

Northwestern University  
Minutes of the Faculty Senate  
Guild Lounge and Videoconference  
February 8, 2023

The Northwestern University Faculty Senate held its standing monthly meeting on February 8, 2023, in the Scott Hall's Guild Lounge 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 January 11, 2023, meeting were approved electronically and entered into the record.

The president then began her report.

The president said the first Faculty Assembly of this academic year took place on Monday, February 6. At peak attendance, 145 faculty were present. She thanked Provost Kathleen Hagerty and Treasurer Mandy Distel for an informative budget presentation, and President Schill for his thoughtful address and active engagement, which included typing answers to questions submitted in the Zoom chat.

In one of its biweekly meetings with the Provost's office, the president said the Faculty Senate leadership met with Miriam Sherin, Associate Provost for Undergraduate Education. They discussed the University's plans regarding artificial intelligence tools such as ChatGPT. The president said that discussion was a prelude to the Faculty Summit meeting of the Executive Committee and senior University leadership on Feb. 20. Associate Provost Sherin informed the Senate leadership that the current academic integrity policy casts a wide net that includes AI tools, but that they're adding more explicit wording to the policy, in consultation with the deans of the schools and Faculty Senate leadership. She also noted that the Searle Center is preparing a resources page for faculty. Likewise, the Provost's Office plans to engage faculty in discussions about the challenges and the opportunities of AI tools and how they can be incorporated in teaching.

The president said the Senate leadership also met with Associate Provost for Strategy and Policy Roma Khanna to discover more about how faculty input, especially research faculty input, will be taken into consideration during contract negotiations with the unionized graduate students. Associate Provost Khanna said input from on-the-ground faculty will be invaluable and the University plans to solicit such feedback when they get closer to the bargaining table. Using the library unionization as an example, Associate Provost Khanna noted that it took nearly a year-and-a-half to go from the union vote to active negotiations. She said she expects a similar timetable for the graduate students.

The president alerted Senators (excluding NU-Q) that they will receive a survey next week from one of the working groups on the Campus Safety and Wellness Committee. The president said that group is tasked with handling one of the proposals from the Community Safety Advisory Board's study of the University's safety and security department. That proposal called for more un-armed responses to low-risk events on campus and is titled the Safety Ambassador Pilot Program. The president said the survey is short and targets key faculty, staff, and student groups on the Evanston and Chicago campuses in order to better understand community needs and sentiment about un-armed responders, or "safety ambassadors."

The president then reminded Senators of deadline for Honorary Degree nominations for the 2024 convocation is March 1.

Finally, the president made a plea for senators to try and attend Senate meetings in person whenever possible. She said senators should make attending in person their default option because she believes seeing colleagues face to face is vital for creating a more cohesive faculty community.

The president concluded her report.

The president then introduced Vice President for Operations Luke Figora and Chief of Police and Senior Associate Vice President of Safety & Security Bruce Lewis.

Vice President Figora began by providing a brief overview of the Community Safety Advisory Board (CSAB). He said the CSAB was formed in mid to late 2020. Around a year later, the University ran an external review of the Northwestern Police Department (NUPD). At that time, the CSAB issued four initial recommendations. Those recommendations then led to the creation of four working

groups. Vice President Figora said a lot of dialogue took place within those groups and externally across the campus. Leading into calendar year 2022, he said the committee and its working groups focused on the implementation of those recommendations.

However, before considering the CSAB processes and implementation of their proposal, Chief Lewis shared data on NUPD staffing and resources. First though, he acknowledged there has been an intense social justice movement over the past few years, which the police have been a part of and impacted by. He said NUPD is committed to reform and to learning more about how they can offer better public safety services, and that in the end they are hoping for a transformation. He then shared that NUPD currently has 28 sworn-armed officers (operating between both campuses 24/7), 25 community service unarmed officers (stationed in Residence Halls), 100 contracted unarmed security, and 8 public safety dispatchers (handle around 65,000 calls per year).

