The first meeting of the Northwestern University Faculty Assembly of the 2017–2018 academic year was held on October 26, 2017, at Kellogg Global Hub in Evanston with videoconferencing to the Chicago campus in Wieboldt Hall 421. A number of faculty members participated remotely. University President Morton Schapiro and Faculty Senate President Robert Hariman called the meeting to order at 4:32 p.m. A quorum (10% of full-time regular faculty members) was not present.

Brief reports were given by President Schapiro and Faculty Senate President Hariman. President Schapiro and other senior administrators proceeded to answer written questions and questions from attendees.

The meeting adjourned at 5:57 p.m.

Jared Spitz
Administrative Coordinator, Faculty Senate
1. **Welcome and Introductions:** University President Morton Schapiro and Faculty Senate President Robert Hariman welcomed attendees and provided an overview of the format of the meeting.

2. **Report from President Schapiro:** President Schapiro thanked President Elect Hariman for the introduction. He then proceeded to give a report. The following are highlights of his report.

   President Schapiro said that he recently returned from the Association of American Universities presidents and chancellors annual meeting. He said that there was considerable anxiety expressed by the leadership assembled there, primarily centered on the uncertainty surrounding government funded research. According to President Schapiro the money will and has already started to come from different sources. Discussion also included immigration issues, the new tax bill, and how to increase civility on college campuses, among numerous other topics. President Schapiro said he left the meeting feeling grateful about where Northwestern stands: $677 million in sponsored research (28% of Northwestern’s revenues) and the diverse resources from whence that money comes from i.e. public, private, charitable, etc. This leaves Northwestern somewhat more protected relative to other schools in the AAU.

   President Schapiro said that the Fall 2017 quarter is off to a great start. For Northwestern philanthropically, the We Will campaign is thriving. In October 2017, the campaign was close to $3.6 billion, and President Schapiro said their optimistic goal of $3.75 billion should be surpassed by January 1, 2018, years ahead of the campaign timeline. The fall meeting with the Board of Trustees will include discussion about the next steps for Northwestern and President Schapiro expressed optimism about Northwestern’s direction moving forward.

3. **Questions from Attendees:**

   o Professor Robert Gordon from the Department of Economics asked how much of the $2.4 billion annual budget involves the medical school?
     
     * President Schapiro did not know the exact number and promised to send Professor Gordon a reply once he recovered that information.

   o Professor Claudia Swan from the Department of Art History asked how does President Schapiro address, in both fundraising and expenditures, the value of the liberal arts education? She noted that the liberal arts plays very little role in the annual report, and specifically Weinberg College of Arts and Sciences is a bit player, but she wondered what role it played for President Schapiro in fundraising and in functioning of President of the University?
     
     * President Schapiro wished to clarify which report Professor Swan was referencing. She stated it was a report sent out early in last summer, which had
only one mention of WCAS. President Schapiro expressed regret and apologized for that oversight. He then said how passionate he is about the liberal arts education. He has written about the common misconceptions surrounding the liberal arts and has tried to champion the benefits of such an approach as a student and as a University leader. President Schapiro summarized his reply, stating that the liberal arts is the heart of the University.

- Professor John Elson from the Pritzker School of Law asked President Schapiro if he believes football could pose a mental and physical threat to the wellbeing of student athletes, and would he be willing to direct a study of football graduates and non-football graduates to see if there is a disproportionate deleterious effect on football players? And if the study does reveal a deleterious effect on those players, would he extend those players and former players a helping hand?

  - President Schapiro said that Northwestern already offers extended healthcare to many athletes in many different fields. He noted that concussions occur at the same rate, if not more frequently, in men’s soccer. No matter what, President Schapiro said, Northwestern will always monitor and look for ways to improve the health and wellbeing of its student athletes. He concluded by saying that Northwestern has, and will continue to be, a leader in safety and safety research for its student athletes.

- Lois Hedman from Physical Therapy and Human Movement Sciences in the Feinberg School of Medicine noted that with the recent uptick in crime on the Chicago campus the University responded with an increase in security, and asked whether that increase sustainable in the long term? She also asked what else is the University doing to increase safety?

