

Northwestern University  
Minutes of the Faculty Assembly  
James L. Allen Center- Evanston, Wieboldt Hall 421 - Chicago  
June 6, 2017

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The second meeting of the Northwestern University Faculty Assembly of the 2016–2017 academic year was held on June 6, 2017, at James L. Allen Center in Evanston with videoconferencing to the Chicago campus in Wieboldt Hall 421. A number of faculty members participated remotely. University President Morton Schapiro 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 Elect Robert 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

# Northwestern University

## Faculty Assembly

### Summary of Questions and Answers

June 6, 2017

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1. **Welcome and Introductions:** University President Morton Schapiro and Faculty Senate President Elect 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 comment on the agenda items and the following are highlights of his report.
  - a. **Update on Twenty by 2020 Goals**
    - President Schapiro lauded the fact that Northwestern has continued to increase the number of admitted Pell eligible students. Currently, Northwestern has nineteen percent first year Pell eligible students and now ranks second among the twenty COFHE (Consortium on Financing Higher Education) universities. A few years ago Northwestern was hovering around seven percent, so President Schapiro noted that tremendous progress has been made. He promised to continue efforts to push beyond twenty percent first year Pell Eligible students by 2020.
  - b. **Update on NU-Q New Campus Building**
    - President Schapiro acknowledged that a lot had happened in Qatar in the last twenty-four hours. He said they did dedicate the building in conjunction with the graduation during the first week in May. However, he recognized the concerns others have expressed about Northwestern being in Qatar, but also expressed pride in Northwestern's role in redefining the model of Arab media. President Schapiro also emphasized the administration's attentiveness to the political situation developing in Qatar and said he will continue to monitor the situation. Lastly, he reiterated the importance of Northwestern teaching media studies and helping develop a free press in a country in the Middle East.
  - c. **Update on the Advisory Committee on Investment Responsibility**
    - President Schapiro stated that the committee has been formed. He applauded the students who advocated for the committee. He also applauded the members of the investment committee who approved of an oversight committee.
  - d. **Update on Government Relations and Executive Orders**
    - President Schapiro said it is difficult to predict what will happen next given the volatility of the current president. He said the University closely monitors what happens in Washington and will continue to stay abreast of all Executive orders. General Counsel Phil Harris said Northwestern did file an amicus brief in opposition to the second Executive Order. President Schapiro added that Northwestern will try its very best to

keep our students and faculty safe and to keep Northwestern as open and inclusive as possible.

**e. Construction Updates**

- President Schapiro expressed his excitement for the Mudd Hall renovation and expansion. The Simpson Querrey Institute for BioNanotechnology is ahead of schedule and should be open in eighteen months. While construction is essential, President Schapiro said that he is more focused on what is going on inside the buildings – teaching and research – rather than just the buildings themselves.

**f. Other Accomplishments**

- President Schapiro mentioned the healthy state of fundraising. He also commented on the acceptance rate dropping to 9.2 percent.

**3. Report from President Elect of the Faculty Senate, Robert Hariman:**

- President Elect Hariman summarized this year's Senate reports, actions, and activities, and identified several agenda items for next year. The reports included: (1) The Senate released the last of the four parts, on Leadership and Environment, of the Faculty Perspectives Survey done in collaboration with the Secure Faculty Survey Committee and the Office of the Provost, and a summary of the complete survey. The summary is at the Senate website. (2) The Salary and Benefits Committee compiled data on faculty salaries relative to peer institutions. They identified erosion in parity at the senior professorial level and a strong need for improvement in non-tenure eligible faculty salaries. (3) The Senate endorsed a report on pay and promotion equity by the Organization of Women Faculty. (4) The Senate also composed a report on shared governance structures examining best practices from peer institutions. These reports have been and will continue to be the basis for candid discussions with the administration.
- President Elect Hariman then noted significant Senate actions and recommendations, including academic calendar changes proposed by the Educational Affairs Committee, a proposal for a professional ombuds office to support faculty in personal and career transition issues, a proposal for joint authorship guidelines, changes to the faculty handbook in order to deal with issues of faculty harassment and bullying, proposals for training faculty regarding student mental health problems, a resolution supporting students affected by the recent Executive orders on immigration, and most recently a Senate statement on academic freedom.
- More broadly, the Senate handled inquiries from faculty, students, and administrators on a range of issues, which included benefits policies, intellectual property rules, academic freedom, personnel conflicts, body cameras for University police, and other

concerns as well. President Elect Hariman highlighted the new, collaborative approach the Senate has taken with the administration on these issues in its commitment to shared governance. He stressed that the Senate is committed to developing trustworthy working relationships on behalf of faculty values and interests and the continued improvement of the University.

