

Northwestern University
Minutes of the Faculty Senate
Guild Lounge - Evanston, Wieboldt Hall 421 - Chicago
February 19, 2020

The Northwestern University Faculty Senate held its standing monthly meeting on February 19, 2020, at Guild Lounge in Evanston with videoconferencing to the Chicago campus in Wieboldt Hall 421. A number of Senators participated remotely. President Lois Hedman called the meeting to order at 5:02 p.m. A quorum was present.

The president welcomed the Senate and noted that the minutes from the January 15, 2020 meeting were approved and entered into the record.

The president then gave her report.

Since the last Senate meeting, Provost Holloway announced he would be leaving to become the president of Rutgers University. The president said the Senate lost a great partner in shared governance. She said Provost Holloway will be sorely missed and wished him well as Rutgers new president.

The president said the search for Provost Holloway's replacement is underway. She is serving as the Senate's representative. In the meantime though, the president said the Senate will continue with its agenda working with the interim provost, Kathleen Hagerty, until the new provost is chosen.

In other news, Marwan Kraidy was announced as the [new Dean at NU-Q](#). He will begin on July 1. The president congratulated Senator Bob Hariman, who was the chair of the search committee, on their role in bringing an outstanding new leader to the Qatar campus.

Meanwhile, reports from faculty at NU-Q are good following the appointment of Senator Craig Lamay as interim dean. The president also said she will be traveling to Doha at the end of the week. She will meet with the entire faculty as well as with some of the faculty committees tasked with developing faculty's role in shared governance at NU-Q.

Recently, it was announced that the Chicago campus will receive three additional CAPS counselors and the Evanston campus will also add two counselors. However, the Evanston counselors are solely for student athletes. The president said questions have arisen as to why the Evanston additions are going to athletes, who definitely need care, but already have more opportunity as compared to the rest of the student body. The president said she has inquired about this to the interim Vice President of Student Affairs Julie Payne-Kirchmeier. She's yet to hear back from her, but she promised to follow-up.

The president said interim Vice President for Research Affairs, Milan Mrksich, will speak to the Senate in March. He plans to discuss the progress of the space allocation committee and will also take questions from senators.

In March, the Senate will also hear a report from the Copyright Committee. While this is not a standing committee, the president decided to constitute the committee after a faculty member brought up a concern about language in a contract they were asked to sign by the School of Professional Studies associated with their development of an online course.

Lastly, in April the chair of the Board of Trustees, Lanny Martin, will join the Senate for his annual address.

The Senate then heard reports from standing committees.

Chair of the Non-Tenure Eligible Committee, Senator Elsa Alvaro, gave a report on the NTE faculty survey her committee conducted last year. The survey was open from April to May 2019. It went to all full-time NTE faculty at Northwestern and the committee received 711 responses, a 24% response rate. She said the goal of the survey was to better understand the NTE faculty experience, to identify best practices, and also areas of improvement. Rather than examine each question, Senator Alvaro gave an overview of the committee's findings thus far. Many positives were identified, including working with excellent students and colleagues, being part of a vibrant intellectual community, valuing Northwestern's prestige and reputation and the intellectual freedom and autonomy that comes with working at Northwestern. Furthermore, an overwhelming majority of respondents had a positive outlook on their teaching experience and the benefits the University offers. Senator Alvaro also pointed out some opportunities for improvement: salary, job security, ability to influence change, career

advancement opportunities, institutional recognition, and monetary support for professional development were the top responses. Senator Alvaro said one of the biggest takeaways from this survey, in her view, was the huge difference in experience across the schools. She shared several examples of those differences, like contract length, title disparity, and pathways to advancement. Senator Alvaro asked for feedback from the senators and their colleagues as a follow-up to her report. She also said her committee plans to provide four or five recommendations for change to the administration at the end of this year. The floor was then open for questions.

Past President Baron Reed asked Senator Alvaro to share who else has seen this data so far. She said her committee, members of the Provost Office, the Executive Committee of the Faculty Senate, and during the Summit meeting with President Schapiro, Provost Holloway, and other senior administrators.