Chief Lewis then shared NUPD's demographic data. Of the 28 sworn-armed officers, 9 are African-American, 3 are Asian, 5 are Hispanic, and 11 are white. Also, 8 identify as female and 20 male. He compared those figures to national averages at all police departments; all are higher. He said that those officers also go through 40 hours of crisis intervention training, 8 hours of mental health first aid, 6.5 hours of DEI training, 24 hours (command staff) (8 hours for other officers) of civil and human rights training, and 8 hours of training on trauma-informed sexual assault interviews.

Senator Luis Amaral asked if there are any studies that demonstrate those trainings have an effect on an officer's behavior in those given situations. Chief Lewis said the trainings are mandated by the state and are based on well-founded research. Anecdotally, he said when officers respond to high-risk calls, crisis training has changed the disposition, attitude, and actions of officers on the scene.

Chief Lewis continued with staffing trends. He highlighted the reduction in sworn-armed officers from 47 in 2019 to 28 in 2023.

Senator Barbara Newman asked if the decline in staffing was intentional or if it had to do with the current job market. Chief Lewis said he believes it is a combination. He said they have been strained in recruiting police officers over the last year, like most police departments, but it also reflects their need to take a pause and consider what the right fit is for the number of sworn-armed police and how they are deployed. He said some events don't require law enforcement training and therefore

don't require armed officers. Along those same lines, he said NUPD looked at the history of police calls and made adjustments in their practices that reflect a shift in who responds, be it an unarmed officer or an armed one. Vice President Figora added that during the CSAB work, the University was not actively recruiting to fill open positions for police officers. One of the items CSAB reviewed as well was the baseline number of sworn-armed officers the department requires. Vice President Figora acknowledged the University was slightly below that baseline number, but the number of sworn-armed officers wouldn't be nearly as high as it was in 2019.

Chief Lewis then shared a snapshot of crimes on campus over the last four years. Many are theft crimes, like the stealing of bicycles. He said NUPD is working with student affairs to educate students on how to best keep their bicycles secure. Alternatively, crimes against persons are quite low. The trends are the same across both campuses, except the theft of motor vehicles is higher in Chicago.

Senator Ezra Getzler asked if the crimes Chief Lewis shared led to committal or if those figures merely represented reports of crimes. Chief Lewis said these were crimes that were reported and investigated by the police. Most of them did not lead to criminal prosecution.

Senator Amaral said the numbers seemed slightly off based on the number of reports being much higher in Evanston than Chicago, which would contradict what is often presumed, that Chicago has more incidents given the size of the city. Chief Lewis said NUPD has a mutual aid agreement with the Chicago Police Department. Any crime effecting Northwestern students is also investigated by NUPD, but the lower number could explain the collaboration with Chicago PD.

Senator David Uttal asked if NUPD has any sense of non-reported sexual assault given that there were zero reported sexual assaults on the Chicago campus in the last four years. Chief Lewis said they work closely with Counseling and Psychological Services (CAPS), the Student Affairs Office, and the Office of Equity to learn about trends and patterns without breaching confidentiality.

Senator Henry asked if Title IX reports are shared simultaneously, if there is an alleged crime, with the police, or if they are shared with the police first. Or, if there is no involvement from the police whatsoever. Chief Lewis said, with respect to Title IX cases, the person reporting can decide whether or not they want to involve the police. NUPD, he said, always defers to the reporting

person's decision. However, the Office of Equity does report out certain information on alleged serious crimes, while maintaining anonymity, under the Clery Act. The police then have 48 hours to place the incident on a police blotter.

Senator Angela Lee asked if the twelve cases of sexual assault on the Evanston campus in 2019 were perpetrated by the same individual. Chief Lewis said he was not privy to all the information on those reports because most of them are forwarded through the Office of Equity, but in working with that Office, he said there appeared to be no indication the same person was committing those alleged acts.

Senator Tarita Thomas asked how NUPD and Chicago Police collaborate if a crime is committed on a city sidewalk in front of a Northwestern-owned building. In terms of investigatory jurisdiction, Chief Lewis said University police defers to the Chicago Police when crimes are reported on public property, including sidewalks abutting Northwestern's buildings. He said they do work closely with Chicago police and that they have their radio channel tuned to their cars to make sure they are aware of what is going on around campus.

