

Northwestern University
Minutes of the Faculty Senate
Atrium of the James L. Allen Center and Videoconference
October 12, 2022

The Northwestern University Faculty Senate held its first standing monthly meeting of the 2022-2023 academic year on October 12, 2022, in the Atrium of the James L. Allen Center and over Zoom videoconference. President Ceci Rodgers called the meeting to order at 5:01 p.m. A quorum was present.

The president noted that the minutes from the June 1, 2022, meeting were approved and entered into the record.

The president then began her report.

Each year, the Faculty Senate President meets with the deans of the various schools. The president said several themes emerged from this year's meetings: welcoming the new University President, building a strong sense of community within schools after the pandemic, and the difficulty of retaining staff, and, in some cases, delays in approvals to launching faculty searches. The president said the issue of faculty hiring and retention remains front and center in the Senate. Provost Kathleen Hagerty and Associate Provost Sumit Dhar set up a meeting between the Faculty Senate leadership (President-Elect, President, and Past President) and Vice President of Human Resources Lorraine Goffe, who updated the Senate leadership on the large number of staff openings. The president said Vice President Goffe reported progress on the time it takes to fill staff positions, but said that employee turnover remains high. Additionally, Vice President Goffe has several new initiatives to address staff hiring and retention. The president added that Vice President Goffe has been invited to an upcoming Faculty Senate meeting to share her plan.

The president said she reconstituted the Secure Faculty Survey Committee over the summer, with NTE faculty member Gina Petersen as chair. Recently, the president and Senator Petersen met with Amit Prachand, Office of Administration and Planning, and Alex Rot, Provost Office, to discuss surveying the full faculty. Additionally, the Survey Committee has already met this year and will be

soliciting feedback from the Faculty Senate as it continues its work. The president indicated the survey process will take time, but the Senate will be regularly updated on its progress.

The president said Senators will have already received an email and invitation from Secretary to the Faculty Senate Jared Spitz regarding the Senate's lunch with the Board of Trustees on Friday, November 18, from 12-1:30 p.m. in the Atrium of the Allen Center. The Faculty Senate and the Board meet annually to discuss topics of strategic importance. Closer to the date senators will receive further details on this year's topic: How Can the University Maintain Excellence in Hiring and Retention in an Evolving Employment Landscape?

Earlier this month, the Organization of Women Faculty sent a letter to University President Michael Schill, Board of Trustees President Peter Barris, Provost Hagerty, Associate Provost Dhar, and the Deans of the University's schools on Saturday, October 1, and shared it in a full-page ad in the Daily Northwestern on October 6, outlining the impact of the pandemic and the previous University financial crisis on women faculty and calling for specific steps to redress the identified issues. The OWF requested that the Faculty Senate formally endorse the letter, a matter which the Executive Committee took up at its regular monthly meeting on October 3. The president said the Committee felt that the Faculty Senate, as an organization, should not endorse the letter, mainly because neither the body nor any of its standing committees worked on the many issues contained in the letter. Thus, the agenda we approved for tonight's meeting did not include a presentation by OWF. She added that the Committee did feel it appropriate to refer issues raised in the letter to standing Senate committees, where they can prepare resolutions, if so desired, and also to distribute the letter to Faculty Senators as a point of information. OWF co-chairs were informed of this decision by email on October 5, the president said, and Senator Bob McDonald, the chair of the Senate's Salary & Benefits committee, has agreed to have the committee consider the salary and childcare issues raised in the letter and report back to the Executive Committee. Regarding the OWF letter's request for a full faculty survey, as previously stated, the Senate Secure Faculty Survey Committee began work on a faculty survey over the summer.

Finally, the president said the Faculty Senate was informed over the summer that the School of Professional Studies had hired six full-time faculty members for the 2022-23 academic year. The

Senate leadership determined that they should have Senate representation. Thus, SPS elected Faisal Akkawi as their new Senator.

The president concluded her report.

The president then opened the floor for questions. Seeing none, the president then asked for a motion to approve the standing committee chairs. A motion was made and seconded. The floor was then opened for discussion.

