NEO WHITE PAPER WORKGROUPS
Preparation of the External Consultant

ORGANIZATION
Project co-chairs: David Stumpf and Mark Ratner
NEO Home workgroup co-chairs: Fred Hemke and Mort Rahimi
Transition Program workgroup co-chairs: Erv Goldberg and Kathy Rundell
Faculty Survey workgroup co-chairs: Jack Snarr and George Harmon
Collaborating Organization workgroup co-chairs: Sharon Dooley and Dan Garrison

Co-chairs should recruit others to expand the constituency contributing to the project.

TIMELINES
NEO is anticipating an external consultation engagement in February 2017. Thus, workgroups should complete their white papers by the end of January 2017.

NU PROGRAM REVIEW BACKGROUND
Program review website: http://www.adminplan.northwestern.edu/program-review/
Resource website: http://www.adminplan.northwestern.edu/program-review/resources.html

RESEARCH
Workgroups should identify best practices in the domain they are evaluating. There are examples on the AROHE and specific institutional websites.

Workgroups should have discussions with Northwestern entities relevant to their domain. These should be informational and not decision making dialogs.

WHITE PAPER PREPARATION
Concise documents of 12 pages or less are anticipated. These should include, in the order specified:

- Title Page with the workgroup name and separate lists of the authors and participant people and entities
- Executive summary. Fit on to one page. These may be used separate from the full report, so they should stand alone.
- Project Description and Scope. Statements about the issue being developed and its scope, including what is out of scope.
- Research. Describe what was explored, the entities and sources consulted, methods used, results obtained and conclusions. These issues might be addressed differently for each entity assessed. Differentiate research done externally and within Northwestern.
- Assessment. Evaluate the research to extract best practices, their suitability for NEO/Northwestern, and feasibility. The latter should include some suggested next steps and estimated resource requirements.
• Recommendations. A concise summary of the workgroups recommendations. These should be listed with priorities and sequencing on a timeline to extend no more than 4 years. Suggest goals and metrics for success.
• Known Challenges and Critical Questions. Issues which we may address in the consultant engagement.
• Appendix. Identify participants and others who have an ongoing interest in continued work with NEO on the recommendations. Include names, titles, organization, contact information and areas of interest and expertise.
NEO Program Review: The Transition to Retirement

Executive Summary

There are several ongoing programs at Northwestern that support planning for retirement. These are focused in the Provost’s Office (phased retirement) and Human Resource (benefits counseling, university privileges). There is variability among the schools with some being proactive in holding confidential sessions while others assume that faculty members navigate the process independently. There is a need for retirement planning to begin much earlier in a person’s career and for information to be available on planning from social and psychological and financial points of view. There is also a need for units at the university to continue to communicate with one another so that information is readily available and non-conflicting. The Northwestern Emeritus Organization (NEO) is well-positioned to serve as a resource to faculty considering retirement. Its members have personal experience with decisions to be made about financial and non-financial issues, and can interface with other offices, e.g. HR, in presenting and interpreting these issues.

Introduction

Transitions that occur during the career of a full-time tenure-track faculty member include promotion to associate professor, tenure, promotion to professor and retirement. Studies done by the American Council on Education (ACE) show that faculty receive the least guidance in the final stage of their careers. There is also hesitation for many in making the final decision to retire. This paper will review the situation at Northwestern with a focus on existing programs, concerns of and opportunities for faculty as they prepare to retire and on programs that currently exist.

The decision to retire can be a difficult one for tenured faculty members. Most faculty have sufficient resources to support their retirement, but continue to have concerns on the availability of health insurance, tuition benefits and other programs that they currently enjoy. There is also the sense that they may no longer be valued by their schools and departments or that they may lose contact with the university at which they have spent much of their lives.

Although retirement can be encouraged by departments and schools, NEO advocates for more uniformity within the University. NEO has identified best of breed program at other institutions, described below, that can assist a faculty member along the path into retirement. Such programs provide vetted information and confidential counseling, which can supplant word-of-mouth information from colleagues and reduce variation between Northwestern schools.

Opportunities for the University

Turnover of faculty at reasonable times in their careers is good for the university. Of course, this creates opportunities for young academicians to obtain university positions and develop
their careers. It also allows university funds to be repurposed because salaries of incoming faculty are lower. In addition, senior faculty are largely white males and increasing diversity can be expected among replacement faculty. Most importantly, smooth transitions to retirement will encourage greater fulfillment in retirement with retirees volunteering their talents and philanthropic gifts to the university and the community.

