

Northwestern University  
Minutes of the Faculty Senate Meeting  
Pancoe Auditorium - Evanston, Wieboldt Hall 421 - Chicago  
April 6, 2016

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The meeting of the Faculty Senate of April 6, 2016 took place on the Evanston Campus in Pancoe Auditorium with videoconferencing to the Chicago Campus in Wieboldt Hall 421. A number of Senators participated remotely. President Edward FX Hughes called the meeting to order at 5:05 PM. There were 66 of 86 members in attendance, with 42 attendees in Evanston, 5 in Chicago, and 19 participating off-site. The quorum of fifty-one percent was met. Also in attendance on the Evanston Campus was Daily Northwestern reporter Kelli Nguyen, Provost Daniel Linzer, Buffett Institute Directors Bruce Carruthers and Brian Hanson, Professor Jackie Stevens, Professor Jorge Coronado, and Undergraduate Student Shon Thomas.

**1. Welcome and Greetings:**

President Ed Hughes welcomed everyone and made introductory remarks including mention of several recent developments in ongoing deliberations over the recent appointment of Karl Eikenberry as Buffett Institute Executive Director. He explained that at the Associate Student Government (ASG) Senate meeting this evening, immediately upon the close of our Senate meeting, students are considering a resolution calling upon the University to revoke the appointment of Mr. Eikenberry.

He explained that the Faculty Senate Leadership only recently become aware of this resolution. As a result, the Executive Committee felt the need to address the Leadership issue of the Buffett Institute immediately and invite Provost Daniel Linzer and Buffett Director Bruce Carruthers to join the discussion. Professor Jackie Stevens from Political Science and Legal Studies, Professor Jorge Coronado from Spanish and Portuguese were invited to the meeting as a courtesy. Daily Northwestern Assistant Campus Editor Kelli Nguyen, Buffett Institute Director of Programs, Research & Strategic Planning Brian Hanson, and Undergraduate Student Shon Thomas introduced themselves.

**2. Review and Approval of Minutes of March 2, 2016 Meeting:**

Several Senators voiced their concerns over not being given a sufficient amount of time to review the Draft Minutes of the March 2, 2016 meeting prior to a vote taking place, so approval of the minutes was deferred to the May 4<sup>th</sup> meeting, to ensure ample time to review them. Meeting materials disseminated with the minutes were read into the record later in the meeting.

**3. The Buffett Institute Leadership Issue: Continuation of Discussion:**

President Ed Hughes introduced the Buffett Institute Leadership issue and again explained that a resolution asking the University to withdraw the appointment of Retired Lieutenant General Karl

Eikenberry was introduced last Wednesday evening in the ASG Senate and was to be voted upon this evening by the ASG Senate. The members of the Faculty Senate Executive Committee learned about this development only over the weekend and felt that it was an item of sufficient concern to be placed on the agenda for this meeting and to ask Provost Daniel Linzer to join the discussion with the Senate. President Hughes reminded everyone that no votes were taken at the March 2, 2016 meeting and a vote will not be taken on the content of that meeting.

Provost Daniel Linzer explained that he contacted President Hughes to see if the Faculty Senate, as the elected voice of the Faculty, wished to make a statement about the Eikenberry matter since the ASG has a resolution before it and will soon make their views known.

*Professor Jackie Stevens stated, "I think that with many of us here there is a bit of disorientation about this particular process. This is a Faculty Senate and typically it would seem to me that initiatives would come from the Faculty Senate members. Were there concern among the Faculty Senate that the Associated Student Government has on its agenda a proposal it would seem that then that would be appropriate for a member of the Faculty Senate or for the Executive Committee itself to raise. So I have just a procedural concern first of all that the agenda is being driven by the Administration that has a stake in this outcome responsive to what the Student Government is doing. The second concern that I have is just the ad hoc nature of the meeting being called and also the lack of transparency. I just asked Ed why this was assembled and Ed told me that it was at the initiative of the Executive Committee and I asked specifically did Dan request this and you said "no.""*

**President Hughes responded, "that is correct."**

*Faculty Senate Past President Babette Sanders remarked "I was a member of the Executive Committee and the Senate as well. I'm currently not a Senator, I'm still a member of the Executive Committee as the Past President. I do not believe that Dan told us what to do. Dan asked us, made us aware, of what was happening with the students tonight and so based on being made aware and being asked if we wanted to make comment, not told that we should, the Executive Committee made a decision that we needed to address this with the whole Senate. This is a regular Senate meeting. It is not an ad hoc meeting. We meet the first Wednesday of every month just about the same time and just about the same place. The agenda was not sent out to anyone else until much earlier today either because of the emerging nature of this conversation and so I do not feel that it's being rammed down my throat. I don't feel that Dan told us to do it. I think as an Executive Committee we took the initiative to move an issue forward and state a position."*