Senator Luis Amaral asked the president to give an overview of the criteria for choosing a committee chair. The president said one goal she had was to increase the gender diversity on the Executive Committee. She added that it was important to find members from various schools. Also, she examined each senator's areas of expertise. In some cases, such expertise mattered more, and in others it was more important to have a tenured professor or someone from a specific school.

With no further comments, the following standing committee chairs were approved:

Senator Therese McGuire, Budget & Planning Committee; Senator Joseph Ferrie, Committee on Cause; Senator Jill Wilson, Educational Affairs Committee; Senator Kalyani Chadha, Faculty Handbook Committee; Senator Ana Aparicio, Faculty Rights & Responsibilities Committee; Senator Mark Witte, Governance Committee; Senator Anne Waller, Non-Tenure Eligible Committee; Senator Tom Hope, Research Affairs Committee; Senator Robert McDonald, Salary & Benefits Committee; Senator Gina Petersen, Secure Faculty Survey Committee; Senator Celia O'Brien, Social Responsibility Committee; Senator Ana Maria Acosta, Student Affairs Committee.

The president then made a motion to approve the Committee on Cause members. The motion was seconded, and with no discussion, the following members of the Committee on Cause were approved:

Senator Joseph Ferrie (Chair); Senator Mark Johnson; Senator Caryn Ward; Senator David Uttal; Senator Christina Lewicky-Gaupp; Senator Sarah Bartolome; Senator Ellen Wartella.

After the vote was finalized, the president introduced Provost Kathleen Hagerty. She then asked for a motion to allow Vice President for Operations Luke Figora to speak. Vice President Figora, the president explained, was not initially listed on the agenda. Thus, a vote was required to grant a non-senator to speak. A motion was subsequently made, seconded, and unanimously approved.

Provost Hagerty said the purpose of her visit was to answer questions about the proposed new football stadium. The current football stadium, Ryan Field, she said is 96 years old and is in need of significant deferred maintenance. The University had planned to do about \$124 million of deferred maintenance, like repairing the concrete falling off the towers, replacing the fire and safety equipment, painting the stadium due to rust, repairing plumbing and electrical, increasing accessibility, etc. The Provost said that even after the maintenance, the University would still have an old stadium to maintain. Then, the Provost said, the Ryan family approached the University with a gift of nearly \$200 million for academics and another significant gift to support the construction of a new stadium. Financing for the new stadium, she said, is broken down in the following way: the University contributes \$124 million (which had already been budgeted for deferred maintenance) plus another \$100 million in fundraising and everything else will be covered by the gift from the Ryan family and the operating income from the stadium (estimated total cost of building the new stadium is \$800 million). The Provost promised the University would not take money away from academics to support the stadium, and with the gift, they would not have the additional stressor of caring for a nearly 100 year old stadium. She added that the stadium is not yet official because there is still a lot of work that needs to be done with the city. That process will continue on to the next year.

The president then opened the floor for questions.

Senator Mark Johnson asked why the size of the stadium is being reduced. Vice President Figora said they looked at the demand curve for Ryan Field and also listened to feedback from a 7th ward working group, which listed some issues with the current stadium like parking and congestion and noise and light, and determined a smaller stadium was the best course. He added that a trend in professional and college sports is reducing stadium size to better fit demand. Senator Johnson followed up and said that less demand occurs when the football team isn't very good. However, when the team is good, there will be less available space. Vice President Figora said he hoped the

team would be good. He said a chunk of what has filled the stadium is visiting fans. He said they hoped to create more of a home field advantage with an intimate setting and more home team fans.

Senator Kyle Henry asked how the price of football tickets would be impacted and what sorts of cost benefit analysis had been undertaken to determine future budgeting for the new stadium. Vice President Figora said there has been extensive analysis to date and there will be a lot more work going forward. He said that Athletics is charged with determining how the stadium operates sustainably in the long term and ensuring one of the Ryan family's core tenets is met i.e. people of all incomes are able to attend and enjoy the game.

Senator Karen Alter said she was confused by the University's commitment to spend over \$100 million and fundraise \$100 million when she thought Athletics supported itself. Secondly, she said there is some frustration surrounding the stadium being fast-tracked while the Jacobs Center remains vacant. Vice President Figora said the transformational nature of the Ryan family gift gave the University an opportunity to look at the stadium renovation differently. He added that fundraising specific to Athletics has a unique donor base, and it is a donor base likely to give solely to Athletics. Provost Hagerty reiterated this point. She was certain this money was not going to be given to academic endeavors.