  - President Schapiro said that keeping Northwestern safe is his primary obligation. He said he is committed to doing whatever he can to ensure that everyone feels safe and secure at Northwestern. Executive Vice President Nim Chinniah said that Northwestern collaborates with the Chicago Police Department reviewing crime data and statistics around the area and then Northwestern responds with resources that are commensurate with the findings. Mr. Chinniah added that there is no plan to remove the resources until Northwestern is confident the area is fully protected. President Schapiro said to please email him if anyone does not feel safe.

- Venkat Chandrasekhar from the Department of Physics and Astronomy recalled President Schapiro’s comment about research funding possibly being reallocated, and asked if is there a plan to reduce the burden of potentially lost funds during this period of uncertainty?

  - President Schapiro replied that Northwestern has relied on bridge funding from Lyrica and other revenue sources to remain self-sustainable. In addition to this, President Schapiro stated that Northwestern has had the fastest growth in sponsored research among the twenty six private universities in the AAU. This
has led to an enormous expansion in laboratory space and infrastructure, and President Schapiro is confident that while these moves produce in initial financial shortcomings, Northwestern will emerge stronger and better equipped for a prosperous future.

4. Submitted Questions:

- The University is working to secure $1 billion annually in external funding for research. Does the university envision changes in academic organization or academic practices in order to reach this goal?

  - President Schapiro said that his number one goal is to increase the $677 million in sponsored research to $1 billion. He said he hoped to accomplish this feat in five years. President Schapiro also envisioned a possible future where over one-third of Northwestern’s annual budget will be sponsored research.

- How is the university preparing for possible conflicts over free speech on campus?

  - Provost Holloway said that Northwestern is committed to the idea of free expression, and if an individual is invited to campus by a recognized student group, then that individual will be allowed to speak. This does not mean that peaceful protests outside the building are forbidden or rebuttals will be quieted. Rather, no one is allowed to prevent an invited individual from speaking their mind. Provost Holloway committed to defending free speech absolutely even when faced of repugnant ideology because the alternative - quieting free speech - is far more disturbing in his view.

    From a logistical standpoint, Provost Holloway said that Mr. Chinniah and the University have a tiered layer of responses to prepare for possible conflicts over free speech. First, the University has foundational policies (albeit still a work in progress in partnership with the Faculty Senate) in place to prevent disruption of approved speakers. Second, events will be ticketed and exclusive to the University community. Third, the University will have trained staff in place to monitor events and are there to deescalate disturbances should tensions arise.

- What are the university’s current plans for the provision of on-site child care at Northwestern? Assuming a consensus within our community that early childhood education is as important as higher education, does Northwestern offer tuition credit towards early childhood education costs? (Here in Evanston, full-time pre-school tuition can amount to over $20,000 per year). Given that parents of young children tend to be lower earners, the cost of early childhood education is, relative to salary, often more challenging to meet than the cost of college tuition. What provisions exist for offsetting the critically important and often very pricey cost of early childhood education?
Executive Vice President Chinniah said that the University spends almost $2 million per year in childcare provision. Northwestern does this in multiple ways, according to Mr. Chinniah, including reserved slots at childcare facilities. There is also a portability provision for graduate students because many were burdened with traveling long distances for childcare. As far as onsite childcare, the University has had a group of people review facilities and other options on campus. Mr. Chinniah said that with Provost Holloway’s arrival, the University will take further consideration into this issue.

Professor Swan had a follow up point stating that relative to salary, offsetting the costs of early childhood education is an enormous benefit. Professor Babette Sanders added to that point, asking if the administration had considered adding the travel provision for faculty also?

Mr. Chinniah noted that other provisions are provided for at home care and the administration is still getting feedback about what works best.

- Does Northwestern plan to continue using as early decision admissions in light of concerns that early decision prevents low-income students from applying, and, if they do apply, from comparing financial aid offers from other schools? If Northwestern plans to continue binding early admissions, does Northwestern intend to continue admitting more than half of its freshman class this way?

- President Schapiro said that Northwestern will continue to use early admissions. With regard to students more privileged students leveraging offers, President Schapiro said Northwestern does not have merit aid or offer student loans, so students accepted to Northwestern have nothing to leverage. Northwestern also admitted 18.9 percent of Pell eligible students in its most recent freshman class.

- What, if anything, is Northwestern planning to do about rising tuition costs, especially given the mental health ramifications for students concerned about money?