**Professor Jorge Coronado then stated, "So I want to address the Faculty Senate, which I am doing right now, who brought the issue of the appointment of Eikenberry to the Faculty Senate is because we believe in Faculty Governance. What I understand is happening today is certain members of the University community have been invited to speak about the Eikenberry appointment and others members have not even been notified. At 2:34pm this afternoon I received an email indicating that this would be discussed today that it was on the agenda. I had no idea that this was going to be discussed**

*today nor did I make any arrangements to be here. I'm here because I found out about it and ran over. I think that as a body if this is meant to be a body for Faculty governance you should make things as transparent as possible given that we were here just a month ago speaking about this issue. The idea that you wouldn't even let us know that this was going on is remarkable. I would think that even Dan, especially, Dan would join me in saying this is not the way that Faculty governance should function. If you are a learned body then you'd want the information on both sides about this appointment, right?"*

**Senator Michal Ginsburg added,** *"As you remember in the last meeting, I was the person who brought this issue to the Senate with the hope that actually the Senate would be able to discuss this appointment openly among ourselves. Ed never consulted me, never even informed me that he invited Dan to come to the actual meeting thus depriving us actually of the possibility of ever discussing this among ourselves and I think it makes a difference in a discussion whether we are discussing this among ourselves or where Dan is there present. Ed then told me that he invited Dan in case there are questions. Well that was not the total case because the floor was given to Dan and he made his presentation. So we never got around to discussing. And then today we are inviting, two hours before the meeting, I also got the email two hours before the meeting, to discuss it again among ourselves but in fact again we are not given the opportunity to discuss it among ourselves. So I really feel that our freedom of discussion as Faculty is being jeopardized."*

**Senator Robert Hariman remarked,** *"As I recall we had devoted the bulk of the previous meeting to this issue. Both sides were asked to make presentations. We had a remarkably civil and informative discussion. I was shocked that a motion was not introduced by the grieved party, if you will, asking us for a vote and so we didn't vote at that time. Subsequently, as it's developed we had certain crisis in respect to the Leadership of the Senate and this came to our attention on Monday and we have been working as fast as we could since then."*

Professor Stevens asked for clarification on the crisis that Senator Hariman referred to so he explained, *"The crisis is that the appointment might be in peril. The way that things are developing some of us are concerned..."* President Hughes further explained that the concerns stem from Karl Eikenberry's recent cancellation of his April visit to Northwestern.

Provost Linzer added, *"I wouldn't read too much into this. He is very busy and he had planned to be here next week and he can't make it next week. People are free to interpret what they want with that. He had planned to be here and he's not able to be here next week, but I wouldn't over interpret that."*

**Senator Robert Hariman continued his remarks,** *"But we do have the fact that the students were asked to make a statement on this and Faculty were not asked to make a statement on it so the Executive Committee thought it would be appropriate to do so. I have been involved in Faculty governance for many decades and I don't see anything out of the ordinary. I don't see anyone being silenced. I don't see anything unusual about this."*

Senator Larry Christiano disagreed with statements made that Faculty have not been able to discuss the Eikenberry presentations of the March 2, 2016 Senate meeting, and in fact, mentioned that Faculty in his department have been discussing the matter quite robustly. His department (Economics), for

example, called a special meeting devoted precisely to the Eikenberry presentation, with ongoing dialogue well past the conclusion of that meeting. He felt strongly that there has been a lot of discussion in the University as a whole about this issue adding, *"...it has been a lot of time since your presentation. A month. And that's the amount of time I think that people need for ideas to percolate around...the fact that we are talking about this at this particular meeting, don't misinterpret that like this is somehow a last minute rush. In some sense it is because of the certain things that have happened, but it is not a last minute rush in the sense that the Faculty has not had an opportunity to discuss this in a calm way."*

One Senator remarked that there is no pressure felt to make a decision nor is there any objection to anyone's presence or absence, but what is problematic is the large number of meeting documents that were sent only hours before the meeting, which does not allow for adequate time to carefully review them. The Senator made a formal plea for future reference, *"...if there is an urgent issue, even if it comes up at the last minute, that we could at least have all the necessary documents the day before the meeting so we can read them and come somewhat prepared."*

President Hughes responded by saying, *"...Bruce Carruthers' letter was written this morning; I didn't see it until noontime. The Political Science Chair's letter I was not aware of until about 5:30 last night, so look at the dates. All that material was introduced within the last twenty-four hours...this has been an issue that took us by surprise...it was felt by the Executive Committee of the Faculty that this was an issue that deserved Faculty voice in addition to a student vote..."*