Senator Angela Lee asked what the committee plans to recommend. Senator Alvaro said they have many potential recommendations, but she wanted to wait to answer that question until the committee reconvenes and comes to a consensus.

Senator Taco Terpstra said career advancement was high on the list of concerns for NTE faculty. He mentioned a quote Senator Alvaro cited from her presentation that alluded to advancement opportunities in the past that now don't exist. He then asked what career advancement opportunities were available before that are not now for NTE faculty. Senator Alvaro said she wishes that she could share that information, but she was concerned that doing so would betray confidentiality of the faculty who made that comment. Overall, she said her goal is to harmonize all the best practices in the schools so NTE faculty have the same opportunities across the board.

Senator Steve Tarzia asked if the committee had considered the full breadth of career advancement for NTE faculty, including administrative roles. Senator Alvaro said there are some pathways, not nearly as many, but the current dean of the Medill School of Journalism was an NTE faculty member. She acknowledged that in some schools, the majority of faculty are NTE, so the structure for advancement has to change.

Next, Chair of the Salary and Benefits Committee, Senator Bob Gordon gave a report. He said his committee has focused on tuition benefits this year, both direct and dependents tuition benefits. Senate Researcher Tricia England compiled research on the types of tuition benefits at Northwestern and six other peer institutions as well as the amount offered at each school. Senator Gordon's presentation can be found [here](#). Following his presentation, the Salary and Benefits Committee shared the following resolution:

Whereas, The university recently reduced the cap on portable tuition subsidies for faculty and staff by more than half, not only for those starting new programs but for those midstream in ongoing programs, and

Whereas, This policy change inflicts financial hardship on all of those who need to complete degree programs at other institutions, but particularly those who are midstream in programs in which they have already made a substantial investment of money and time.

Be it Resolved, The Faculty Senate strongly recommends that the previous cap on tuition benefits be grandfathered for those faculty and staff members who were registered in a degree program at another institution on January 1, 2020.

The motion was seconded and the floor was then opened for discussion.

Senator Jim Rosenbaum said it would be helpful to include what courses individuals are taking at other schools and why they are taking the courses. Senator Gordon said that was a very good idea and that the committee would try to research that.

Senator Steve Zecker asked if the committee had a sense of how many people were affected by these cuts. Senator Gordon said he guessed the numbers are relatively few and his reasoning for that belief was the low number of individuals who have contacted the Senate since the cut was announced. He acknowledged they could have appealed elsewhere, but he was only aware of a small number of cases.

Senator Susan McReynolds expressed frustration with the high cost of parking at Northwestern, especially given the disparity in salaries and the same fee for parking. She wondered if this might be a

topic the committee would be willing to pursue. Senator Gordon said he was skeptical of a graduated fee structure because it is nearly impossible to determine use levels. He added that he also understood the University wanting to recover costs after building large and expensive parking structures.

Senator Bob Hariman asked a clarifying question about the length of the programs and when a student was enrolled. Senator Gordon said he expected some pushback on what the definition of a program was and whether or not it was a terminal MA versus say a Ph.D. program with no set end date. He said a concise and cohesive statement of protest was the driving force for the resolution.

Senator Jennifer Cole said she appreciated the Salary and Benefits Committee's work over the last few years. However, she asked to know more about the impact past recommendations have had on the administration. She gave the example of childcare facilities and wondered if there had been in progress in that area on campus. Senator Gordon said, as far as he knows, there have been no changes to the University's stance since his committee made the recommendation. However, he agreed with the question's intent and said he would try to set up a process where he regularly speaks with the head of benefits about current and past benefits recommendations. Past President Reed added that the committee's recommendations did have an impact during the interviews for the new Vice President for Human Resources. He forwarded the reports Senator Gordon's committee wrote and he also made sure to ask about child care during his interviews with the candidates.

Senator Cece Rodgers spoke in support of the resolution. She said that at Medill she works very closely with staff members who are enrolled in programs outside of Northwestern because they required the flexibility of a part time program or what was offered at Northwestern didn't meet their needs. She said Northwestern should be encouraging people wanting to better themselves.