- President Schapiro said that Northwestern raised their sticker price 3.6 percent last year, which tracks the rate of increase for disposable income for the top 5 percent of Americans because they typically pay full tuition.

  Professor Swan said that the diversity of the student body because of the increase in Pell eligible students has made teaching an absolute joy. She then asked why does Northwestern not give full tuition credit to faculty?

  President Schapiro noted that most schools have moved to a more equitable model. Northwestern, like those other schools, will provide a fifty percent tuition reduction on any school, and that is an untaxed benefit as well.
Purple Pantry has been launched on campus to help “students who experience hunger due to financial constraints.” What is Northwestern doing to ensure that all students are able to feed and provide for themselves without resorting to stopgap measures such as food pantries?

- President Schapiro disagreed with the characterization of Purple Pantry. He said Purple Pantry is a program meant to be used during breaks when the dining halls are closed. Regardless, President Schapiro said there is no limit on what Northwestern is willing to spend to make sure that students have the best possible resources available to them.

- Graduate students in some fields often say they feel like second-class citizens – less pay, no offices, etc. What is the administration doing to address equity issues across the disciplines? Does the university plan to revisit graduate cohort sizes to better reflect the scarcity of available academic jobs? Given that most students and fields now take two to three years to find an academic position after finishing the PhD, what steps is the university taking to help students bridge those years and set them up for successful employment?

- Provost Holloway spoke with the Graduate School Dean Teresa Woodruff about these concerns and presented a broad overview of her responses. Based on the survey results, TGS students and non-TGS students have a high satisfaction as a broad cohort. Provost Holloway emphasized broad cohort because he said it is very difficult to address the questions with specificity given the diversity in graduate student experiences. Regardless of these difficulties, Dean Woodruff, he said, is committed to serving all students.

With respect to the last question, Provost Holloway said again that specific cohorts have different experiences. He gave the example of the Chemistry Department having excellent placement numbers, while jobs in the humanities may be scarcer. Provost Holloway also said that the market will not determine cohort sizes. Rather, there will be constant calibration each year as to what factors determine cohort size.

President Elect of the Faculty Senate Baron Reed asked if there is the possibility of support for graduate students being extended. He gave the example of his own department, Philosophy, which has witnessed competitors extend support for graduate students from five years to six. Provost Holloway said he would take the question under advisement and relay the concern to Dean Woodruff.

A professor who did not announce their name followed up Professor Reed’s point by reminding attendees that the laboratory sciences do not get the same support. In molecular biosciences, they receive funding in the first year and sometimes the first quarter in the second year for their graduate students. This is
changing at a large cohort of peer institutions where they are offering three and sometimes four years of funding, according to the unnamed professors, putting Northwestern at an enormous competitive disadvantage. President Schapiro and Provost Holloway both agreed with professor’s point and promised to look into the matter further.

○ What are the sticking points in the university’s relationship with Evanston at the moment? Is Evanston likely to approve a new dorm on the south end of campus, and if so, what concessions will the university need to make?

- President Schapiro said that they have worked very hard during his nine years as President to improve town-gown relations, and it has been great for Evanston and the University. He said the sticking point is that Northwestern has thousands of undergraduate students who have a different idea of what is fun to do on a Saturday night than their Evanston neighbors, who are typically families. The delineation between the University and the town is not as distinct as it is at other places around the country, said President Schapiro.

Executive Vice President Nim Chinniah said that Northwestern pays very close attention to shared issues with the city. There are not any festering issues currently. Mr. Chinniah said relationships are very strong right now. Mr. Chinniah addressed the question about the dorm on south campus saying that what Northwestern wants to do and is allowed to do with zoning is very different. But, he said, the University has built a lot of goodwill by providing information to the city and its citizens when it was not required.

○ Has the Trump administration had any positive effects for higher education? What challenges has it created for higher education?

- President Schapiro said no and many. He continued to say it makes what the University does even more important. Schools like Northwestern have a greater moral obligation to do the right things when so many things in Washington are wrong.

5. **Report from President of the Faculty Senate, Robert Hariman:** Faculty Senate President Hariman said that his report came in the form of the Faculty Senate newsletter, which was sent to all faculty the week prior. That report details the Faculty Senate’s agenda and continuing projects for the upcoming year.