Vice President Figora spoke more on the CSAB proposals, which were shared with the Northwestern community in a March 2021 email. Broadly, they are as follows: 1. Alternative responses to mental health crises. 2. Expand the non-armed response to low-risk events. 3. Re-route any complaints about Safety Team members. 4. Reduce use of racial identifiers.

Vice President Figora then expanded on each one of the proposals. For the first proposal, he said the University created a Campus Alternative Response Team (CART), which is a new mobile team tasked with responding to immediate mental health needs of students during non-business hours. Chief Lewis said the CART was created in collaboration with Student Affairs and other University partners, and after consultation with Dr. Gene Deisinger, who was one of the lead investigators of the Uvalde shooting among others. They developed job descriptions for the director and the counselor positions. In February 2023, he said two of the four counselor positions will be posted. Chief Lewis also said CART will work within current safety systems, be it CAPS, Student Affairs, and/or external mobile response teams. For the director's position, Chief Lewis said they considered three background areas: traditional threat assessment (potentially law enforcement like FBI or Secret Service), psychological or social services, and those who may have worked in higher education with

students. They hope to interview candidates soon to consider what each dimension would bring to this position.

Senator Amaral asked if the administration or NUPD had made use of any of the expertise at Northwestern. Chief Lewis said they have worked with the CAPS office as well as the cognitive behavioral consultation team, which is a cross section of the University. Senator Amaral then clarified his question by stating that he was almost certain there were high-level experts at Northwestern in the area of responses to mental health crises, and whether or not those individuals were consulted. Chief Lewis said there had been indirect consultation through the behavioral consultation team, which is represented by the academic community, the Dean of Students, and the administration.

Senator Karen Alter asked about strategies the University (or the City of Evanston or Chicago if external) is using to intervene and prevent events from escalating to the point of a crisis. Chief Lewis said NUPD works closely with the Dean of Students Office to consider matters of concern long before they become a crisis. With the City of Evanston and the mutual aid agreement, they meet regularly and communicate often to ensure there is effective collaboration.

Vice President Figora then shared the plan for alternative responses to mental health crises, which is largely focused on transports, meaning municipal or private ambulances take individuals to the hospital instead of using a police vehicle.

Looking at the second work group, Vice President Figora said they examined who responded to upwards of 65,000 service calls routed through the University Police Dispatch. After looking deep into the data, he said they recognized a number incidents, like facilities malfunctions or alarms going off, that did not require an armed officer to respond. The CSAB was also already aware of the security officers in dorms, who are largely looked upon favorably, but remain in place at the dorms at all times. Vice President Figora said the concept of unarmed security being able to move around led to the creation of the aforementioned Safety Ambassadors.

Senator Newman said the number of service calls was staggering given how low the alleged crime numbers were. She asked what those service calls entailed. Vice President Figora said it is a wide mix of calls. Anything from mental health transports (a small number), facilities, office lockouts, car

lockouts, and a huge number of other categories. The CSAB, he said, provided recommendations on who should be responding to particular calls.

Senator Amaral asked for an example of a situation where an armed officer would be required. Chief Lewis said there have been a number of armed carjackings. He said those incidents occurred off campus in Chicago and came through Northwestern's campus. Senator Amaral questioned why Northwestern would need armed police to respond to such an incident if Chicago Police were already in pursuit. Chief Lewis said in May 2022 an armed carjacker fled on foot through campus and went into University buildings. The police had to send out a timely warning and fortunately the offender was apprehended.

Vice President Figora then moved on to the other part of the second working group, which was related to transparency. He said they have done a lot of policy updating and acknowledged they have not been as good at communicating what those policies are and why they were changed.

Similarly, Vice President Figora said one of the criticisms of the police department was that all complaints were sent directly to the department. A clear recommendation for the CSAB was to move all complaints outside of the department to EthicsPoint. University Compliance manages EthicsPoint serving as independent oversight, he said, and so far, that change has worked well.

The last recommendation from CSAB Vice President Figora noted was reducing the use of racial identifiers. Chief Lewis said they no longer send racial identifiers in timely warnings. Since 2021, 13 timely warnings have been issued and none of them included racial identifiers.