Faculty Concerns

Concerns of the faculty at Northwestern are not unlike those reported from the ACE survey. This survey of nine universities found that 75% of faculty wanted continuing involvement with their universities. They expressed a desire for a place to continue to work, ideally near their departments. For some retirees, even a dedicated library carrel would suffice. They wanted to continue using their university email and having access to libraries and other university resources. Some faculty hoped to be recalled for part-time teaching, and they appreciated any help in finding connections to the university or the community where their talents could be of value.

At Northwestern, there is also much interest among retirees in participating in university events. Retirees continue to use university email, if they so desire, and have Wildcards which give them access to libraries, discounts at participating agencies on and off campus (one being IT and software available through the university). Access to office space varies greatly from department to department with some making a great effort to place emeritus faculty in offices near the department. For other departments, space limitations make this very difficult. Parking on campus is always very tight, but free parking was recently made available to emeritus faculty.

Many faculty members wonder what they will do in retirement. There are few documents or offices at the university that address this concern (exception - Work/Life and Family Resources in HR, see below). Faculty members want to continue to be valued by their schools and departments. Clearly, this is a personal issue that varies greatly from individual to individual. For faculty given emeritus status, the NEO is attempting to put in place programs that recognize the talents of faculty members and connects them to interesting opportunities in the university and the community.

Some emeriti continue to do research and teach. They, as well as other NEO members need to have continued access to university resources, such as purchasing or IT support, as they did before they “retired.” From our enquiries, it seems that there has been a lot of variability in continuing access to services. Often, emeriti need to request reinstatement to services such as purchasing. Because emeriti are retired faculty members, they should continue to be invited to school and university activities such as Domain Dinners sponsored by the Provost, department and college seminars, activities of the University Senate. Departments may continue to invite emeriti to faculty meetings, discussions about new hires and even curriculum changes.
Faculty members may also need assistance in winding down their laboratories or other research programs. Ideally, one would have placed all personnel in other positions before one retires, but in practice, this is not always the case. There may be a short-term need for physical space for students or postdoctoral fellows who are completing projects before they move on. Some financial support may also be required for salaries and supplies. Wherever possible, discussions between faculty members and their department chairs could help to plan phasing out programs so that the transition is as smooth as possible.

Support for the Transition to Retirement

When a faculty member considers retirement, he/she may be reluctant to begin with a department chair or dean because it would appear to be a commitment. Information is available on the Office of the Provost’s website (http://www.northwestern.edu/provost/) where Retirement is a choice under the Faculty Resources heading. This site provides links to Human Resources, NEO and the faculty handbook. It also notes the Phased Retirement Agreement, a program that allows someone to work half-time at 60% salary (and full benefits) for up to three years. This is a basic plan for phased transitions, and schools have some flexibility in how it is implemented. Although the website is easy to navigate, it is not clear that this is the route that most faculty members take when considering retirement. Anecdotally, most of the associate deans interviewed for this report believed that most faculty members learn about retirement options from peers.

Another key office is that of Human Resources. The sense among the faculty is that HR is knowledgeable about benefits and they do consult HR when they are close to retirement. HR offers many other programs, described below, that could be made more apparent to the faculty. Ideally, planning for retirement would occur much earlier than it does now for most. The HR website could be better in this regard. If one goes to the university website, HR is not one of the obvious options even if you select “Faculty and Staff.” If one types Human Resources in the search bar, retirement doesn’t jump out but one can type it into another search bar. Of course, many faculty members just call HR and request information or make an appointment to meet a retirement plan specialist.

HR offers many programs during the calendar year. These are held at various sites around the university and address issues such as health insurance and other benefits. Also, a division of HR called Work/Life and Family Resources is available to meet with individuals and their family on some of the non-financial aspects of transitions. Some of the workshops being offered by this division are listed at http://www.northwestern.edu/hr/work-life/workshops/index.html. It would be nice to see similar links on the HR website for programs offered by HR. Right now, the programs offered by HR are advertised primarily on the Plan-it Purple calendar and schools are notified through the deans. It is possible that more faculty would become aware of these programs if other means of promoting them were used.

If there are concerns about approaching a department chair about retirement, the associate deans responsible for faculty affairs become an important resource for discussing paths to
retirement, especially phased transitions. There is quite a bit of variability among the schools at Northwestern in how much guidance is given at this stage. In one school – the McCormick School of Engineering – this is already being done at a high level. Faculty members are assured of confidentiality and the contact person has a long history at NU, so he is familiar with the current faculty as well as programs at the university. He also discusses flexible paths to retirement. If not already in place, every school should identify an impartial contact person and make it well-known to the faculty that they can approach this person for a confidential discussion.

