

Northwestern University
Minutes of the Faculty Senate Meeting
Pancoe Auditorium - Evanston, Wieboldt Hall 421 - Chicago
December 4, 2013

The meeting was called to order by Jerilyn Logemann, Faculty Senate Chair, at 5:12pm. There were 49 of 80 members in attendance, with 33 attendees in Evanston, 10 in Chicago, and 6 participating off-site. The quorum of fifty-one percent was met. Also in attendance were the immediate past chair and the Northwestern Emeriti Organization representative, both serving as honorary members of the Faculty Senate.

1. Welcome by Jerilyn Logemann, Chair

Jerilyn Logemann welcomed everyone and thanked Senators for attending the meeting. She announced that there is no January meeting scheduled, but this may change if urgent business arises.

2. Chair's Report

- 1) **Assembly Meeting Report:** Jerilyn Logemann reported that the attendance at the meeting was disappointingly down from previous years and there was not a lot of faculty discussion in response to what the President and Provost presented. The issues that were on the agenda were substantive and well presented.
- 2) **Wounded warriors uniforms:** Chair Logemann talked with President Schapiro about the matter and he expressed anger and dissatisfaction with the situation. He was pushing to make the company take the product back so that NU would not be paying for them. Along with the offensive uniform came gloves that were even more offensive, and those were not used during the game.
- 3) **Board of Trustees Meeting Report:** Jerilyn Logemann reported that the luncheon meeting went well and the table discussions were very good. The only disappointment was the narrow focus of the discussion topic. Although not much gets accomplished, this meeting is very important as it gives the Board of Trustees an insight into how faculty members feel and think about important university issues and initiatives.
- 4) **ASG Initiative:** The Associated Student Government is looking for faculty input, by next week, in the form of proposals for projects to improve the Northwestern campus and community. The winning proposal will be awarded \$10,000 toward the project. Senators were asked to forward this information to people in their respective departments.

3. 2013 CIC Faculty Governance Leaders Conference

Stephen Eisenman represented Northwestern University at the 2013 CIC Faculty Governance Leaders Conference that took place on the campus of Indiana University in Bloomington, Indiana from October

17th to October 19th. He presented the following highlights of important discussion topics which focused on achieving the goal of shared governance.

- 1) What the administration must do in order to achieve an enhanced shared governance
 1. Timely transparency – sharing ideas and plans with the faculty governance body as early as possible.
 2. Educate the faculty – sharing data that the administration has on everything including financial, accounting, information on trustees, etc.
 3. Administration should provide incentives – recognize and reward faculty governance leaders.
 4. To provide leadership training
 5. To seed authority to the faculty
 6. To seek faculty input and to heed it
- 2) What the faculty must do in order to achieve an enhanced shared governance
 1. To be nimble and quick – entire governance group needs to be willing to act quickly and to have a delegated group that can act quickly any time of the year.
 2. Be sure there is good turnover –get new people into the mix at all times to make sure the same people are not serving year after year.
 3. Avoid getting faculty involved in trivial things such as parking, but rather involve them in important academic and evaluation issues.
 4. Ensure there is coordination between departments, schools and, universities
 5. Small groups – in faculty governance it is necessary to have small groups taking actions. Organize the body to have fewer people and more groups, but not standing committees. Committees should be formed only when there are issues that have to be addressed.
 6. Exploit technology for direct democracy – take an issue directly to the whole faculty if it important, not just to the faculty governance body.

4. Data from Administration: Marketing, Branding, Advertising, Outside Consultants

Chair Jerilyn Logemann explained that at the recent Assembly meeting President Schapiro was asked to provide data about marketing, branding, advertising, and outside consultants. Stephen Eisenman read the report from the administration, which revealed that the university has approximately 200 staff across the 12 schools and the administrative areas with marketing and communications responsibilities. NU spends about \$35 million annually on the salaries and benefits of these staff and non-salary expenses including publications, communications and marketing materials, and consultant services in support of these efforts. Unfortunately, a more detailed breakdown of the data was not provided, so the Budget standing committee was asked to work with the administration to get this detailed information. The committee was also asked to find out where the \$35 million fits in the context of the wider NU budget and also to gather comparative data from peer institutions.

5. Potential Faculty food drive. Collaboration with One Book One Northwestern

Nancy Cunniff, the project coordinator for the One Book One Northwestern program reached out to the Faculty Senate to see if the group would like to host a faculty driven food drive. After the matter was discussed it was determined that, although this is a great cause, the Senate's energies would be better spent on faculty governance business. Jerilyn Logemann will send out a message to the whole faculty body encouraging them to contribute to this important cause.

6. Establish Faculty Handbook Committee

Chair Jerilyn Logemann put forth the following motion:

To reconstitute a Faculty Handbook Committee that will do revisions and review of the current handbook.

The motion was seconded and a discussion took place.

A vote was taken and the motion carried.

7. Critical Committee Information

The Social Responsibility Committee is currently understaffed so Chair Jerilyn Logemann will put out a call for membership.

Educational Affairs Committee: Chair Susan Lee reported that the committee is continuing to monitor the developments with the Diversity and Social Inequality curriculum requirement that was voted in last year that goes into effect in 2015.

Chair Lee is serving on the Academic Diversity Council and shared that in their first attempt to launch this fall, they had coupled the participation workshops, the Difficult Dialogue workshops, at the same time as the course experience and there was some discussion that this is probably not the best way to get ongoing development for students and it should be sequential in some way. They will be modifying that sequence as they move forward. Another big concern is over what mechanism is going to be in place for each school to vet proposed courses. Some of the schools ignore the issue completely, which is fine as they can choose not to offer courses, but more concerning are the schools that will put courses forward that don't meet the educational objectives for that curriculum. The council is also working on the assessment for the courses as well as assessment for the Difficult Dialogues, so more updates will be available throughout the year as these developments emerge.