- For next year, President Elect Hariman outlined several initiatives including review of the faculty appeals processes, continued attention to guidelines regarding harassment, review of confidentiality guidelines, review of CTECs, better integration of the Senate into the University planning process, renewed commitments to sustainability policies, and defining excellence outward – defending the idea of the University in the public sphere and recommitting to the role of the liberal arts education in the complex societies of the twenty-first century. On behalf of the Senate, he welcomed ideas and suggestions from the faculty for next year.

#### **4. Questions and Answers – Submitted Questions:**

- We have a longstanding commitment to Qatar, however in the last few months there have been two disturbing events: Doha News was suspended and yesterday five countries severed ties with Qatar. What is your response to these events? And how might they affect our educational mission there?
  - President Schapiro responded that the University is closely monitoring the situation. Northwestern is also working with the sister universities at Education City to get as much information as possible. The U.S. Ambassador to Qatar is stepping down, which makes monitoring slightly more difficult. He stated that the University has plans for every scenario, promising the administration will do everything possible to keep our students, faculty and staff safe. President Schapiro then referred to Provost Linzer for additional comments.
  - Provost Linzer stressed that all of the facts are not available, and the administration does not want to overreact. He referred to a meeting between himself, other senior administrators, and the ambassador to Qatar where the ambassador assured him of Qatar’s importance in the strategic initiatives and goals of the United States. He also believes, like President Schapiro, that the sanctions are related to Al Jazeera’s news coverage. Provost Linzer said this is a part of a campaign intent on discrediting Qatar.
- In recent years, Northwestern has invested heavily in recruiting and retaining excellent faculty in the Humanities. In fact, many departments such as English and History are larger than they've ever been in the University's history. Yet these larger faculties are teaching fewer students because Weinberg undergraduates opt overwhelmingly for majors in either Economics or STEM fields. We've made great progress in increasing the ethnic and economic diversity of our student body, but their intellectual diversity is suffering. So what is Northwestern doing to attract top students with humanistic interests? What more can or should we do to promote the Humanities for current students?

- President Schapiro disputed the claims made in the question. He stated the number of humanistic majors has reduced, but enrollment in the humanities did not decrease across the board. He added, unlike some schools that have a formula that links undergraduate enrollment to FTE faculty appointment, Northwestern does not have any such program. President Schapiro along with Saul Morson recently published a book in which they argue that eventually markets correct themselves, and because the humanities are uniquely able to teach emotional intelligence and global awareness, the value of humanities training will rise.
  - Provost Linzer then spoke about enrollment in the humanities. He cited institutional data saying that there has been a decline in humanities enrollments starting in 2013. Specifically, from 2013-2016 there has been a fifteen percent decrease in humanities enrollment at Northwestern. During that time, Provost Linzer said he changed the way admissions allocated slots to the different schools. There were serious declines in applications to those schools and they were struggling to hit enrollment targets, according to Provost Linzer. Therefore, the shift in enrollments leads to a shift in curricular requirements. Provost Linzer said that this means humanities faculty have to come up with creative ways to attract students. For example, two initiatives he helped spearhead were the Kaplan Freshman Humanities Scholar program and the One Book program.
- Could you summarize the argument in your co-authored book, *Cents and Sensibility*, and suggest what implications it might have for university education?
- The subtitle of the book is what economics can learn from the humanities and President Schapiro said it was written to encourage a conversation to that end among economists.
- Could you update us on what changes, if any, Northwestern plans to make with the Greek system, especially in light of the SAE issue? And what is the status of the SAE headquarters being on Northwestern's campus?
- President Schapiro clarified that SAE's house is not on Northwestern's campus.
  - Vice President for Student Affairs Patricia Telles-Irvin then spoke about the history of the Greek system at Northwestern. She emphasized that behavior in the fraternities and sororities is cyclical. Vice President Telles-Irvin said that every so often one of them will get into trouble, and when that happens, the University examines the case and issues a punishment when necessary. She added that she hoped this is a one-time incident and that SAE is currently in the appeals process regarding the sanctions handed down. Vice President Telles-Irvin did want to acknowledge these organizations contribute to campus community, have a lot of school spirit, raise a lot of money, do exceptionally well academically, and serve their community. The Office of Fraternities and Sororities focuses on a program started three years ago, which sets a standard of excellence that has five principles the University asks the organizations to follow. Vice President Telles-Irvin said these standards are still being built upon and

part of that structure is an educational component on drinking and sexual assault prevention. Finally, she said we continue to support the Greek system but hold them accountable whenever it is necessary.