Information is available through HR on benefits and through TIAA on financial readiness for retirement. It is sometimes difficult to interpret the information, discussing pros and cons, considering alternatives that may be available. A past program in which a recently retired faculty member discussed the various health care options in this way was a great success. The schools have expressed interest in doing more along these lines. Another issue on which faculty could use more information is the tax implications of decisions they may make after retirement, such as returning to the university or elsewhere for part-time teaching or other activities.

All the schools noted that their chairs are cautious about mentioning retirement to individuals because they wish to avoid age discrimination. Several schools mentioned that having some written guidelines for chairs would be helpful. For example, mentioning at a general faculty meeting that there were upcoming workshops or programs on pathways to retirement would not focus on any individual. Most chairs have annual meetings with individual faculty members. Requesting a five-year set of goals to discuss at these meetings might facilitate the discussion of retirement, without the idea coming from the chair.

Finally, developing a culture where mid-career faculty are encouraged to do long-term planning would be valuable. There have been discussions at HR and the Provost’s Office, as well as at individual schools, in preparing a booklet that could discuss preparing for retirement. Seminars that address non-financial issues would also be helpful. There are many opportunities for lifelong learning or for university or community service that can make retirement a very fulfilling period in one’s life. It could be reassuring to those who wonder what they will do in retirement to hear the experiences of colleagues who have recently retired. If such programs were targeted to mid-career individuals, those 10-15 years away from retirement, the concern about being identified as “on route to retirement” would be alleviated.

**Critical Questions**

Are current programs on financial planning for retirement occurring early enough in one’s career? Can programs be enhanced by contact with NEO members who have had the experience of retirement?

How can we encourage faculty to take advantage of programs on retirement planning, without identifying them as winding down?
What kinds of seminars or discussions focused on non-financial aspects of retirement would be beneficial? Who should organize such sessions?

What can NEO do to assist faculty members considering retirement? This might involve activities organized by NEO itself, or participation of NEO members in programs offered by HR and other university offices.

Respectfully submitted,
Kathleen Rundell
Erv Goldberg, co-chairs

Sources:

Thanks to: Associate Deans Rene Machado (Bienen), Bonnie Martin-Harris (Communication Sciences and Disorders), Bill Lowe (Feinberg), Frank Mulhern (Medill), Joseph Schofer (McCormick), Marcie Weiss (Feinberg); Managing Director of Administration Fran Petty (Weinberg); R. Scott Speidel (Retirement Plans Manager, Human Resources)
The Northwestern Emeriti Organization (NEO) Home

For the past 18 months, members of NEO Committees have developed plans for a welcoming and accessible on-campus home where Emeriti can interact with one another, with students, and with current faculty.

In 2016 NEO was provided with access to temporary space in the 1800 Sherman Ave. building. We are anxious to move to a dedicated Evanston on-campus Home, one that is accessible and inviting. The availability of a permanent home will offer new opportunities for the planned and effective functioning of a variety of NEO activities. The membership plans to move forward by offering distinctive contributions in three distinct areas of service: Service to the NEO membership, Service to the University and Service to the Chicagoland community. These listings are not intended to be all inclusive, but rather to serve as a framework for our vision of a NEO Home.

Service to the Emeriti Membership (Through lectures, meetings and seminars)

- Provide an on-campus home where Emeriti can interact with one another, with students, and with current faculty.
- The presentation and discussion of relevant and current retirement health insurance information and plans. (Also to include prospective Emeriti)
- Information and advice concerning the drawing up and of Emeriti agreements and contracts.
- Information and discussion of University investment opportunities and retirement plans.
- Provide information on issues such matters as health services, long-term care insurance, taxes, estate and financial planning.
- Information and explanation to Emeriti of available University Information Technology resources including available University software.
- Explanation and training to Emeriti in the use of University Information Technology resources and software programs.
- Facilitate access to NU library staff on research or personal interest projects outside the academic expertise of individual Emeriti.
- Provide an available repository for information on NEO members, including videotaped interviews that highlight past and present member’s interests and service and accomplishments.
- Provide NEO sponsored pre-play, art exhibit, concert talks and/or lectures prior to Emeriti attending an on- or off-campus event.
- Provide an on-campus home where Emeriti can create and attend interest group meetings such as book groups, a photography club, travel groups etc.