Senator Rebecca Zorach asked what the University is doing to reduce the incidents of concussion and traumatic brain injury in student athletes. Provost Hagerty said she is not an expert in this field, but she said she would be happy to get the requisite information and share it with the Senate. Vice President Figora said his background is in risk management. He said the Northwestern Sports Medicine system has been one of the most advanced in the country in terms of concussion research and translating that research to the field.

Senator Mark Witte said he likes Ryan Field and its architecture. He appeared less than enthusiastic about the design for the new stadium. Vice President Figora said that some of the inspiration for the new design was the Major League Soccer stadiums built in recent years. He noted that they are in the schematic stage of design, so there is still a lot of work to be done. Senator Witte asked a follow-up: Will the stadium be used for any other sports? Vice President Figora said there is a hope the stadium

could host a women's Final Four in lacrosse, but he said it is not designed with a width capable for hosting a soccer match.

Senator Amaral said he believes the University is choosing to invest time, effort, and money on a building he claimed will be used only 50 hours in a year. Simultaneously, he said there are desperate repairs needed across campus. He then asked why the University has to accept the gift and why they couldn't lease, for example, Soldier Field where the Chicago Bears play. President Michael Schill took the opportunity to introduce himself and answer Senator Amaral's question. He said the option of not building a stadium was never on the table. He also said that he believed nearly all of the Power 5 teams have their own stadium. Keeping with the premise of having a stadium in Evanston, President Schill said two options remained: spending \$124 million on repairs on an old stadium or accepting the gift from the Ryan family and building a new state-of-the-art stadium.

Senator Sara Solla seconded Senator Amaral's comments. She said Northwestern does not have to be a follower of other schools, and that being a leader means setting your own values. She said the option of not taking the money should have been on the table. Provost Hagerty said a better way to describe it would have been the option was on the table, but it was rejected. Additionally, she said Soldier Field is a significant challenge given that the Bears are still playing there. Vice President Figora said a game can't take place on natural grass within eight days of an NFL game being played due to certain regulations. President Schill said Senator Solla made a good point. He said that having a stadium in close proximity to campus enhances the University experience by encouraging school spirit and alumni to return.

Senator Therese McGuire prefaced her comments by saying it was somewhat unfair to pose her question given that the Board of Trustees made the final decision on the football stadium. She then asked if the administrators could articulate how building a new \$800 million football stadium is central to the mission of Northwestern University. President Schill said when he came to the University the decision was nearly complete. Nonetheless, he said he does think it is a good idea given the choices they have. He reiterated the point above about weighing renovating an old stadium or building a new one. Furthermore, President Schill said he believes the stadium will be an amenity for the Evanston community and Northwestern. All along, he said, the administration has promised to spend only what they would have for renovation and repairs and nothing more.

Senator Fred Turek said he is in favor of the new stadium. He then brought up the Bears potentially moving to Arlington Heights, which would leave Soldier Field empty. Given that potential outcome, he asked if the University should wait to see if Soldier Field becomes available before moving forward with building the new stadium. He added that Northwestern is not just Evanston—the Chicago campus is not far from Soldier Field—and he wondered if that was taken into consideration. Vice President Figora said that what the Bears decide to do is outside of Northwestern’s control. He said, in terms of timeline, there is a lot of work still to be done with our neighbors in Evanston, including the entitlements process. He said they are also coming up with ways for the stadium to serve as a venue that goes beyond football and athletics.

Senator Barbara Newman asked what the targeted completion date is for the new stadium, where the team will play when Northwestern does not have a stadium, and if there is anticipated ticket revenue loss during construction. Vice President Figora said that if all goes to plan the stadium would open in Fall 2026. A final decision has not been made on where the team will play during construction. He said they are also continuing to model various projected revenues based on where the football team will play leading up to 2026.