- Could you update us on plans for constructing the new Norris? Will building begin in 2018, even if no lead donor steps forward?
  - President Schapiro said that a series of dominoes has to fall before construction of the new Norris begins. First, economics and Kellogg have to move out of the Jacob Center. Second, painting and moving some departments was the original plan for the Jacob Center, but upon closer inspection Jacob's layout needs some updating before the move can begin. The topic will be discussed with the board. Hence, these issues will delay breaking ground on the new Norris at least a year. In addition to the plan for a new student center, President Schapiro said that the University wants to build upon 560 Lincoln and has been considering building a new dorm complex. The University is still unsure whether it wants to begin the new dorm complex or the Norris center first. President Schapiro added that there is fluidity with the timeline given the number of variables.
  - Provost Linzer commented that the time on these projects are not just reliant on donations, but also the bottom floors of the Jacob Center must be open for swing space so the students have a place to gather. The University cannot be without a student center for two years and therefore must wait until construction on the Jacob Center is complete before it starts construction on a new student center.
- How are town-gown relations these days, especially in light of incidents like the African-American graduate student who was pulled over for driving his own car?
  - President Schapiro referred the question to Executive Vice President Nim Chinniah.
  - Executive Vice President Chinniah replied that under President Schapiro town-gown relationships have continued to improve. He said that the University has terrific relations with all of Evanston's elected officials, including the recently elected aldermen and mayor. Vice President Chinniah maintained that Northwestern has a regular process of engagement with the city and the communities they represent. Those relationships are important for situations like the arrest of the graduate student. Chinniah said we have the mayor on speed dial so we can very quickly find out exactly what happened. He also said a candidate forum was hosted in the Allen Center before the election, and a public conversation with newly elected mayor Steve Hagerty is forthcoming. Executive Vice President Chinniah then used the example of Dillo Day, which he said was exceptionally successful this year thanks in part to the University and the city working together to talk with community members, ensuring they know there is support on both sides.
  - President Schapiro added that Northwestern is not a foundation. Donors and parents who pay tuition like to know where money is being spent and why, and President Schapiro said it is easy to justify investing in education. In Evanston, the University

made investments in district 65 and dramatic investments in Evanston Township High School. Northwestern started a summer and weekend program called the Northwestern University Chicago Public School Academic Academy, and President Schapiro recently participated in the first graduation. He said that this college preparatory program was designed for exceptional students who were not accepted to the magnates, but are performing extraordinarily well at their public school. President Schapiro said that the first class of 49 all are enrolled in four-year schools and it was one of the best events he was a part of all year because this program is changing of the lives of students. For those reasons, President Schapiro said this is the best money the University spends.

- What changes, if any, is Northwestern making to make international students feel more included and less isolated?
  - Provost Linzer said that Northwestern has increased the enrollment of international students at the University. He then said that the onboarding efforts carried out by the international office has grown. They prepare students for not only life at Northwestern but also what it's like to live in this country and navigate a city as vast and diverse as Chicago. Provost Linzer acknowledged the anxiety many international students have felt since November. Unfortunately, the administration cannot give absolute answers or definitive predictions, but Provost Linzer said they are aware of the impact the current political environment is having on the international students at Northwestern. He went on to say that Northwestern is working with the city of Chicago to create a new kind of visa status to help students stay here.
  - Vice President Telles-Irvin spoke about the CAPS office and their continued support of international students at Northwestern. The international office is also answering questions about legal rights or any other questions students may have about their rights as visa holders in the U.S.
- How can Northwestern best juggle the sometimes conflicting demands to allow freedom of speech vs. to allow a safe campus environment/community?
  - President Schapiro said he did an interview with the Wall Street Journal a few months back in which he tried to argue that someone must have a really good reason to shut down free speech. He stated that there are distinctions between free speech and verbal assault as well as what happens inside a classroom versus outside of a classroom.
- Any thoughts you'd like to share on the Laura Kipnis book?
  - President Schapiro said if you read the book you quickly figure out what it is.
- Any thoughts you'd like to share on the union issue in regard to faculty and in regard to graduate students?
  - President Schapiro said that votes from all non-tenure faculty should be included, and

if those votes are included and there is still a majority of non-tenure eligible faculty in favor of unions, then the University will have a union.

