

Northwestern University
Minutes of the University Senate Meeting
March 11 , 2003

Meeting called to order

The University Senate held its second meeting of the 2002–2003 year on March 11 in the Baxter International Room of Wieboldt Hall on the Chicago Campus. In the absence of President Bienen, who was in Washington DC, Provost Lawrence Dumas called the meeting to order at 3:30 PM.

Minutes approved

I. The minutes of the December 3, 2002 meeting were approved unanimously without changes.

Intercollegiate athletics

II. Professor Bruce Wessels reported on the CIC Faculty Leaders Resolution on Intercollegiate Athletics endorsed by Senate vote at the December 3 meeting, stating that the rapid growth of commercial influences, particularly in high profile intercollegiate sports, and the introduction of professional performance standards, undermine the constructive role of sports on campus. Three of the concerns expressed regarded (1) the need that academic expectations be as robust for athletes as they are for other students; (2) inappropriate aspects of commercialization must be reduced, as the goals of intercollegiate athletics are not the same as those of commercial sports; (3) the “arms race” of intercollegiate athletics must be scaled back. Athletics must not be subsidized by the academic side of the institution. Athletic departments should operate under the same principles of budget and accountability as characterize other units. Most recently, the CIC has proposed a Coalition on Intercollegiate Athletics (COIA), created by and representative of faculty senate leaders in the bowl championship series conference schools. In response to this initiative, the General Faculty Committee has voted to form an ad hoc committee to study the role of intercollegiate and collegiate athletics at Northwestern, to make recommendations to the Administration and to appropriate University committees. Issues to be addressed include athletes as scholars in the University community and their welfare; Title IX and its continued implementation; balance between revenue and non-revenue sports; transparency of the Athletic Department budget; NCAA compliance; campus-wide recreation; and branding and the Big 10. Dialogue may be especially appropriate in light of the impending change in the AD office. The University should develop a strategic plan for athletics consistent with Northwestern’s stature, ideals, and goals for the 21st century.

Discussion

Provost Dumas expressed his support in principle of these objectives. Professor Dan Garrison commented on the apparent unanimity across the faculty and the Administration which can provide a constituency in support of reform measures that may be adopted. Dumas asked whether other member schools have faculty

committees similar to that formed by GFC. Wessels answered that locally identified issues are coincident with many that have been raised by the CIC Resolution. Professor Al Hunter added that the GFC subcommittee's list of concerns is broader, reflecting communications received from other campuses, the emergent COIA, and the Association of Governing Boards. Dumas expressed his hope that GFC will interact with Northwestern's Committee on Athletics and Recreation and with Northwestern's NCAA faculty representative Robert Gundlach. In reply to a query about Title IX compliance, Dumas said he anticipates a Department of Education update on the interpretation of its mandates.

Child Care

III. Professor Alice Eagly reported on the state of Child Care, beginning with a reminder that the GFC has been participating in planning and advocacy for over two years. At the beginning of this involvement, virtually every comparable university had on-site or nearby child care facilities. Northwestern's deficit has been manifest in difficulties hiring young women as faculty and recruiting graduate students and post-docs with child care needs. One response was the establishment of a Child Care Committee which issued its report in February 2002. The Administration responded with a Child Care Initiative in October of the same year. The Evanston campus now has an arrangement with the YMCA child care center whereby spaces are held for children of Northwestern parents; 64 such places will be held for the fall of 2003. An additional network of trained, licensed child care providers is being developed by Katie Crouch, the new Coordinator of child care family resources, for care in their own homes. A related initiative to train individuals who would be available on a part-time basis is soon to be announced. Evaluation of the Evanston initiatives will be the task of the Committee of Women in the Academic Workplace, chaired by Professor Charlotte Crane. On the Chicago campus, sites are being evaluated for a badly-needed child care center. Looking ahead, increasing population density in Evanston can be expected to put additional pressures on existing child care resources. This development needs to be anticipated by the University, whose present dependence on existing facilities in the city exposes Northwestern families to new shortages in the early future. Child care is a national problem because of the near convergence in labor force participation rates of women and men in the last decades. A survey conducted by the National Center for Educational Statistics and published in 2000 showed that for children aged 3 to 5 only 25% have parental care as their main child care arrangement. Center care is a growing proportion for the remaining 75%. Northwestern will need to respond appropriately.