Professor Jackie Stevens stated, *"...I'm a little disappointed that you didn't alert us to the possibility of submitting documents as well. In the last month we've been conducting additional research that has come up with really important information that the Senate would probably want to be aware of before voting on this and so to put together a very partial representation of different constituencies' perspectives on this appointment without alerting the broader community to the fact that this information is being assembled for this purpose seems a little bit improper and just frustrating. I understand that all of this was just prepared today but another response to it would have been to say oh we don't really have time to do this in a proper way we'll just wait until the next Senate Faculty meeting. If the student passes the resolution that doesn't prevent the Senate Faculty from considering this later."*

Buffett Institute Director Bruce Carruthers explained that, as a point of fact, at a Buffett staff meeting on April 5<sup>th</sup> it was brought to his attention that undergraduates want to know what the Buffett Institute leadership thinks of the appointment of Karl Eikenberry, so Director Carruthers and Buffett Institute Director of Programs, Research & Strategic Planning Brian Hanson wrote and disseminated a response. On the morning of April 6, 2016 the message was sent out to the Buffett staff and to President Hughes. Carruthers emphasized that he did not send the message to President Hughes because he solicited it, he sent the response to him because he knew the issue was going to be addressed in the Senate.

The statement written to the Buffett staff was read aloud by Bruce Carruthers:

*Dear All:*

*As you undoubtedly have heard, Karl Eikenberry's appointment is stirring up controversy among some Northwestern faculty and students. People are criticizing the appointment process, and the fact that he comes from a military background and lacks a PhD. Many wonder what impact his appointment will have on the Buffett programs and activities they value.*

*We have listened to what the critics are saying. We care deeply about the future success of Buffett, we know a great deal about all the good things that happen inside Buffett, and we've had the chance to talk with Karl to get a sense of who he is and what he cares about.*

*Here is what we have concluded:*

- 1. Karl is an open-minded person who is not bringing a pre-conceived "master plan" to the Buffett Institute. On the contrary, he wants to stage an open, inclusive, and systematic strategic planning process upon his arrival next fall.*
- 2. Karl recognizes the value of our signature undergraduate programs. He knows they are highly successful, and appreciates the key role played by staff and students in creating that success.*
- 3. He shares the kinds of ambitions for Buffett that we have: to build world-class research programs.*
- 4. He knows that faculty engagement and intellectual leadership are absolutely critical for research success. There is no other way to do research other than by working with faculty.*
- 5. He is already thinking about how to obtain additional resources to help us continue to grow.*
- 6. Even if he wanted to act in a unilateral fashion and hire new faculty to pursue his personal goals, he couldn't do it. The Buffett gift brings with it six additional half faculty lines, which means that Buffett will have to partner with another department or school in order to hire someone new. Cooperation is the name of the game.*
- 7. Karl's "unusual" (for a university) background is an asset, not a liability. He brings new connections and a different perspective. He can open doors and unlock opportunities.*

*For all these reasons, we believe Karl's appointment is a very positive step forward for the Buffett Institute. We respect that others may disagree with our optimism, and that is their right. A university is a place where people can disagree. But feel free to convey our confident assessment to anyone who asks, and know that we are happy to discuss these matters further.*

*Bruce and Brian*

Senate Vice President Laurie Zoloth acknowledged the critiques of the Senate's handling of the Eikenberry matter and that in an ideal situation more time would have been given for review of the meeting materials, but she stressed that President Hughes and others did the best they could to get the materials to the Senators in real time. She emphasized that this is a teachable moment and feels it is important to tell the students where the Faculty stands on this issue regardless of timing. She added, *"...I think they need to know that...we trust our Faculty co-workers...a Faculty committee of our peers chose this person in a process that they tell us is fair."*

Jackie Stevens interjected by stating, *"...how could they tell you when the Provost said that they weren't allowed to talk about it."*

Zoloth responded, *"Because we asked members of the Executive Committee to interview them."*