Senator Faisal Akkawi asked, given the state of the economy and rising inflation, what the chance is the final price tag will exceed \$800 million. President Schill said the University has several options if that should happen. One is to get a larger gift from the Ryan family. A second would be reducing the size and the scope of the stadium if there are cost overruns. The third thing the University could do, he said, is more fundraising. He said the important point for him was the University not go over their commitment of \$124 million.

Senator Jack Tumblin said Northwestern has had a history of construction overruns that have had an impact on faculty. That history coupled with a new construction project is a major concern for faculty. He asked the administrators what reassurances they could offer that the same problems won’t return. Vice President Figora said the business and finance office has made a commitment to the academic side that they will not cross over into their territory, and that the project will be delivered on time and on budget. President Schill assured senators that the new stadium will not take away from any other project on campus. Senator Tumblin followed up by saying there are often

unexpected contingencies, which was the case with the last deficit. What he remains concerned about are the plans to offset those contingencies. President Schill said he would do everything in his power to first make sure the project will not go awry and also to ensure that it is separate from the academic wing. Provost Hagerty added that there have been significant checks put in place since the deficit was announced that are designed to protect the University from past mistakes.

Senator Thrasos Pappas expressed concern about older buildings being demolished in Evanston and how that sort of ethos bothers him. That is, building something new when something functional exists on a planet with limited resources.

Senator June McKoy asked if Northwestern was committed to ensuring that citizens of Evanston have the ability to be a part of the building of the new stadium. Vice President Figora said the University has not yet selected a construction manager. But through the process of selection, he said they have issued a minimum target of 35% target for using minority and women-owned local businesses. That is a threshold they have required for all contractors they've considered.

Senator Greg Beitel acknowledged that planning and engineering of the new stadium is in the preliminary stages, but he wondered how much consideration was being given to environmental and energy efficiency standards. Vice President Figora said these were a high priority. The current designs have LEED (Leadership in Energy and Environmental Design) gold certification standards and the site will also feature new green spaces and focus on mitigating water runoff.

The president thanked Provost Hagerty and Vice President Figora for joining the Senate.

The president then welcomed and introduced new University President Michael Schill.

President Schill said he was excited to be at Northwestern. He said he was so grateful for the welcome. The last thirty days have been an incredibly steep learning curve for him, and he added that has a lot more to learn. So far, he said Northwestern is exceptional in its ambition amongst its faculty, staff, and students. Everyone President Schill has spoken to, he said, has deeply held aspirations for becoming even better. Having worked at several universities, he said such aspirations are special. He also has met scores of students and he expressed how impressed he was with the

students' interdisciplinary approach, blending creative and technical majors. He then lauded the excellence of faculty across the schools. He said he is one of them, noting how deeply he cares about research and teaching, and that he went into administration because he believes what universities do is vital to society. He shared a fervent reverence and commitment to the twin values of freedom of expression and academic freedom. He said those values are under attack, and that they must be guarded and protected. The important work of the University happens in classrooms and labs, which he said he will never forget.

Turning to the future, President Schill said he sensed a pressure to move forward at Northwestern after several difficult years immediately prior to and during the pandemic. Given that, he said the respectful thing to do is spend some time meeting faculty and hearing what their aspirations are for Northwestern. He said he would take the time to listen. He plans to come to all the schools and colleges and hear what faculty are doing. However, right now he said Northwestern needs to attend to the growing mental health crisis facing students. He said we must ensure the significant resources already committed to student mental health are utilized effectively. Additionally, he said an increase in diversity must be accompanied by inclusion. During his 36 years as a professor and administrator, he said that numbers, while important, are less important than making sure people feel that they belong and are supported to do their best work and best study at Northwestern.

President Schill then spoke for a moment about shared governance. He said he viewed shared governance as a continuum. With respect to issues of curriculum, research, hiring of faculty, student qualifications, and graduation requirements, he believes faculty voices are paramount. At the other end of the continuum, he said, are social issues loosely related to higher education. He said he would resist calls to comment on social issues with a tenuous relationship to Northwestern's teaching and research mission. The farther from the academic mission something is, the more uncomfortable he said he feels speaking for the whole community. One issue he said that will emerge soon is diversity in higher education and the forthcoming Supreme Court case. He said universities have a lot to lose if the plaintiffs are successful in that case. Finally, he reaffirmed the importance of shared governance and thanked the Faculty Senate for inviting him to their first meeting.