Discussion

Charlotte Crane commented on specific issues being addressed by the Committee of Women in the Academic Workplace and the Child Care Committee. She reported that the YMCA facility is becoming more closely tied to the Northwestern community. On the whole, she remarked, center care is more

expensive than home care arrangements currently being developed that would be more affordable to graduate students. Al Hunter asked whether the arrangements currently under development are likely to dissipate the energies necessary to develop a facility on or near campus. Eagly replied that the distance from campus of the YMCA facility and the growth of demand at other campuses make it extremely unlikely that campus demand will be satisfied in the foreseeable future, and that on-site development remains a high priority. Robert Decker commented that the YMCA arrangement has exceeded original expectations, but that the commitment to an on-site child care facility remains unimpaired. Charlotte Crane emphasized that the Chicago campus remains the most urgent need. It would need to be open more hours, and will put the University more in touch with the real-world child care business. Provost Dumas predicted that long-run expectations are for a constant increase in demand. Even after on-campus programs are in place, it is likely that the YMCA will continue to play a part in meeting the needs of Northwestern parents. Reporting on Chicago campus developments, he said considerable work is under way for site evaluation. Abbott Hall appears to be the best option: space on the second floor, currently used for food services, would become available after a site is identified for food services. The second-best option is the parking garage under construction, where first floor space has been designed for retail stores. If that is re-purposed for child care, some way to make up the anticipated retail revenues for the Medical School would need to be found. The Abbott Hall site would need to be approved by the City of Chicago for child care licensing. If the second floor site is used for infant care, special building features are needed that will provide appropriate entrances and exits. In Evanston, the Roycemore School site may become available earlier than the contract date on which this property reverts to Northwestern control. In response to a question from Al Hunter, Provost Dumas reported that no new campus buildings are in development that would provide appropriate child care space. Future buildings as yet uncommitted could offer new opportunities, however. Being in a historic district, the Roycemore School buildings cannot be leveled to make room for a purpose-built child care facility.

Affirmative action in undergraduate admissions

IV. Professor Dan Garrison reported on the GFC's March 5 meeting with Rebecca Dixon, Associate Provost for University Enrollment, and Carol Lunkenheimer, Dean of Undergraduate Admissions, regarding affirmative action and student diversity goals for the undergraduate student body. At this meeting Dixon and Lunkenheimer brought copies of the admission form and the admission folder created for every applicant. The folder provides space for admissions officers to put their ratings for each applicant in a clearly defined set of criteria. The purpose of these ratings is to bring what must be subjective judgements within the ambit of objective ratings, priorities, and institutional values. The objective of the admissions process is to make Northwestern attractive to qualified minority applicants and to take diversity goals into the process without recourse to arbitrary statistical numbers. Northwestern does not have the kind of rating system that brought the University of Michigan under legal

scrutiny. The result of Dixon and Lunkenheimer's presentation was to satisfy the GFC that the process is a fair and reasonable way to attract undergraduates from a relatively small pool of highly qualified minority students being sought by a large number of public and private colleges. It was also clear that the Office of Undergraduate Admissions welcomes faculty participation.

Discussion

Responding to a question from Bob Decker, Garrison remarked that one of Northwestern's advantages in competing for minority students is our proximity to Chicago and the access this provides to Chicago-area students to family support systems. Northwestern is developing a pre-matriculation summer workshop that will make the transition to campus life easier for incoming students whose family members may never have had an undergraduate resident experience. Dumas added that Northwestern does serious bench marking in freshman admissions; questionnaires are given to matriculating freshmen and to students who accept admission elsewhere. A top priority of such students is the perceived quality of academic programs they aspire to enter. We keep track of "win-loss" ratios in choices that involve schools like Michigan, Harvard, and Chicago. Over the past decade, rank in class (95–96 percentile) is nearly a constant for all students; SAT scores and grade point averages have steadily climbed. Geographic diversity is another objective, with more matriculants entering Northwestern from the far West, the Southeast, and the Southwest. The percentage of self-reported African-American students has been in the 5%–6% range in recent years, and the Hispanic component has risen into the same range or a little higher. Additional personal attention to minority prospects has contributed to the process of attracting such applicants, he said. Responding to a question from Bob Decker about the commitment of minority alumni to Northwestern, Dumas remarked that a minority alumni group contributed its efforts on behalf of Campaign Northwestern. He added that Northwestern conducts two special summer programs for minority matriculants: one specifically for engineering students and one for non-engineering students. The federal Office for Equal Opportunity has targeted such programs as discriminatory, and Northwestern will have to open such programs to non-minority students though their purpose will remain the same. Replying to Professor Mario Ruggiero's suggestion that pre-matriculation programs could be organized by students and remain unofficial, Dumas said it would need University support to be effective as pre-matriculants do not yet have the familiarity with campus to plan and execute a series of workshops. But every possible means will be explored. Bruce Wessels asked about the financial aid formula. Dumas explained that Northwestern admits students on a need-blind basis and provides outright grants (formerly called scholarships), work study jobs, federally sponsored loans, and University sponsored loans, calculated to make it possible and attractive for each student to attend Northwestern. A federally specified formula is used to determine individual need. Though race has nothing to do with need, there is an asymmetric need in minority applicants, who on average tend to come from poorer communities and families. Minority students tend to get more financial aid, as do engineering students, who are