Service to the University (Through discussion with University Schools and Departments)

- Offer of classes and seminars by Emeriti at the NEO home.
- Provide advising, counselling and mentoring of students by the Emeriti at the NEO home.
- Through the service of a central receptionist, maintain a calendar Emeriti activity on and off campus to coordinate and benefit University plans and initiatives.
- Provide consulting opportunities and advice by Emeriti to the University on projected ideas and proposals.
- The Emeriti continue to add their combined accomplishments and honors from all areas of the arts and sciences, research and performances to the stature of Northwestern University.
Service to the Greater Community (Through and with the cooperation of Community leaders)

- The NEO home will provide a convenient and accessible home for the informal meeting of Emeriti and their neighbors and friends. Town and Gown relationships are enhanced and the community is informed by a membership that now is a vital living part of their community.
- Develop a program akin to Science Cafe that engages Emeriti in making themselves available for the discussion of current topics of interest to members of the community.
- Offer cheese and wine “Open Houses” at the NEO home to community members who would be interested in any number of topics that can be informally presented by the Emeriti.
- Emeriti can share their knowledge of computer programs and techniques with University community members who are barely computer literate, but hesitant to ask for advanced help.

Program of Requirements: These requirements are based upon a local NEO membership of circa 140 members of whom circa 60 are presently regular visitors to the Evanston campus. (Undergraduates and/or graduate students might also utilize the space for special events etc.)

We envision that the NEO Home would have 6-10 rooms from small offices to a conference room that would hold 30-40 people. Examples of what it should include:

1) A reception/welcoming area that would include cushioned chairs, a central Wi Fi heavy duty copying machine, appropriate counter space for displays/materials, suitable furniture for administrative personnel, and a wardrobe or coat hanger area. An area for lockable lockers should be provided for Emeriti who wish to leave their research projects etc. at the Home.
2) The Home must be equipped with house-wide Wi-Fi, telephone, and cell phone availability. Other necessary IT equipment will need to be decided upon.
3) One or two private smaller conference room to hold up to 10 people.
4) A conveniently located seminar room that will hold at least 30 to 40 people. The seminar room will be available to all faculty and perhaps student groups as well.
5) A library that might be an independent room or might be incorporated into the wall space of the seminar or conference room.
6) A kitchenette, which would include a microwave, a small dishwasher, refrigerator, coffee machine, china, and silverware.
7) Two or three individual offices for use both on an everyday and occasional basis. The offices should be furnished and equipped with computers.
8) The Home must be handicap accessible.
9) The Home must be located on-campus, have appropriate exterior signage and be in proximity to University faculty parking.
10) The Home must include an elevator or stair lift if a second floor is utilized.

Office staff: A part-time Administrative Assistant and a part-time volunteer NEO Director shall serve the Home. The staff will also include a full-time IT person funded by the University.
COLLABORATION WORK GROUP

Sharon Dooley and Dan Garrison
Executive Summary

There are numerous opportunities for NEO members to contribute to and benefit from intramural interactions at NU. Identified barriers to such efforts start with the lack of a dedicated data base v. coordination of currently existing data bases to document NEO member contributions. An important additional barrier is the relative simplicity of NEO’s organizational structure. Clearly an enhanced infrastructure, e.g. permanent staff and standing committees, would facilitate the enhancement of NEO’s mission to engage with the university community. Such changes in structure would be certain to have budgetary implications.
Scope of the Project

The goal of our study group was to identify opportunities for NEO to collaborate with NU departments, offices, and centers so as to facilitate a more broad-based and enhanced participation of the emeritus faculty in the University's missions. Accordingly, we explored the current involvement of NEO members in selected areas of the university. We intentionally researched those in which we knew the current emeritus faculty participation was low, underdeveloped, or poorly documented in order to understand barriers and identify opportunities. The centers/departments explored were ...[Dan's areas]........., Admissions Office, Development Office, Alumnae Continuing Education, and Osher Lifelong Learning Institute (OLLI). Although we considered the downtown campus largely out of scope for our working group, information from a meeting with the Vice Dean for Academic Affairs at the medical school is included. Of note, OLLI study groups are conducted both on the Evanston and downtown campuses.

Research

After developing a list of the areas to explore, we divided the tasks in order for each of us to independently research available data and/or meet with appropriate person(s). We acknowledge that the insights we developed may have been richer had there been the time and opportunity for the two of us to conduct research together for each area of interest.

