** *The President Elect must be selected from Faculty Senate members.*

**Section 7:** *In the event of vacancy in the position of President, the President Elect will serve as President for the remainder of that academic year and for the academic year in which they would have normally served. In the event of a vacancy in the position of President Elect, the Senate shall select a new President Elect at its next regularly scheduled meeting, or if no such meeting is scheduled before six weeks will pass, at a special meeting of the Senate announced no less than three weeks prior to such meeting. In the event that there is no president to transition to past president, the standing past president will continue in that role until such time as there is a new past president. In the event of a vacancy in a Chair of a Standing Committee, the Executive Committee will act in accordance with Section 4 above, at the time of the next regularly scheduled meeting of the Senate.*

### **Changes in Article VII: Standing Rules**

**Section 2:** *The bylaws may be adopted or amended by a two thirds vote of the full membership of the Faculty Senate provided that the proposed bylaws or amendments were submitted in writing to the Faculty Senate at a prior meeting. If a proposed bylaw is approved under the ordinary voting rules outlined under section 4 of Article IV, the remaining required votes may be submitted by electronic means within two weeks of the meeting at which the initial vote is taken.*

#### **B. Budget Committee Motion:**

The following Budget Committee Resolution to Conduct a Survey was adopted unanimously as follows:

*The Budget Committee will survey tenure-line faculty opinion on the distribution of the pool of money for salary increases between retention and merit cases. The survey would consist of not more than two or three short questions, together with a space to submit further anonymous comments. Since salaries in Feinberg, Kellogg and Law are not part of the central budget, and the School of Professional Studies is also a special case, this survey would initially only cover faculty with appointments in the six schools which enroll undergraduates: Bienen, Communication, McCormick, Medill, SESP and Weinberg.*

#### **C. Other Reports:**

All other committee reports were submitted in writing and are included in the meeting materials.

### **6. Placement into Nomination of Ed Hughes as Vice President, 2014-15 and Vote**

Professor Ed Hughes was elected unanimously to serve as the Faculty Senate Vice President for the 2014-15 academic year and will begin his duties immediately.

### **7. Reminder that there is no January 1st Faculty Senate Meeting**

Senators were reminded that there will not be a Senate meeting in January in keeping with a Faculty Senate tradition.

### **8. Upcoming speakers**

1) At the February 4, 2015 Faculty Senate meeting Associate Provost, Michael Mills, will speak on low income student admission at Northwestern University.

2) At the March 4, 2015 Faculty Senate meeting Northwestern University Board of Trustees Chair, William Osborn, will have an open discussion with Senators.

### **9. Adjournment**

There being no further business, the meeting was adjourned at 6:45 PM.

*Respectfully submitted,*

*Diana Snyder*

*Administrative Coordinator*

## **Appendix 1**

*Subsequent discussion of the titles of the two top offices (i.e. Chair and Vice Chair) took place and the governance committee now recommends that these titles be changed to President and Vice President and all subsequent references to these officers should use the newly proposed designations.*

This memorandum will outline some of the decisions to be made by the Governance Committee in developing a solution to the challenges posed by our current Senate bylaws to the regular succession of the leadership of the Senate.

The Senate bylaws can be found at <http://www.northwestern.edu/faculty-senate/about/bylaws.html>. They provide the following provisions that are directly relevant to the problems at hand:

### **Article III: The Executive Committee**

**Section 1:** The Executive Committee of the Faculty Senate shall be composed of the Chair, Immediate Past Chair, the Chair Elect (who also serves as Vice-Chair), and the Chairs of the Standing Committees.

**Section 2:** The Chair Elect must be selected from Faculty Senate members who are serving in the first year of their elected term.

**Section 3:** The Chair Elect and the Chairs of the Standing Committees must be selected at the last regular Faculty Senate Meeting in the spring quarter.

**Section 4:** The Executive Committee will serve as a Committee on Committees to take chair nominations from the Standing Committees and present them to the Faculty Senate for confirmation.

**Section 5:** When directed by the Faculty Senate, the Executive Committee may propose meeting with the Board of Trustees or its Executive Committee to discuss matters relevant to the well-being of the University.

**Section 6:** A simple majority of the Executive committee may request a meeting of the executive committee, which consists of the chair, chair-elect, past chair, and the chairs of the standing committees of the Faculty Senate.

Other possibly relevant provisions (which also may need to be amended) include:

### **Article II: Membership**

**Section 1:** Each department in the College and in the several Schools of the University shall elect one of its members to the Faculty Senate from among those department members who are members of the Faculty Assembly. In addition, the non-tenure track faculty of each school shall elect one non-tenure track member who is a member of the Faculty Assembly as its representative. Tenured and tenure track faculty are eligible for election immediately upon their University appointment. Non-tenure track faculty who are members of the Faculty Assembly are eligible for election after one year.

**Section 2:** Faculty Senate members will serve for three years, with the exception of the immediate past chair who may at his or her discretion serve as ex officio member for a fourth year.

**Section 3:** Each year one third of the members will be chosen in elections supervised by the Faculty Senate in conjunction with the appropriate academic departments. Elections for the following academic year must be completed before the end of the spring quarter.

**Section 7:** Faculty Senate members may be elected for two consecutive terms. After a two year absence they may be re-elected to serve again.

These skeletal provisions, seem to contemplate that a chair-elect should be determined in the spring of Year 1, who will serve as chair-elect during year 2, as chair in year 3, and as Immediate Past Chair in Year 4. The immediate past chair remains on the executive committee, even if he is no longer an elected member of the Senate because he was not re-elected. Under these rules, presumably Chair-elect when acting as the Vice- Chair acts in the temporary stead of the Chair, for instance, in conducting Senate meetings.