President Hughes explained that the Senate leadership initiated a process of due diligence and at the Executive Committee meeting in the later afternoon of Monday April 4, a sub-committee of the Executive Committee was appointed to contact members of the search committee to discuss the rigor, robustness,

openness, and fairness of the process. Members of the sub-committee submitted reports of findings on Tuesday April 5 and this morning, April 6. At the request of President Hughes, Vice President Laurie Zoloth made a brief report on her visit this week to the University of Notre Dame. She explained that Notre Dame opened a new school of International Affairs, similar to the Buffett Institute, and she had a chance to speak to some of the leadership who mentioned that it is very common to have a senior policy person, some with PhDs, in the role of Executive Director. Policy people, often with government ties, have historically led these types of Institutes. She went on to say, *"Ed has really led us into a time when we want to work with the Administration to lead this great University. And this is a moment when, yeah, we have to act fast because the students are going to have a position and we have to respond to that. We have to do the best we can to act nimbly and creatively and intelligently and thoughtfully at this moment. And I'm sorry but I don't think we have another month to rehearse this. We had a meeting last week. We had work on the Executive Committee and I think at some point you have to say we trust our peers on the Faculty, we trust leadership of the Buffett Center, and we think this is going to be a strong... choice for them."*

Past President Babette Sanders asked that the discussion move away from the process and focus back to the substance of the Eikenberry appointment and motion. President Hughes agreed and stated, *"...I would like to ask us to go according to the agenda. Some data has been submitted...and then I welcome Jorge and Jackie to supply whatever information, new information that you have, to us. We welcome that..."*

As a member of the Executive Committee due diligence sub-committee, President Hughes was first to report his findings by reading aloud an excerpt of an April 3, 2014 email he sent to the Executive Committee:

*"...I spent an hour and ten minutes on the phone with Jay Walsh [Vice President for Research] earlier this afternoon discussing the [Buffett Institute Leadership] issue.*

*The conversation with Jay was very informative. He was a member of the Search Committee that advanced Karl Eikenberry's name, along with two other candidates, to Dan Linzer for consideration of hiring.*

*Per the information shared by Jay, the search process would appear to have been quite robust and rigorous.*

*The members of the Search Committee were, in addition to Jay:*

*Sally Blount, Dean of Kellogg*

*Ron Braeutigam, Associate Provost for Undergraduate Education*

*Nim Chinniah, Executive Vice President*

*Ivo Daalder, President, Chicago Council on Global Affairs and a Former Ambassador*

*Professor Vinayak Dravid, Material Sciences and Engineering, McCormick*

*Professor Brian Edwards, English Department and Director of Mideast and North African Studies in the Buffett Institute*

*Professor Soyini Madison, School of Communication*

*Professor Hendrik Spruyt, Department of Political Science and Former Director of the Buffett Institute, and*

*Professor Ellen Wartella, School of Communication.*

*The search firm, Russell Reynolds, also assisted in the search.*

*Jake Julia, Associate Provost for Academic Initiatives, was staff to the Committee.*

*Again, per the conversation with Jay, the process of the search entailed multiple meetings of the Committee:*

*An initial one to construct and discuss a position description; and a second one to evaluate names submitted by the search firm and to generate, over a period of six weeks or so, additional names volunteered by members of the Committee (it would appear it was here that Eikenberry's name was suggested by Henry Bienen as a potential candidate).*

*The candidates included an array of individuals viewed as "Faculty without Administrative Experience," "Faculty with Administrative Experience," and "Non-Faculty."*

*A number of candidates, as many as eleven, were interviewed by the Search Committee and the list narrowed down to three finalists that were submitted to Dan Linzer.*

*Jay stated that these finalists were then interviewed by a broad array of additional individuals before the recommendation was made for the hiring of Gen. Eikenberry.*

*The Executive Directorship position was viewed as an administrative position and hence no departmental affiliation was sought for Eikenberry.*

*Jay stated that "the Committee followed standard procedure for the hiring of a Senior Administrative Officer to a T" and standard procedure for the recruitment of a Dean with the exception of the non-solicitation of a tenured-line position in a department.*

*Jay was very explicit in claiming the fallibility of memory regarding any one of the specific items/steps listed above; and I apologize for any mishearings or specific factual errors in what I have shared above, but the overwhelming impression was of a process that was rigorous, well-conceived, and well executed.*

*I have also read this entire email to Jake Julia and received a positive endorsement of its contents."*

As a member of the Executive Committee due diligence sub-committee, Larry Christiano gave a summary of the following written report of his findings:

*"I just had a long talk with Ron Breautigam who was a member of the Eikenberry committee. Ron is associate provost for undergraduate education and he's also my colleague, as a faculty member in the economics department.*

*He confirmed everything that Ed reported... Ron said that, in his view, the committee was a stellar one. It's not just that a celebrated past president was chair. But, two people affiliated with the Buffett Institute were included (one, an ex director of BI). In addition, there was distinguished faculty representation from around the university.*

*Ron told me that the committee wanted someone that would be 'transformative', who could take the university down a new path. He said that the committee interviewed several people who had the potential to have such an impact, but that Eikenberry really stood out.*