The president said she was in support of the resolution and felt this was a good example of a matter in which if the Senate had been consulted first, they could have shared some of this information with the administration before the policy was implemented. Senator Gordon agreed and he said the costs could not be too high compared to the negative message the cuts send.

Senator Judy Franks asked how the committee came up with the list of peer institutions. She felt that the benefits were more geared towards staff, and often DePaul and UIC are closer competitors for top

staff in the area. Senator Gordon said the committee would consider splitting the research for staff and faculty based on the considerations Senator Franks outlined.

Following discussion, the Senate voted to approve the resolution in question.

The president then introduced Executive Director of the Northwestern Roberta Buffett Institute for Global Affairs and Associate Provost for Global Affairs Annelise Riles.

Executive Director Riles thanked the Senate for the invitation to speak again this year. She then shared some of the progress and changes Buffett has made since last year along with the preliminary Global Strategic Plan for Northwestern at large. She spoke at length about both of those issues and all the information she shared can be found in the slides from her [presentation](#). Executive Director Riles also asked senators to please share all of the opportunities for collaboration now available with Buffett and to contact her with any ideas they might have about the direction of Northwestern's globalization efforts.

The president then opened the floor for questions.

Senator Jennifer Cole shared a comment from a colleague in her department (Linguistics). Relative to earlier instantiations of the Global Strategic Plan, her colleague is encouraged by the emphasis on cross cultural communication. As such, her colleague wondered how this insight is being folded into the idea incubation workshop. Executive Director Riles said this topic is near to her heart and she has been piloting programs in Buffett centered around the very idea of improving cross cultural communication. She also said would love to see ideas to improve cross cultural communication, and how that would impact global problems, be entered into the idea workshop.

Senator Susan McReynolds said, as a humanist, she felt excluded from this conversation. As such, she wondered how a project centered around Russian literature fit within the proposal framework Executive Director Riles provided. Furthermore, she thought the messaging in the Global Plan made it seem like Northwestern had nothing to learn from the world and Northwestern would instead fix all global problems. Executive Director Riles said she herself is a humanist—a cultural anthropologist—and she derives her personal inspiration from literary texts. She said the humanities has to be the center

of the discussion of every single project Buffett does. She also said her intention was not in any way to show Northwestern as a fixer or tone deaf to what the world has to say. On the contrary, the idea of the collaborative model is to engage in equitable, sustainable relationships with peers around the world. Executive Director Riles concluded her response by saying Northwestern has as much to learn as we do to give, if not more.

Senator Marco Nie brought up the recent high profile exchanges between China and the U.S., particularly in regard to intellectual property. He then asked about the administration's position regarding collaboration with China. Executive Director Riles said this was a great question and that it demonstrates the challenges of thinking about globalization from a university's standpoint, especially when nation states are closing borders. Northwestern, she said, wants to absolutely collaborate with China and will do everything they can to make it possible for researchers to do their best work, wherever that may be and with whomever that may be. Of course, Northwestern will comply with all federal regulations, but there must be a way for the work to continue. She said that's vital because the best science will not be accomplished otherwise.

Senator Judy Franks, who teaches branding and communication at Medill, suggested looking closely at how NU's global partnerships are presented. Given the fact that Northwestern's global recognition isn't at the level it probably should be considering its excellence across disciplines, she said it will be important to ensure that Northwestern's brand and contribution doesn't get lost in global partnerships. Executive Director Riles appreciated the advice and said she would love to talk more about this because branding is not her field of expertise.

Senator Nick Marchuk wondered if there was a parallel at the student level in terms of collaborative efforts at Buffett. Executive Director Riles said there is a parallel. In her view, students need to know how to work collaboratively with others who don't share the same values, who don't share the language, who have had different experiences growing up. Students should be learning this type of collaboration at universities, she said. She wants to include students in idea incubation workshops as much as possible, and they are already doing that with graduate students. But she also wants to create more opportunities for collaboration through the partnerships she outlined. She added that students are very interested in hands on global experiences as much as they are working on global issues in the classroom.

The president thanked Executive Director Riles for sharing her work with the Senate. And with no new business, the meeting adjourned at 7:01 p.m.

Respectfully submitted,

Jared Spitz

Secretary to the Faculty Senate