**The Problems in the Existing Bylaws.** The inter-related problems created by these existing bylaws include:

1. The current bylaws appear to guarantee that the chair-elect will still be a Senate member when her term as Chair begins, by limiting those eligible to serve to those who are just ending their first term. Although this rule (if followed) would prevent a gap in the succession of the leadership of the Senate, it has resulted in too few Senators willing to step forward to serve as Chair. As a consequence, the Chair Elect has not always been selected from those eligible under this rule, and has not always still remained a Senator at the time the term should have begun.
2. There is no provision under which a chair-elect can be selected when none has been selected as anticipated by the end of the spring quarter as anticipated by the bylaws, nor is there a provision for replacing a chair-elect when necessary.
3. The Bylaws are vague regarding the time at which the rising Chair assumes his position, and about the role of the Chair-elect should the Chair not be able to serve his full term.
4. The term of the Chair may be too short.

**A relatively simple solution.** Most of this can be solved simply by removing the requirement that only someone just completing the first year of her term can be selected as Chair Elect. This simple deletion would greatly expand the number of individuals who would be eligible to serve as Chair. The problem presented by the possibility that this individual will no longer be the elected representative of their school/department can be eliminated by the same type of language used to extend the term of the Immediate Past Chair.

If such an extension were provided for, several questions would remain:

- (1) Whether that individual would be eligible to be elected from her department during the extended time, and when they would be eligible again to run from her department
- (2) whether they would be regular voting members of the Senate itself during the extended time if they were not the elected representative of their school/department.

There is language offered below to effectuate this relatively simple proposal. It would provide for an automatic extension for the time necessary to serve as Chair Elect and Chair, and Immediate Past Chair, and would permit the appropriate department either to elect this individual or another individual in the ordinary course. It includes language that will allow us to provide for when the terms of officers should begin, and provides for new selections that will allow orderly succession when vacancies occur.

This proposal does not explicitly correct the “too-short-a-term” question. But, especially if combined with clearer rules about the timing of the succession, it would go a long way toward alleviating the sense that a Senate Chair would have too little time to prove effective in initiating and implementing any change. The Chair Elect would not be new to the Senate, and would effectively have three years (as Chair Elect, Chair, and immediate past Chair) to influence both the Senate and the University at large.

Furthermore, it is not clear that an extended term for the Chair—even if it were only extended to two years—would be sensible. If the Chair’s term were extended to two years, then the terms of both the Chair Elect and the Immediate Past Chair would have to be similarly extended, unless there were to be a vacancy in either of these positions. Six years seems like an extraordinarily long commitment to expect a faculty member to be able to keep—and might lead to voluntary resignations that would disrupt the succession more than the uncertainty regarding reelection would.

**Language implementing this proposed solution.** The following shows the changes that are contemplated by the above discussion, underlining indicates new language; ~~striketrough~~ indicates language to be omitted.

### **Article III: The Executive Committee**

**Section 1:** The Executive Committee of the Faculty Senate shall be composed of the Chair, Immediate Past Chair, the Chair Elect (who also serves as Vice-Chair), and the Chairs of the Standing Committees. The terms of these officers shall begin on [July 1, August 1, September 1].

**Section 2:** The Chair Elect must be selected from Faculty Senate members. ~~who are serving in the first year of their elected term.~~

**Section 3:** The Chair Elect and the Chairs of the Standing Committees must be selected at the last regular Faculty Senate Meeting in the spring quarter.

**Section 4:** The Executive Committee will serve as a Committee on Committees to take chair nominations from the Standing Committees and present them to the Faculty Senate for confirmation.

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Other possibly relevant provisions (which also may need to be amended) include:

## **Article II: Membership**

**Section 1:** Each department in the College and in the several Schools of the University shall elect one of its members to the Faculty Senate from among those department members who are members of the Faculty Assembly. In addition, the non-tenure track faculty of each school shall elect one non-tenure track member who is a member of the Faculty Assembly as its representative, and the Northwestern Emeriti Organization shall elect one of its members as its representative. Tenured and tenure track faculty are eligible for election immediately upon their University appointment. Non-tenure track faculty who are members of the Faculty Assembly are eligible for election after one year.

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During any part of this term that extends beyond the term for which the Senator was originally elected, the appropriate academic unit may elect another representative. During any extension of a Senator's term under this section, the Senator will be treated as if an elected member of the Senate for all other purposes.

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## **Article VII**

**Section 2:** The bylaws may be adopted or amended by a two thirds vote of the full membership of the Faculty Senate provided that the proposed bylaws or amendments were submitted in writing to the Faculty Senate at a prior meeting. If a proposed bylaw is approved under the ordinary voting rules outlined under section 4 of Article IV, the remaining required votes may be submitted by electronic means within two weeks of the meeting at which the initial vote is taken.

## **Addendum**

**The Procedural Rules governing the amendment of the Faculty Senate Bylaws and Standing Rules.** The rules that govern the Faculty Senate are found in its Bylaws. According to their terms, Bylaws can be amended under Article VI only if (1) notice [was] given at a prior meeting, and (2) approval [was indicated] by "two thirds vote of the full membership of the Faculty Senate."

Under the Article VII of the Bylaws, standing rules for the Faculty Senate can be adopted "by a majority vote of the Faculty Senate." The difference in this language compared to the above language regarding changes in the bylaws in Article VI implies that such a change needs only the approval of majority of those attending a Faculty Senate meeting, rather than two-thirds of the full membership. And there is no requirement of notice at a prior meeting, so the adoption of such a rule could be our first order of business. Under Section 3 of Article VII, standing rules "must be consistent with the University's Statutes and the Faculty Senate Bylaws.