*Ron said that they wanted someone with gravitas in the international arena, but they also wanted someone who understood the culture of a university. Eikenberry fit their requirements. They thought that someone with Eikenberry's international connections would really put Northwestern on the map, with important international conferences and international heavy-hitters coming and going (my words). The committee felt comfortable that Eikenberry's work at Stanford, which involves some writing and also teaching classes on Asia that are sold out, made him aware of the academic culture.*

*He said the committee adhered closely to process by interviewing lots of people, wading through thick stacks of reading material, having several meetings, etc.*

*I came away with a strong sense that the committee did its job carefully, and that it would be impossible to argue that there had been a significant failure of process."*

As a member of the Executive Committee due diligence sub-committee, Robert Hariman read aloud the report of his findings as follows:

*"I've spoken with search committee members Soyini Madison and Ellen Wartella. Both speak highly of the process and the candidate, and both are very distressed by the thought that his appointment might be imperiled."*

President Hughes read aloud the document from Political Science Chair Sara Monoson written to the ASG leaders and representatives of Northwestern students:

*We write to contribute to your deliberations. We wish to express our enthusiastic support for the appointment of Karl Eikenberry as the head of the Buffett Institute at Northwestern University.*

*We offer this endorsement in recognition of his many accomplishments and in anticipation of the insights he will bring to his position at our university.*

*He has had a distinguished career as a public servant, including in the Army rising to the rank of lieutenant general and as President Obama's appointee as United States Ambassador to Afghanistan.*

*He has also been a university leader, directing the U.S.-Asia Security Initiative at the Shorenstein Asia-Pacific Research Center at Stanford.*

*He is a significant thinker and writer recognized by election to the American Academy of Arts and Sciences, a distinct honor.*

*Finally, in his acceptance of this leadership position at Buffett, he has expressed his openness to the free expression of ideas and his eagerness to work with all members of the Northwestern community to elevate the role of this University in global affairs.*

*We very much look forward to working with Karl Eikenberry in his new role at Northwestern.*

*Sincerely,*

*Sara Monoson, Professor of Political Science Classics and Philosophy, Chair of Political Science*

*James Mahoney, Gordon Fulcher Professor in Decision-Making and Chair of Sociology, also Political Science, Latin American and Caribbean Studies*

*Will Reno, Professor of Political Science and Director of the Program in African Studies*

*Richard Kraut, Charles and Emma Morrison Professor in the Humanities, Philosophy and Director of the Brady Scholars Program in Ethics and Civic Life*

*Alvin Tillery, Associate Professor of Political Science and African American Studies, Associate Chair of Political Science*

*David Figlio, Director, Institute for Policy Research, Orrington Lunt Professor of Education and Social Policy and of Economics*

*Galya Ruffer, Director, Center for Forced Migration Studies and Senior Lecturer in Political Science  
Wesley G. Skogan, Professor of Political Science, Legal Studies and Faculty Fellow in the Institute for Policy Research*

*Karen Alter, Professor of Political Science, also Law, Legal Studies and African Studies*

*Bruce Carruthers, John D. MacArthur Professor of Sociology, Director, Buffett Institute*

*Mike Wasielewski, Clare Hamilton Hall Professor of Chemistry, Director, Argonne-Northwestern Solar Energy Research (ANSER) Center*

Mark Hersam, Walter P. Murphy Professor of Materials Science and Engineering, Director, Materials Science and Engineering  
Vicky Kalogera, E.O. Haven Professor of Physics & Astronomy, Director of the Center for Interdisciplinary Exploration and Research in Astrophysics  
Neal Blair, Professor of Earth & Planetary Sciences and Civil & Environmental Engineering

**A Resolution in Support of Appointment of Karl Eikenberry as Executive Director of the Buffett Institute** was then introduced and read by Senator Robert Hariman. The resolution read as follows:

*Based on the presentations to the Faculty Senate on March 2, as well as continued review and deliberation by the Executive Committee, the Faculty Senate supports the University's appointment of Karl Eikenberry as the Executive Director of the Buffett Institute for Global Studies. The evidence indicates that the search committee adhered to standard procedures, conducted a thorough and thoughtful review of the candidates, and selected outstanding finalists for the position. Moreover, we believe that Karl Eikenberry is qualified to provide the leadership that can transform global studies for faculty and students at Northwestern University.*

Professors Jorge Coronado and Jackie Stevens were then given an opportunity to present new evidence and materials supporting their claims that Karl Eikenberry is not fit to lead the Buffett institute, and supporting their recommendation that the Eikenberry appointment be withdrawn by the Administration. Jorge Coronado stated that finding out about the Senate meeting only a couple of hours before the meeting did not give him sufficient time to collate new findings stating, *"...you've been reading all of these materials into the record, we have tons of materials that we didn't read into the record last time so I would be happy to read some materials into the record. Remember I found out about this two and a half, three and a half hours ago. Right. So I'm just looking things up on my phone trying to find things to inform my colleagues with."* He began his presentation by referencing the petition titled "Withdraw Appointment of Retired Lieutenant General Karl Eikenberry to run the NU Buffett Institute," claiming that there are over 240 signatures supporting the measure made up of NU Faculty, NU undergraduate students, NU graduate students, NU alumni students and a handful of non-NU community people. A percentage breakdown was not available due to insufficient time to prepare the data.