Following University President Schill's remarks, the president opened the floor for questions.

Senator Angela Lee asked, given his limited experience at Northwestern, what is the biggest challenge President Schill faces. President Schill said many actions have been taken that stressed the University's budget. He said he wants to make sure all the commitments they've made are sustainable. He said this is a challenge for the University in part because of ambition. Moving forward requires money and space, and he said he wants to accommodate that, but remain fiscally sound.

Senator Turek asked President Schill to expand on his comments about the impending Supreme Court decision on affirmative action. President Schill said his current thought on this issue is he believes Justice O'Connor got it right when she said diversity is a fundamental value in society. Race conscious decisions support that fundamental value. He's concerned the Supreme Court will reverse that decision. He added that he believes administrators need to have the ability to make race-conscious decisions in order to support that fundamental value because such a value is a part of education.

Senator Witte asked about the likelihood of NTE faculty wages keeping pace with inflation. President Schill said it's a good question. Faculty across the country are asking the same, and he doesn't expect faculty to receive 8% raises annually. Senator Witte clarified by saying he was speaking about the long term, not the current rate of inflation, but averaged out over twenty-year period. President Schill said it is important to support the faculty and to be competitive, but balancing that with competing demands.

Senator Zorach followed up on President Schill's comments about the mental health crisis. She said climate grief is a major component of the crisis. She then asked how the University can engage students on sustainability issues. President Schill said that was an incredibly important point. He said climate change is the issue of our time, and that we are here to help students flourish as adults. This means engaging with the students on a host of issues, but knowing that he will ultimately have to make tough decisions with respect to allocating limited resources.

Senator McGuire asked if President Schill has thought about how to better integrate the Chicago and Evanston campuses. President Schill said his impression is there are many centers that bring people together on a one-off basis, but he would love to see greater integration between the medical

enterprise and Evanston campus, and bringing together the law school with an intersection of disciplines in the humanities and social sciences. He said he will talk with all of the deans about this in the coming months. He also said he plans to hold monthly meetings of the Vice Presidents and he invited a Senate leader to come to those meetings.

Senator David Uttal asked, coming on the heels of a financial downturn at Northwestern and in the spirit of transparency, if there are issues with the finances that faculty should know about given that earlier President Schill said it was one of the challenges he will face. President Schill said he didn't mean to alarm anyone when he spoke earlier about balancing the budget. He said Northwestern is in a solid place. He clarified that his previous remarks had to do with new ventures and competing with new and wealthier peers.

Senator Amaral referenced an analysis he did over the summer on the Board of Trustees at Northwestern. He detailed the ways in which Northwestern's Board is different from many of its peers, including its size, its membership, and the lack of transparency regarding the roles for Board members. Given that there will be a program review of the Board this year and there is a new chair, he asked what can be done to improve the governance of Northwestern. President Schill said at the moment he doesn't have the information to agree or disagree with Senator Amaral's position. He did say the Board is deeply committed to the University and they have been incredibly generous.

Senator Henry asked about the role of the University President as interlocutor with the Board, specifically conveying an accurate picture of how things are on the ground. President Schill said that is absolutely his and the Provost's job. They need to communicate the University's strengths and challenges with honesty and transparency. He added that he knows the Board understands that faculty make the university.

Senator Ana Maria Acosta said she is hopeful Northwestern will make the kinds of change President Schill alluded to because it is very far from being an equitable and inclusive institution for minority students, staff and faculty. She asked what lessons President Schill had brought from Oregon that might help create that change. President Schill said the most important thing is he must not come with an agenda. He said he is going to listen to how students, faculty, and staff feel—what impediments they see and what solutions they have to offer. He then shared a specific example of

his time at Oregon when he worked with student protestors after the killing of Michael Brown in Ferguson, Missouri.

Senator Ezra Getzler asked where Northwestern sits among peers when it comes to admission policies, especially those that grant faculty the ability to provide input on individual cases, and whether or not he would consider looking into allowing such a policy. President Schill said he would be willing to consider looking into that. He did say he himself would not read applications.