- Any thoughts you'd like to share on fundraising?
  - President Schapiro said there is not a mysterious formula to fundraising. The key is to have really good ideas and to deliver. The University is eighteen months ahead of the fundraising goal; the University has already surpassed \$3.4 billion. President Schapiro stated that discussions are already in the works to adjust for this favorable outcome and to put out a much higher number. He talked about future investments in education saying that money will go to expanding need based aid for non-U.S. students, science investments, humanities investments, and much more. If the number does increase, money will be invested in new ideas that have come out since Provost Linzer's strategic plan, which president Schapiro credited as the underlying document for how the University invests and raises money.
  
- Any thoughts you'd like to share about working with the new provost?
  - President Schapiro expressed his excitement to work with incoming Provost Jonathan Holloway. President Schapiro noted how lucky he was to have Provost Linzer, and his now thirty-three years of service to Northwestern, when he arrived as President eight years ago. He said provost Linzer knows everything there is to know about Northwestern and a tremendous amount of knowledge will be absent when he departs. Because of this, President Schapiro said this will be a hard transition for him personally because there is so much trust between himself and Provost Linzer. All that said, he believes Jonathan Holloway has the background, the intellect, the integrity, and the potential to be every bit as effective as Provost Linzer.
  
- Any thoughts you'd like to share about working with students, particularly those who are activists (re divestment, etc.)?
  - President Schapiro mentioned that with respect to divestment there is now the Advisory Committee on Investment Responsibility that will oversee and recommend investments at the University. He said how rewarding and challenging it can be to work directly with students, who have incredible passion but sometimes do not respect civil boundaries. He expressed his love for Northwestern students and how he marvels at how much they care about the world and people in it. He also expressed his respect for self-discovery at college and the many shapes and forms that can take on. President Schapiro said students care, and he wants them to care. But at the same time, citing Faculty Senate President Laurie Zoloth in a statement she made, President Schapiro said actions have consequences. Students at Northwestern must know that the world does not give you immunity.



## 5. Questions and Answers – Questions from Attendees:

- Weinberg Adviser, Jeff Rice - In the last twenty years I have been advising at Northwestern, and during that time we have added courses in Integrated Marketing, the entrepreneurship Certificate, the Design Certificate, Business Institutions, two Kellogg certificates, and MMSS. Compared to that we have the Kaplan and the Brady Program – which is a 7-2 ratio; seven pre-business *accoutrements* to our core curriculum and two in the humanities. In 1964, *The Idea of the University* was published by Clark Kerr and he said that “the future of the University is an economic engine that will drive American business.” He was pilloried for that statement as well as admired for that statement. It seems to me that the leadership of this University is one hundred percent dedicated to making Northwestern a driver of economic growth. Our students buy into that and we feed them with great quality and quantity of food. But we don’t challenge them, we don’t try to raise the question: is that the fundamental reason to be educated? It seems to me, as we go forward we have given up the basis of real education and we are becoming a training institute for businesspeople. It saddens me as an alumnus of this University that we have joined schools like Stanford and others who have forgotten the real purpose of education.
  - Provost Linzer challenged the claim that the pre-business to humanities ratio is 7-2. He said that Northwestern has attempted to grow all areas of the University and has not tilted over to one side. Provost Linzer placed the responsibility on faculty to design curriculum that gets the students excited about their areas of study. Northwestern has tried to invest in good ideas. He did not agree that administrative focus on driving more business education. Instead, he claimed students demanded certain areas of study, like Middle Eastern studies and the Department of Asian Languages and Cultures, which included a big investment in the humanities.
  - President Schapiro added he knows a lot of students who are studying the qualitative social sciences, the humanities, and the performing arts, and because they can do a certificate in IMC or business institutions, students are able to convince their parents of the merit in pursuing their true love of liberal learning.
- Faculty Senate President, Laurie Zoloth – What are your thoughts about Doha News? Doha News is an online publication started by two Northwestern affiliated professors who last December wrote an article about gay life in Doha. The website was subsequently taken down and they were told they needed a license which had never been the case before. When they went to apply for licenses, they were told no one could apply for licenses. Fearing for their future, they fled and now print Doha News from Detroit because of their concerns about censorship in Doha. Isn’t that exactly what we train our students to do? Why were they stopped? How should we react as faculty to a story like that?
  - President Schapiro was unaware of the incident and did not want to speculate on the situation without all of the facts.

