

# Northwestern University

Minutes of the University Faculty Assembly Meeting of November 7, 2013

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The University Faculty Assembly held its first meeting of the 2013-14 academic year on November 7, 2013 in Pancoe Auditorium on the Evanston campus, with a video conferencing connection to Wieboldt Hall 421 on the Chicago Campus. The meeting was called to order at 4:05 PM by Faculty Senate Chair Jerilyn Logemann. Approximately 85 Senators were in attendance.

1. **Welcome and Announcements:** Faculty Senate Chair Jerilyn Logemann welcomed everyone and made the opening remarks. President Morton Schapiro stressed the importance of shared governance and emphasized his commitment toward continuing to work together now, and moving forward.
2. **How decisions are made that affect faculty: People were surprised by the decisions to build a new sports center and to vastly increase the medical school without a lot of faculty input. The NU social sciences are ranked very high when compared to peer institutions yet the buildings that house these departments are in many cases in poor condition. Who decides the priorities?:** President Morton Schapiro indicated that there is, in fact, a lot of faculty input and discussion at the departmental level when decisions are made to build and at times faculty members are the driving forces behind these decisions. He cited the Bienen School of Music, Kellogg School of Business, and the Feinberg School of Medicine as instances where faculty played a major role in the planning process. Additionally, a large number of faculty were involved in the new sports center initiative, with many others endorsing the project. The structure is a valuable asset as it will serve many other purposes including the ASG meeting space, home for the Dance Marathon, the President's Convocation, large concerts, and other large scale events. This massive expansion does not have any effect on academic space and it is not being funded at the expense of the academics.

President Schapiro acknowledged the poor conditions in which the social sciences currently reside versus the international quality and high ranking. He reported that improvements are expected as a result of the impending new building structures and various renovation projects. The Kellogg move, for example, will enable several social sciences departments to move to the Jacobs Center, which is in great condition. Additionally, improvements to the Humanities buildings are ongoing with Annie May Swift and Harris Hall undergoing recent renovations and Kresge next in line.

3. **Greater salary equity for non-tenure track faculty, both full-time and part-time:** President Morton Schapiro briefly talked about the outcome of his research with Professor David Figlio, which follows a group of NU freshman undergraduate students taking introductory courses and compares the effects of faculty in the tenure system versus those outside the tenure system on student interest and learning. The findings show that students learn relatively more from non-tenure line professors in their introductory courses, and these same professors encourage students to take more classes in a given subject and also lead them to do better in coursework that follows. Non-tenure line faculty members are carrying a tremendous amount of responsibility and have proven to be very effective. President Schapiro and the administration are working internally and with schools to investigate and adequately address how non-tenure line professors are treated and how they are paid.

Provost Daniel Linzer added that as the growth in the non-tenure line faculty has happened in certain areas, it has not been at the expense of tenure line faculty. The size of the tenure line group has grown also but just not as fast. He explained that one of the challenges has been that as tenure line faculty have, because of market pressures, decreased their teaching load over time or taken longer leaves because of external awards or teaching buyouts due to research grants, more of the undergraduate teaching has been picked up by non-tenure line faculty. Additionally, as the number of academic programs or areas of teaching within individual departments or programs has expanded, there is the challenge of how to expand that teaching and how to accommodate office and research space, growth of graduate student components, and increased administrative needs to support the faculty. The administration is responding by adding space quite often to enable the growth of the faculty, and schools are hiring more non-tenure line faculty members who are less space intensive and who also enable academic units to cover the undergraduate curriculum with people who are really gifted undergraduate teachers and whose primary responsibility is teaching.

A member of the Assembly asked if each school determines the pay rate for their part-time faculty and if there is a general university policy. Provost Daniel Linzer explained that faculty salaries are highly segmented by fields and to say a single policy would cover approaches to faculty salaries across schools and even within schools in very different fields simply wouldn't work. Another variable is the need to respond to the market pressure to recruit and retain the most talented faculty, while competing with all of the other institutions that are hiring faculty and sometimes trying to hire NU faculty. There is an ongoing need to constantly reset what the expectations are as the appropriate salary, and Provost Linzer underscored that no one is trying to

underpay, instead everyone is striving to have the best faculty given the financial constraints that exist. He explained that Deans are very conscious of the differing calls on the limited dollars they have but quite a few of them have made it a priority to address faculty salaries in the non-tenure line area. The fact remains that when you give a much larger percentage increase to the non-tenure line faculty, it is on a smaller base and so the actual dollar increase may be much smaller than the dollar increase on the more senior tenure line faculty and so the divergence in salaries might get even greater as a result of that.

President Schapiro added that the minimum of what a lecturer could be paid per course is not currently set centrally. He would like to address this matter at the next meeting with the Deans, looking at the breakdown and playing a more proactive role in making sure non-tenure line faculty are treated the right way, especially since there is clear evidence of how valuable this group of faculty is.