Senator Robert Hariman asked, *"Jackie...at the end of the March 2<sup>nd</sup> Senate meeting did you think you had made an adequate presentation for us to form a judgement?"*

Jackie Stevens responded, *"I think we made an adequate presentation to raise the question. In the meantime I have been doing a substantial amount of additional research and one of the concerns I have about this appointment is that a lot of the information associated with my research, which is into what Senator Fulbright called the "Military Industrial Academic Complex" is not regularly available, and part of the reason for that and part of the concern on the part of President Dwight Eisenhower and Senator Fulbright was exactly that there would be this kind of absorption by the military and national intelligence communities of the University that discourages this kind of independent inquiry and collection of information. And I just want to say two quick points. There is a huge amount of information, again, its*

*very labor intensive to acquire it but one point is that there is something that's called "Defense Trade Offsets" and I would just again to remind us, the Board of Trustees of Northwestern is dominated by General Dynamics, Boeing, and Caterpillar. The Chair of the Board of Trustees of Northwestern and the person to whom Henry Bienen reports and who employs Henry Bienen now is on the Board of Directors for General Dynamics and for Caterpillar. General Dynamics' CEO is on the Board of Trustees for Northwestern. There are various members of the Crown Family who are on Board of Trustees for Northwestern and that's the family that inherited its wealth and is still integrally involved in the management of General Dynamics. The partner from the Law firm that for decades has represented General Dynamics and represented the Crown Family personally in their fraud and civil litigation and criminal fraud litigation is the recently appointed General Counsel for Northwestern. So the person who is supposed to oversee conflicts at Northwestern is from the Crown family."*

**President Hughes asked Jackie to shorten the remarks and asked for clarification, "...do you see this as evidence against the appointment?"**

**Jackie Stevens continued,** *"...It would have been nice to put something online. I had no idea this was happening...[background comment(s) interrupting]...the reason I'm mentioning this is because...there is something called Defense Trade Offsets and those are part 60% of military contracts that are private firm to other government sales involve these side agreements and part of these side agreements about which Eikenberry has written, in advocating for the advantages of US as opposed to Chinese arms. In advocating for advantage of the US government over Chinese Government is the ability to offer scholarships and positions in Universities in the United States to the people who buy these weapons. And again, I'm not going to go through the details of this, but you can map out not just at Northwestern but at other campuses a correlation between these arms sales and the presence of foreign students in our campuses. These payments are hundreds of millions of dollars just for the University arrangements for this offset trade. So it's not just that this concern about, that I think Bruce has talked about that Karl Eikenberry is a good guy and so forth, but what it means for him to be in this kind of position to control that juncture of access to the University. And I think that, again there is a lot more information, and I'm very concerned because of Karl Eikenberry's direct involvement in these kinds of negotiations, that this body would go ahead and give its imprimatur without further information."*

**In response to Jackie Stevens' remarks, one Senator stated,** *"...I just cannot imagine that it is good as a general matter for a University to turn its back on anybody who was involved in this kind of activity only because they were involved in this kind of activity..."*

**Jorge Coronado responded,** *"So, given that we seem to be opening up some of the discussion that maybe we should have had more time to have last time, I would say that there are some basic fundamental issues with the Eikenberry appointment. The first is that, as many of you know, the Buffett Institute is, has been, a premier center for global studies in particular Social Sciences and Humanities oriented global studies and that where we continue to open up, right? Karl Eikenberry has no standing to direct such a research institute especially in a premier research one University. He does not have a PhD. He has no..."*

A Senator abruptly interrupted and stated, *"Can I request only new information? We're sitting here; I find it offensive that we are being barraged by the same information over and over. Is there something that's really new?"*

Jorge Coronado responded, *"If you would like I can read..."*

The same Senator interrupted again, *"No, I would like to hear what is novel because now we are being repeated the same information. And honestly there's a motion on the floor, it was seconded, and thirdded; we should vote unless there is critical new information."*