- Professor Jacqueline Stevens – I have two questions about the Doha campus, the first of which has to do with accreditation for Medill. I am wondering President Schapiro if you agree with the decision to not pursue accreditation? And are you aware of other reasons other than administrative burdens for Medill for not pursuing this? I am asking because I have a copy of the 2011 accreditation report and could see the onerous reporting requirements and I am wondering if the policies and problems in the Doha campus, including the absence of any protections for academic speech in Qatar, codified in 2014 legislation, an example of which Laurie was just giving, played a role in this decision. My second question has to do with the financing of the Qatar campus. According to data released by the U.S Department of Higher Education, which mandates universities report to it contributions from foreign sources, for the first four years of the Medill School’s Doha campus (2008-2011) Northwestern reported receiving no funds for contracts from any source in Qatar. But, according to statements made by president Schapiro and others, the Doha campus has been supported exclusively by the Qatar Foundation. I am wondering if you can explain the discrepancy, if the Qatar Foundation did in fact pay Northwestern for the Medill campus in those years and just not report it, or if there was another source for those years? Just going back to your comment in response to Laurie’s question, I think it is kind of stunning that you are saying that you don’t have much information about what is going in there in terms of censorship. A number of human rights organizations have condemned Qatar consistently. It has dropped in rankings in terms of freedom of the press since NU has been there. Those policies are inconsistent with the faculty handbook. Stephen Eisenman raised these concerns in his report when he was Faculty Senate President. I am a little bit concerned that you don’t have a more robust response to the questions she raised.
  - President Schapiro responded that Dean Hamm’s decision to not seek reaccreditation had nothing to do with the Doha campus. He then answered that the Qatar Foundation funds the Qatar campus. President Schapiro said that he knew nothing about the claims made by Professor Stevens about the reporting of funds to the U.S. Department of Higher Education.
- Professor Stevens asked a follow up question to Provost Linzer about the funding for the Doha campus, stating that she had asked these same questions in an email sent two weeks prior to Provost Linzer. Her question was as follows: Provost Linzer, can you please explain why those funds I mentioned weren’t reported to the U.S. Department of Education if they were in fact paid by the Qatar Foundation?
  - Provost Linzer stated that he had no idea what Professor Stevens was referring to. He said that the Qatar Foundation pays the operating costs of the Northwestern University school in Doha, not the Medill School.
- You have received reports about salaries and faculty satisfaction, what are you planning on doing with this information?
  - Associate Provost for Faculty Lindsay Chase-Lansdale fielded the questions by first thanking the Senate for collaboration on four reports, including a fifth report on salary equity in Feinberg due to be released later this year. Associate Provost Chase-Lansdale recalled the action steps in each of the four reports and stated that her office has reviewed and followed up on almost eighty percent of them. After speaking with the leadership of

the Senate, she acknowledged that there was still work to be done in terms of communicating that the Provost Office is doing something about the survey responses. Associate Provost Chase-Lansdale provided some examples of responses that included statistical experts analyzing the pay equity study and sharing that information with Deans to help them determine salary, the Provost Advisory Council on Women Faculty was created to highlight and elevate the work of women faculty as well as recruit top women faculty, and the Provost Diversity Awards were launched last year to identify faculty who have accomplished a great deal for diversity and excellence combined with a seed grant program.

- Senator Suzan van der Lee – The Faculty Senate recently recommended the implementation of a wellness advisory committee on campus to train faculty in recognizing mental health issues on campus. Does the administration believe this is a good recommendation and do they support such a committee?
  - Vice President Telles-Irvin said it is wonderful that the faculty want to engage in this type of training. We are trying to create a community of care where we are all watching out for each other. Recommendations like the Senate’s help cultivate such a community.
  - Associate Provost Chase-Lansdale added there is a new, University-wide program for faculty wellness. She said the website and the program are a major resource for faculty on all sorts of issues. It also connects faculty with resources that they find useful. Associate Provost Lansdale added that the Change Management Office, under the direction of Jake Julia, is undertaking a study on how the University can promote faculty wellness. prevent problems, and mediate problems.
- Senator Sylvester Johnson – One recent proposal from the Faculty Senate was to establish an Ombuds office. Is there a sense of a timeline for when the administration might make a decision?
  - Associate Provost Chase-Lansdale said that the administration is aware of the recommendation and are waiting for the arrival of incoming Provost Jonathan Holloway so he can make a decision.