With no further questions, the president thanked President Schill.

The president asked if there was any new business.

Senator Caryn Ward made Senators aware of the event recognizing the 50th anniversary of Title IX on October 27-29. She asked the Senate Secretary to share the [link](#) to the event in the minutes [the aforementioned Secretary would like to apologize for composing these minutes after said event took place, and that he hopes many faculty were able to enjoy this wonderful program].

Senator Alter said she would like the Senate to endorse a [letter](#) the Organization of Women Faculty recently sent to President Schill and other senior leaders. She said the OWF drafted the letter in May and got feedback from sixty-five women faculty. After that, they got over two-hundred women faculty to sign onto the letter. She then made the following motion: “The Faculty Senate endorses the sentiment expressed in the OWF’s Letter to the President and Mr. Barris, and its suggestions regarding useful paths forward. Senators are asked to forward the letter and a Google signature form to their units, inviting interested faculty to sign the letter.” The motion was seconded and the floor was opened for discussion.

Senator Jacqueline Babb said the letter has some very important points. She said she believed the standing committees would be a good place for the topics in the letter to be addressed. She then made a motion to send the letter to the appropriate standing committees and report back to the Faculty Senate. The motion was then seconded and the floor was opened for discussion.

Senator Beitel said this was the first time he had seen the letter and he was concerned about voting on something he had not read.

Senator Bob McDonald said he was the new chair of the Salary and Benefits Committee. He volunteered to have his committee review the letter and take up several of the issues mentioned there.

Senator Henry said some issues have not moved quickly enough through committee. There are points in this letter that are timely, he said, and he wanted assurances the committees would report back at the next Senate meeting.

A motion was made and seconded to extend the Senate meeting past the time (7:00 p.m.) listed on the agenda. The motion was then approved by the Senate and discussion continued.

Senator Zorach asked for clarification on what topics would be sent to committee or if the committee would be considering the letter in full. The president said the Salary and Benefits committee would take up the issues of salary equity and childcare and the Survey Committee has taken up the request to assist in fielding a survey to all faculty. She added some of the other items in the letter don't lend themselves to committee, such as the OWF asking for meetings with the President, Provost, and Board Chair. She said, during a vote, the Senate would be entrusting the committee process. She reiterated the point that the Faculty Senate did not write this letter nor did they vet its contents, and while committees do take time to review, they are a vital part of the Senate's processes.

Senator Amaral recommended the senators vote no to send it to committee and to vote yes on endorsing the letter.

Senator Solla said she didn't know why the Senate was delaying the vote and that sending it to committee was avoiding that vote. She then called the question on the first motion. The parliamentarian, Roger Boye, said the motion to send to committees takes precedent over the main motion. He then offered the option of a friendly amendment—to require committees report back at the November meeting—on the motion to send to the committee.

Senator Alter refuted the Executive Committee's position that the letter needed to be vetted by the Senate. She said other letters have been brought and endorsed by the Senate from outside groups.

Senator McGuire said she was in favor of the deliberative process of the Senate. She said it is a four-page letter with a lot of information and there is great benefit to having the committees deliberate.

Senator Henry asked if the Senate endorsed externally submitted letters. The president confirmed the Senate endorsed an OWF letter at the March 2021 meeting. However, that letter's scope was much more narrow, in the president's estimation.

Senator Alter gave another example of a letter being brought to the Senate when Professor Laurie Zoloth was Senate President.

Senator Witte asked why it was important to pass judgement on the letter now.

Senator Alter said OWF will meet with President Schill at the end of the month.

Senator Pappas asked if it was possible to vote by mail.

Senator Ward asked what the word "sentiment" meant in the motion.

Senator Alter said it means that senators would agree with the general thrust of the letter. Senator Alter then read all eight bullet points at the end of the letter.

Senator Witte then asked for a friendly amendment to the motion on the floor to require the committees report back to the Senate at the next Senate meeting. Senator Babb agreed. The Senate then voted and approved the motion to send the letter to the appropriate standing committees.

With no further business, the meeting adjourned at 7:24 p.m.

Respectfully submitted,
Jared Spitz
Secretary to the Faculty Senate