more likely to come from a family that have never gone to college and are less likely to have the means to pay. Al Hunter asked about civility issues in the composition of the student body. Given that we are admitting students with high academic merit, what other criteria of merit are considered, and how are they evaluated? Granted that we are highly satisfied with the work of the admissions office, is there a sense or a gauge of what a Northwestern student is? Dumas replied that the diversity which Northwestern tries to cultivate means there will be many criteria, with a spectrum of overlapping qualities. High ability and high energy are close to a common denominator for entering students, and an ability to digest and dissect ideas is a hoped-for quality among students as they graduate. Marilyn McCoy observed that interviews are not often a part of the admissions process, being a poor indicator of character or suitability for admission. Campus visitors who evaluate our academic programs and regularly talk with students report being highly impressed by the Northwestern students they meet and interview. Further discussion brought out a range of judgements about the quality of today's students versus those of 10–15 years ago. Because prospective students are most interested in the quality of our academic programs, Dumas remarked, the schools are hiring liaison officers with the admissions office to make it easier for the visitor to find the right person in the school or the department who can answer specific questions. For the record, Hunter noted that GFC questions about the admission of athletes were answered to everyone's satisfaction.

Research metrics

V. Speaking on behalf of Albert Farbman who was unable to attend, Al Hunter asked about research metrics. The sole question asked by Farbman's committee regards the implementation of a research metrics policy. Provost Dumas responded that research metrics tools currently being developed are a means for department chairs, deans, and central administrative officers to enrich the dialogue and improve the decisions involving space allocation and re-allocation.

Other research issues

VI. The Provost then went on to comment on other research issues. Compliance officers of the federal government have made observations critical of faculty effort reporting on federal grants and the use of animals in research. The Department of Justice became involved with faculty effort reporting, and the University had to pay a fine. The result was a decision by Northwestern to improve administrative processes that involve such reporting. We have engaged a consultant that has advised other universities in this matter. Better effort reporting entails better training and, in some cases, better mastery of multiple-grant situations where a single grantee may be serving more than a single federal patron. Administrative processes must likewise be improved in overseeing the use of animals in research. Investigators must secure permission to use an animal in research; this entails sending a protocol to a faculty committee which may grant permission or require a revised protocol. A tight administrative process must come between the committee's deliberation and its

approval, and must monitor compliance and the allocation of costs. The Administration is consulting to devise the administrative process and the information technology system to keep track of all projects and proposals. Thirdly and more globally, the research administrative structure of the University is auditing roles and responsibilities within the Research Vice President's office and in the schools to bring a more robust, compliant, and serviceable research administration within the University. Money has been invested in additional staff, based on the consultant's report and the presence of a new Vice-President for Research. Roles and responsibilities will be restructured and additional funds will be allocated to improve the quality of service and attain a higher degree of compliance in other areas of research administration. The new Vice-President for Research will be named in the very near future.

Discussion

Bruce Wessels commented that the recently circulated memo on the responsibilities of Principal Investigators cannot be implemented as stated. Clarification of the level of detail expected and some provision of clerical support are needed, he said, to comply with expectations. Provost Dumas responded that the present audit of roles and responsibilities is meant to clarify exactly these issues. The P.I. must sign off on the deployment of the grant budget and must understand effort reporting at a better level of detail. The Provost briefly summarized some specifics of recent government concern.

Adjournment

VII. The meeting was adjourned at 5:10 PM
Respectfully submitted,

Daniel H. Garrison
Secretary to the University Senate