Office of Admissions

A meeting was conducted with Chris Watson, Dean of Undergraduate Admissions. The focus of the conversation was an area of great need for the office: more participants to interview applicants for undergraduate admission. In addition to interview sessions locally, there is extensive involvement of NU alumni on a national basis through Alumni Admission Councils located in major cities across the country. The AACs function with oversight by Undergraduate Admissions. They conduct receptions in order for the alumni to share information about the University with prospective student applicants. Importantly, AAC members then conduct individual interviews with those who proceed with application for admission. Dean Watson comments that the New York City AAC alone conducted approximately 6000 interviews in the current season. Given the large number of total applicants each year, as well as the need for interviews to be completed within a short time frame, there is an ongoing need for each AAC to recruit alumni interviewers.
Emeritus faculty live in most if not all of the AAC regions, yet they have not been specifically recruited to participate in receptions for prospective students or to conduct interviews of applicants. Undergraduate Admissions is not aware that identification of emeritus faculty activities in AACs occurs. The current level of that participation is unknown but likely minimal.

Greater involvement of NEO members in the programs of Undergraduate Admissions, both on the Evanston campus and throughout the country through AACs, represents an example of a mutually beneficial opportunity that is not currently engaged by NEO. Since NEO does maintain a database of all emeriti faculty, it would be possible to link with the Admissions Office in order to recruit the participation of NEO members in AAC activities.

**Development Office**

A meeting was conducted with Mary Anderson and Camille Licklider. The emeritus faculty are generous donors in support of the University’s missions. During fiscal 2016, donations totaled almost $2.4 million, over $1 million of which from the Weinberg College of Arts and Sciences emeriti. There are nonetheless few links between Development and the emeriti. One recent example was the Office’s recommendation of a speaker whose expertise is estate planning for a NEO lunch presentation. There may be opportunities for novel collaborations, e.g. utilizing NEO members’ knowledge in identifying those most likely to contribute to an endowment honoring one of their own.

As a result of the above meeting, NEO leadership received an invitation to participate in an upcoming breakfast meeting of the Faculty and Staff Campaign Committee. Any future collaborative efforts would necessitate a structured and sustained relationship.

**Alumnae Continuing Education**

The University Alumnae have a long-standing and highly successful program of continuing education, offering stimulating non-credit courses to the public at modest cost. There are 4 distinct courses offered each semester, typically a two-hour session one day a week for 10 weeks. Faculty from different Northwestern departments teach these courses. There are over 3000 registrants annually from the Chicago area.

Over the past five years alone, 11 emeritus faculty have taught in 22 courses. This is an outstanding contribution with little visibility or recognition in the general university community. There is no repository of this and the myriad other mentoring and teaching activities of NEO members. Their Alumnae Continuing Education participation is one of many examples of how the lack of a centralized database documenting emeritus faculty contributions may result in undervaluing their ongoing and substantive involvement in the academic mission.
Feinberg School of Medicine

There are numerous contrasts between the Evanston and downtown campuses, the latter of which is dominated by the School of Medicine and the graduate medical education programs for resident and fellow physicians. One area of commonality with the Evanston campus schools is the participation of emeriti in teaching, mentoring and research.

A meeting was conducted with William Lowe, Vice Dean for Academic Affairs to discuss opportunities for collaboration with emeriti in the medical school that might inform similar efforts on the Evanston campus.

The medical school does maintain a database that includes emeriti faculty, currently numbering about 200, many of whom continue to reside in the greater Chicago area. Like the Evanston campus emeriti, medical school emeriti continue to contribute to the educational mission. Their contributions to medical student teaching are tracked and recognized, but those at the department level involving mentoring and teaching of residents and fellows is neither tracked nor often even recognized. Thus there is a clear parallel with the emeritus faculty involvement in education on the Evanston campus: the absence of centralized documentation of their contributions.

There is very little NEO activity on the downtown campus: current faculty are unaware of its missions and there are no formal links between NEO and school leadership. Bill Lowe suggested possible opportunities for collaboration with NEO. For example, he suggested development of a database of emeritus faculty research expertise. This could be accessed by individuals applying for extramural research funding in order to obtain assistance in grant writing. Especially given the current climate emphasizing interdisciplinary investigation, such a repository of expertise across both campuses has the potential to enhance the research mission of the University. That this idea arose from one meeting between a medical school leader and a NEO representative underscores the possibility of fruitful collaborations that could emerge from a sustained formal relationship.