Jorge Coronado responded, *"I think there is quite enough, quite a bit of new information. If you'd like I could read it...You have for example three separate letters that you've not heard from, from Faculty..."*

After a brief review of parliamentary procedures, a Senator requested, *"I would like a chance for them to complete any new information but with understanding that you should be done with consideration to everyone at this time."*

Jackie Stevens continued, *"I would like to respond to some of the points that were newly raised just now. And so one question has to do with the character of the survey that was done on the people who participated in the search. So my understanding, from what I just heard, was that two people were interviewed about this, Ron Braeutigam and Sally Blount...when we first were trying to figure out what was going on with the Eikenberry appointment we were told that all of this was confidential and on a selected basis at the last minute certain people were allowed to talk openly or selectively with people on the committee and that was not allowed to other people. So that seems a little bit weird because there were additional members of the search committee, first of all. Second of all, in response to the point about the need to maintain secrecy for these kinds of interviews...I for over a month have been trying to obtain Eikenberry's CV or resume and nobody's produced that, including Karl Eikenberry. I mean this is like a pretty basic document that we would expect people to have access to. And especially before people feel so comfortable endorsing him, it would make sense to have this as a basis for research. The other point I wanted to make is just about, you know, this point about him leading different initiatives and teaching and so forth at Stanford, which is a point that came up in Sara Monoson's letter. The "initiative" that he led that he leads he is also the sole member of. He has a research project that he's appointed to. He has no University-wide positions. He is not appointed to teach outside this practitioner line and the courses that he teaches are hooked up with China involve guest lecturers. He also, he teaches one course that has some credits for a policy class and then he teaches another course that's pass, not pass. And so he's had four years to distinguish himself at Stanford as somebody that would make them want to elevate him to a different kind of position along the lines of what we're doing and we're basically giving him this big jump from adjunct..."*

A Senator interrupted, *"You're repeating arguments already heard."*

President Hughes responded to Jackie's remarks, *"My discussion with Karl Eikenberry suggests that you are not factually correct about the nature of his courses."*

Jackie Stevens continued, *"It's on-line, let's check it."*

The Senator then made a motion to end the debate, and was seconded. At the time of the vote, there were 57 members present (37 in Evanston, 4 in Chicago, 16 offsite) so the quorum held. The motion to end the debate passed with 36 in favor, 10 not in favor, 5 abstentions, and 6 who did not vote.

The Resolution in Support of Appointment of Karl Eikenberry as Executive Director of the Buffett Institute was then voted upon. At the time of the vote, there were 57 members present (37 in Evanston, 4 in Chicago, 16 offsite) so the quorum held. The results of the vote were 32 in favor (2 of which were delayed responses from off-site participants and came in shortly after the count was called), 5 opposed, 9 abstentions, and 11 members who did not vote. The resolution was adopted, as follows:

*Based on the presentations to the Faculty Senate on March 2, as well as continued review and deliberation by the Executive Committee, the Faculty Senate supports the University's appointment of Karl Eikenberry as the Executive Director of the Buffett Institute for Global Studies. The evidence indicates that the search committee adhered to standard procedures, conducted a thorough and thoughtful review of the candidates, and selected outstanding finalists for the position. Moreover, we believe that Karl Eikenberry is qualified to provide the leadership that can transform global studies for faculty and students at Northwestern University.*

President Ed Hughes announced that he, Larry Christiano, and Robert Hariman would be attending the ASG Senate Meeting, taking place immediately after the Faculty Senate meeting at 7:00pm in the Norris Center Northwestern Room. The meeting is open to the public and all Senators were invited to attend.

#### **4. Updates from the Educational Affairs Committee:**

Educational Affairs Committee Chair Michelle McDonough reported that the "Draft Policy on Awarding Credit" comes in response to feedback received from the Higher Learning commission that calls for Northwestern to have a universal policy on awarding credit. The draft policy does not change anything currently in existence, but rather tries to summarize the processes at the University to make the policy uniform. Senators were asked to provide feedback on the "Draft Policy on Awarding Credit" via a link on the Provost website, to be provided soon, and will be given a two month comment period.

Chair McDonough introduced the "University Strategic Framework for Assessment" document which also comes in response to feedback received from the Higher Learning commission that there is not sufficient information provided about the assessment of learning taking place at the University. The document is an outline of steps they would like to put in place over ten years. Senators were asked to provide feedback on this document also.