4. **The Future of Research Scientists: What is on the line for the research scientist if the economy continues to be so troubled and access to the funds that support the kind of research that has made us distinctive diminishes:** President Morton Schapiro explained that Northwestern University is committed to continuing to do research, even with the uncertainty of the economy and potential decrease in funding from NIH, NSF etc. The university is aggressively expanding research space and continuing to hire scientists. The reality is that the effects of a troubled economy can be a real disaster by the end of the decade, but President Schapiro remains optimistic that things will turn around.

Provost Daniel Linzer recalled that this is the third downturn in NIH funding since he has been on the NU faculty and each time the same consternation was expressed, but things rebounded. He also pointed out that even with the NIH being flat in funding the last few years it is still awarding 30 billion dollars. Additionally, some institutions are not providing the upgrades to infrastructure, or not providing matching funds, or not creating the shared facilities with central subsidies, or not building new animal facilities, or not providing the facility managers at central funding, so it is harder for faculty at these institutions to compete for these grants. Northwestern University, however, has done some things strategically in these areas that have advantaged faculty in ways that other places have not. Provost Linzer explained that since NU cannot rely on federal government funding, there has been a move to engage more industry in supporting basic research. There is increased activity in taking university faculty-student innovation and turning it into products that go in the world or start-up companies, which often generates royalties that have gone entirely back into the endowment and that support research, graduate fellowships, undergraduate scholarships, and infrastructure

replacement. The university continues to reinvest any revenues generated from research. Provost Linzer also reminded everyone how the Strategic Plan campaign plays a key role in funding future research.

5. **Understanding the educational vision: What is the vision for education in five years (how will it be served and knowledge transferred)? How are MOOCS going to fit into the plan?:**

President Morton Schapiro sees technology as integral to the future of education and as a tool that enables faculty to be more effective and to do a better job at what they are already doing. Provost Linzer added that technology provides new tools for faculty to be creative and innovatively tackle problems that previously were not able to be addressed. President Schapiro views online courses as a great way to increase visibility and draw better international graduate and undergraduate students to Northwestern University. He believes that presence on the internet will advertise the brilliance of the university and enable people all over the world to see how credible the faculty, the teachers, and the scholar are.

6. **Explain the need for a new Vice President for Global Marketing and Chief Marketing Officer, what the annual salary is, and what the office's budget is per year at a time when faculty salaries have fallen behind the AAU averages and grad fellowships have declined in number while stipends, too, are no longer competitive:**

President Morton Schapiro briefly talked about the data which shows that Northwestern University is the most underrated major university in the world, which negatively impacts graduate student recruitment, faculty honors, Nobel prizes, and attracting certain groups of undergraduates including those for whom reputation matters, first generation, low income, certain ethnic groups, and certain locations in the world. The decision to hire Mary Baglivo was not about spending more money on global branding, it was what the faculty committee on the strategic planning had decided, given the enormous amount of money that NU spends on marketing. Every one of the twelve schools, for example, has enormous marketing teams as does undergraduate admissions and development, but no one is in charge. By hiring a Vice President for Global Marketing and Chief Marketing Officer, Northwestern hopes to spend more on academic product and less on branding, but still get more branding worth. Mary Baglivo will help every unit, which should reduce the number of outside branding consultants being hired moving forward. Provost Linzer added that centralizing marketing efforts a bit was done to bring some order to this chaos and so NU would be more efficient. President Schapiro will make available to the Faculty Senate the figures for what Northwestern spends on marketing and branding, including consultants.

Jerilyn Logemann challenged the administration to include the faculty and the Faculty Senate in more university initiatives. She feels strongly that the administration is missing out on valuable insights, experiences, and knowledge that faculty bring to discussions and decisions.

7. **Questions from the Audience:** Jerilyn Logemann opened the floor for discussion, giving everyone an opportunity to ask questions and to bring up additional items. The following question was asked:

**Various scholars have pointed out that percentages show students from low income families are grossly underrepresented at elite universities. Is that true at Northwestern and if so, are there any plans to try to deal with that situation?:** President Morton Schapiro confirmed that this is also true of Northwestern University, but not to the extent of some of the peer institutions. The university is making progress in this area by continuously addressing the issue. For the people on the bottom 20% of the American income distribution, NU does not package loans and the self-help component has gone from small to, in many cases, zero. Northwestern has partnered with QuestBridge, has become a Posse school, and will keep need-blind admission for domestic students, meeting full need. Additionally, the undergraduate financial aid budget continues to increase.

8. **Adjournment:** There being no further business, the meeting was adjourned at 5:26 PM.

Respectfully submitted,

Diana Snyder, Faculty Senate Administrative Coordinator