Osher Lifelong Learning Institute (OLLI)

OLLI resides administratively in the School for Professional Studies. This is the 30th year of a highly successful program in adult learning. There are currently over 1200 participants (“members”) in OLLI from the greater Chicago community, representing tremendous diversity: judges, nurses, authors, scientists, artists, etc., mostly retired. Until now, there has been no method to document NEO participation as members. Courses are offered on both campuses: 14 week sessions in fall and spring, and shorter 4 week sessions in winter and summer. There are no lecturers for the course offered, instead group coordinators guide peer education. All
members in a course participate in and contribute to the group’s learning. The annual fee for membership is modest. Ancillary programs include a monthly noon lecture – “academic enrichment” - by an invited expert with open attendance for all members.

Interaction last year between Kirsty Montgomery, Director of OLLI, and NEO leadership has led to further initiatives. As of this year, participation by emeritus faculty will be tracked. A recent meeting occurred between the OLLI director and NEO leadership with Lindsay Chase Lansdale, Associate Provost for Faculty which generated ideas for substantive collaboration. These include the participation of a NEO member in a group session in order to provide expertise on a specific subject, NEO members lecturing in the monthly noon series, and a “master series”, either live or on-line, that would provide a different form of education than the predominant peer-led group learning. Clearly these types of efforts would necessitate specific strategies for engaging NEO members, as well as the necessary infrastructure to sustain efforts such as maintaining a current list of emeritus faculty expertise and a “speakers bureau” of individuals willing to give lectures.

**Recommendations**

One key step to the enhancement of NEO collaboration with NU departments and centers would be a formal, focused IT evaluation as to cost-effective solution for maintaining a dedicated data base or of a method to coordinate existing data bases. Another essential action necessitates an assessment of changes in the organizational structure of NEO needed to sustain a high level of collaborative efforts.

**Critical Questions**

*What infrastructure development within NEO is needed (e.g. support staff, standing committees)?*

*What are the budgetary needs of such changes? What would be the source of that support?*

*What are the goals and objectives of IT support of NEO activities?*

*How can collaborations relevant to both main campuses be aligned?*

*What elements are essential for sustaining a high level of collaborative efforts?*
A. The purposes of conducting a survey of the current activity of NU emeriti include:

1. Determine how NU Emeriti, wherever they may be living, are spending their time.
2. Alert other emeriti to these opportunities, both within and outside a university setting, that may appear appealing potential uses of their time.

B. Such endeavors, either volunteer or remunerative, may include:

1. Teaching at NU or elsewhere in an area of expertise.
2. Continued research in an area of interest.
3. Mentoring of students or younger faculty in an area of experience.
4. Further study in an area of special interest.
5. Publication of prior research.
6. Creative writing.
7. Musical and/or theatrical performance and attendance at such events.
8. Continued committee or other service to the university, including NEO.
9. Service to the community at large.
10. Personal physical training and/or competition.
11. Travel in quest of adventure.

C. What opportunities exist via NU for extending such involvement?

D. In what activities would emeriti aspire to engage that is at present seemingly unavailable?

E. Obstacles to overcome in conducting this survey:

1. Who would be surveyed? Presumably all emeriti for whom contact information is known. (The list should be screened by the Office of the Provost and HR for recent death.
2. How do we convince emeriti around the world to respond, and make known their identities and contact information so other emeriti may pursue further insight on activities of mutual interest?
3. Would contact by a former NU acquaintance encourage cooperation in responding?

Attached is the current status of a report to the NEO Executive Committee Meeting of February 7 on the conduct of a Survey of NEO Membership. Edits and other suggestions are welcomed. ... Jack
Joe Emeritus: You may have gathered from other correspondence from the Northwestern University Emeriti Organization of its interest in surveying members on their activity since retiring and entering emeritus status. The purpose of this survey is to identify in what kinds of interests and services we are now pursuing and how fellow emeriti could become similarly engaged, regardless of where in the world they may now be living. To this end could you please take a few moments to respond to the short survey and add any additional insights that you feel could be helpful.

An important need to be served by this survey is the identification of potential sources of information for fellow emeriti seeking to engage in similar activity. Including your name and contact information would be essential to the exchange of further insight with a similarly interested and experienced fellow emeritus.

Please check below those endeavors in which you have record of involvement:

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How could a similarly interested fellow emeritus contact you for further information on related endeavors?

Email: _____________________________________________

Address: __________________________________________

_________________________________________________

Phone: ____________________________________________

Any message from you to that emeritus?

Thank you very much for your assistance! .... Jack Snarr, George Harman, Mark Ratner