Chair McDonough explained that Provost Daniel Linzer has requested the Senate to provide feedback in the Spring Quarter on the Report of the Task Force on the Undergraduate Academic Experience as follows:

- (1) a report on feedback on the proposed calendar change and on other recommendations made by the task force
- (2) specific proposals to modify, or preferred alternatives to, the task force recommendations
- (3) indications of where the Senate considers the status quo to be better than making any changes

She asked that Senators who have not yet provided feedback do so as soon as possible to give the Executive Committee sufficient time to assemble the information. The goal is to present the findings to Senators at the May 4<sup>th</sup> Senate meeting and then to the Provost thereafter. Neither President Hughes nor Chair McDonough were aware of any timetable for the Provost on making decisions on the many issues in the Task Force Report.

Senator Suzan van der Lee raised a point in disagreement with the assessment that was introduced at the March 2<sup>nd</sup> Senate meeting of the feedback on the Task Force on the Undergraduate Academic Experience Report after having read the 18 departmental reports that she had access to, stating "*... my reading of them was different from the sentiment expressed in the minutes that the proposed calendar changes were met with unequivocal rejection. When I read it I felt that the majority of the Faculty in the various departments were more noncommittal than rejecting of the calendar. It seems that primarily they were noncommittal, in my reading of it, because of lack of discussion and decision time and they felt rushed, and because of the lack of quantitative information...what the exact dates would be and concrete details of the practical implementation seemed to be what they needed in order to make an informed decision on whether the calendar change is a good idea or not. The other more decisive Faculty, in my reading, were fairly evenly split. Some willing or in favor of the calendar change and others opposed to it.*" President Hughes remarked that her reading differs from others but the Educational Affairs Committee will go through and distill the information from the department reports and will provide a final tally of the data.

##### **5. Copyright Policy: Update:**

Research Affairs Committee Chair André Luiz de Gouvêa reported that a subset of the Research Affairs Committee met with Lester Greenman, who is charged with modifying the Copyright Policy at Northwestern, and discussed why the revision is being done and the process being followed. It was decided that a Faculty Committee, half appointed by the Senate and half by the Administration, will be formed to investigate the reason for the Copyright Policy modification and to approve changes made to the policy. The plan is to disseminate the revised policy to the Faculty who will have 90 days to provide feedback. The collected feedback will be given to the Faculty Committee for implementation of additional modifications, if applicable. The official position of the University for why the review and modification of the policy is taking place is that it needs to be done in response to funding agencies.

President Hughes has been charged with nominating members for the Committee. The goal is to have a Faculty Committee formed in the next couple of weeks to begin the work and to be able to provide a report to the Senate by the end of Spring Quarter.

**6. Provost Faculty Excellence Initiative:**

Faculty Survey Chair Martin Block, who is working with the Faculty Survey results, had no new developments to report. Senator Larry Christiano, who is working with the Salary analysis data, reported that work is being done and progress is being made.

**7. Creation of New Standing Committee: Student Affairs:**

President Ed Hughes reported that the Executive Committee has recommended the creation of a Student Affairs Standing Committee. Karen Springen gave examples of the types of issues that the Student Affairs Committee might tackle, such as the water bottle initiative, smoking ban, and divestment.

The motion to institute a Student Affairs Standing Committee as charged was adopted, with two abstentions:

*The committee will work collaboratively with Northwestern students on matters of mutual interest.*

The motion to nominate Karen Springen as Chair of the Student Affairs Committee was adopted unanimously.

**8. Update on Ombuds Program:**

President Ed Hughes stated that the bylaws require that the Senate affirm new Ombudsman people.

The motion to affirm Kathleen Rundell, Emeriti Professor, as Ombudsman was adopted unanimously.

**9. Committee Reports:**

There were no committee reports.

**10. Update on Other Items:**

**Chairman Osborn Visit:** President Ed Hughes announced that the Chairman of the Board of Trustees of Northwestern, Bill Osborn, will be coming to the May 4<sup>th</sup> Senate meeting and asked Senators to send in any discussion topics of particular interest. Chairman Osborn's visit is a longstanding tradition that allows Senators a unique opportunity to ask questions and make remarks, interacting with him directly.

**Succession Planning:** President Hughes asked Senators to think about and seriously consider running for Vice President/President Elect for the next academic year.

**11. Upcoming Meetings:**

President Ed Hughes reminded the Executive Committee members about the two meetings scheduled for April and the Summit meeting taking place on Friday, May 13, 10:00-11:30am. He reminded Senators about the remaining two Faculty Senate meeting scheduled for May 4<sup>th</sup> and June 8<sup>th</sup> as well as the Spring Assembly scheduled for Tuesday, June 7, tentatively from 4:00-6:00 pm.

**12. Adjournment:**

There being no further business the meeting was adjourned at 6:48 PM.

*Respectfully submitted,*

*Diana Snyder*

*Administrative Coordinator*

*Amended on October 5<sup>th</sup>, 2016*