Online distance learning: Chair Lee reported that approval was given to have members of the Educational Affairs committee review the contract with 2U. The review will take place in January 2014 so Senator were asked to give feedback as soon as possible about the specific issues reviewers be mindful of as they examine that contract. Additionally, there has been a change in leadership of the Online Distance Learning Committee, which was created by the provost, so that group is just getting underway. They have developed a subgroup within the committee that will be dealing with assessment

and data analysis. Three members of the Educational Affairs Committee are serving on that committee and Chair Lee is meeting with the chair of that committee as well.

New business items for Academic Affairs: There is a new Office on Academic Initiatives that has emerged within Residential Life with a goal of replicating what exists in the Residential College system within every living unit on campus. They are in the process of a major redesign of many of the living units on campus and they hope to have some kind of academic facility or space for seminars, and/or tutorials in the majority of the living units. They would like to get input from the faculty on the kinds of spaces that are most desirable and the Educational Affairs Committee is helping to organize that conversation. Chair Lee is concerned about no faculty input in this great administrative idea of starting this Office of Academic Initiatives. If the faculty is going to be designing curricular innovation and looking at how to engage with students where they live, they should be a part of the conversation in a much more proactive way. She is also concerned about the challenges of getting faculty to participate, as there are lots of impediments and not many rewards. Unfortunately, involvement in these types of initiatives is not factored into the evaluation process for promotion and merit increase.

NUQ Issues: Chair Susan Lee requested that either the Faculty Rights and Responsibility or the Governance Committee tackle the issue of transparency as it relates to how faculty members are selected or offered opportunities at NUQ. Jerilyn Logemann will email President Schapiro to ask how people are selected to go to NUQ. Additionally, the time difference makes it very difficult for individual at NUQ to participate in governance and they would very much like to do so. Chair Lee asked the Faculty Senate body to figure out a governance model that would be supportive of the colleagues at NUQ.

Benefits Committee: Chair Donna Jurdy reported that the committee is well staffed and meets with the administration regularly. The committee met with the administration on December 2, 2013 and the following items were discussed.

1. Open Enrollment: Open enrollment went smoothly. Fewer people are opting for the Premier plan, but it is still at 16% of employees. Taxation of higher-level plans (aka "Cadillac") will be implemented in 2018. Notification to employees will be made with each subsequent Open Enrollment.
2. Flexible Spending Account: FSA has a lowered maximum, now \$2500, federally-mandated with the new healthcare law (ACA). The committee discussed an FSA option that would allow a \$500 carry over, but this option would require replacing the current grace period. Opinion was unanimous that the \$500 carry over option does not offer a clear improvement and that Northwestern should not implement this option to replace the current grace period for FSA.
3. Smoke-free campus: The status of the 'smoke-free campus' was discussed and the President and the Provost asked the committee members to survey their departments. ASG rejected a smoke-free campus because of issues with enforcement. The proposal for a non-smoking

campus will be discussed at future meetings. Higher health insurance premiums for smokers will be further explored, modeling NU's plan on the ACA's provision and its implementation and enforcement.

4. Wellness: A consultant with expertise in the wellness area has identified stress management as the primary area to target on campus. A program for consulting is underway, "Northwestern Life Matters".
5. Next meeting - February 2014: Changed federal regulations for employee retirement plans and the effect on current funds will be discussed.

Chair Jurdy also reported that the American Care Act will negatively impact temporary employees working a certain amount of hours. This is being looked into and will be discussed further.

Governance: Chair Carol Simpson Stern reported that the committee is continuing to make strides on the proposal to revise the faculty handbook to capture the way in which the university Faculty Appeals Panel functions. Legislation needs to be written and added to the handbook to guarantee the continuity of the executive committee of the Faculty Appeals Panel and also defining the reconstituted appeals panel. Another issue facing the Governance committee has to do with how appeals from non-tenured eligible faculty are handled and how to protect the rights of this growing group of faculty who do not hold tenure or tenure eligibility. This also needs to be addressed with written legislation.

Non-tenured Eligible: Chair Heather Colburn reported that the Committee met on Nov 11th, and focused on identifying and prioritizing goals for 2013-14. They plan to revisit the publication of NTE faculty salary data, as well as continue to collect data regarding ranks, titles and promotion of NTE faculty across schools. Members will address other issues, such as evaluation, etc., as time permits. They also discussed the importance of unity among NTE and tenure-line faculty, as well as the goal of examining NTE related issues within the framework of the University as a whole.

8. Set the Faculty Senate Agenda for the year

Senators presented the following recommendations for Faculty Senate agenda items for the year:

- There is a lack of sense of mission in education with an incredible emphasis on technology that is the means of transmission, rather than emphasizing the needs of those being educated.
- What does One Northwestern mean? Shouldn't there be a more uniform approach, requirements, etc. for the non-tenured track as well as tenured track faculty, faculty governance within the school, faculty involvement in residential colleges, etc.
- NUQ involvement in governance – finding solutions
- Evaluation of faculty – CTECs not an acceptable method. How assessment should work and how improvement should follow. Look for better methods.
- Make progress on the faculty survey of the administration

- Continue the work of the Educational Affairs committee.
- Looking into what better assessments are available to evaluate and foster better learning.

9. Adjournment

There being no further business, the meeting was adjourned at 7:05 pm.

Respectfully submitted,

Diana Snyder

Administrative Coordinator