Going forward, Vice President Figora said the CSAB will end, but there will still be a vehicle for the community to engage with the campus safety team, and that is through the Campus Safety and Wellness Committee, co-chaired by Chief Lewis and Dean of Students Mona Dugo. Chief Lewis said the inaugural meeting took place on December 1, 2022. There are 25 committee members from across the campus (faculty, staff, and students). They are currently continuing to implement the CSAB's recommendations and are also developing a survey to learn from stakeholders on how the Safety Ambassadors can best support safety on campus.

The president once again opened the floor for more questions.

Senator Therese McGuire said she served on the CSAB. She said at CSAB's inception there were a lot of challenges and disagreements amongst the various constituents. It was a tense moment in time: the group was constituted shortly after the murder of George Floyd and there were protests on campus stemming from outrage towards the police. However, by the end, she said the conversations were meaningful and constructive. She was honored to be a part of the CSAB and she applauded those who led the committee. Lastly, she added the police chief in Evanston is committed to implementing similar changes in the Evanston Police Department. She encouraged the University and the EPD to continue to collaborate and learn from one another.

Senator Carol Schmidt asked if the 28 sworn-armed officers rotate between the Evanston and Chicago campuses or if they stay exclusively on one campus. The second question she had was related to the descriptors for suspects. Namely, does the university use any other descriptors outside of race, like gender or clothing? Chief Lewis said yes, the police do still incorporate general descriptors like gender and clothing with respect to the timely warnings. He also said while the officers are assigned to one campus, they ensure they have familiarity with both campuses, particularly at the social level.

Senator Amaral began by admitting he feels very strongly about the students protesting police violence and the experience they had at the hands of police from the neighboring area. He also questioned the effectiveness of an armed response to an armed individual, arguing that the more guns likely lead to more shooting. He then highlighted several situations where armed police shot individuals during routine traffic stops or in pursuit of a suspect. He also claimed that data shows, regardless of race, police across the country keep killing people. He said the problems go deeper than a few hours of training and instead are about removing dangerous weapons from the scene. He then asked if NUPD was making a cost-benefit analysis of the situations in which an armed response is deemed essential. Vice President Figora said they cannot, did not, and would not claim to solve every problem with policing. He said that during the CSAB's deliberations they did discuss, over 65,000 calls, what worked and what didn't work in terms of response, and analyzed what incidents did worry the members and warranted an armed response. He also said the University has made some pretty substantial policy changes to some what Senator Amaral alluded to, like foot pursuits and other escalation scenarios. Chief Lewis added that the use of force policy changes are viewed more as restorative justice rather than contributive justice. He said they have deferred to the



community on the types of response while trying to protect them and not expose them to undue risk. Chief Lewis also said they are constantly making adjustments to the number of police officers on campus as the earlier cited numbers reflect.

Senator Jacqueline Babb asked how the University plans on communicating these changes to the community at large. Vice President Figora said these issues are really complex, especially how some of the alternative response groups will function throughout campus. He said a lot of work is taking place right now to determine operations. He said they want to get those plans in place first and then want to be very clear about those plans in communicating with the campus.

With no further questions, the president thanked Vice President Figora and Chief Lewis for joining the Senate.

The Senate then heard a report from Secure Faculty Survey Committee Chair Gina Petersen.

Senator Petersen said the committee set two goals for the 2022-23 academic year: shaping a long-term vision for solicitation of faculty opinions and experiences and reestablishing the committee's relationship with administrative units. The committee is comprised of faculty from Feinberg, McCormick, the Libraries, and WCAS (both STEM and humanities). She said this group gives the committee a broad view of the University. Senator Petersen said information needs vary for faculty, and collecting that data must vary in turn. Accordingly, the committee has come up with two separate survey models. One is a short Senate-focused survey, which will be owned and analyzed by the Senate, and will help shape Senate directions based on issues of the moment. The second is a comprehensive faculty survey, which will be administered outside the Senate, but with Senate input, that can be useful across the University, provides a snapshot of ongoing areas of University life, and can be given at regular intervals.

As for the comprehensive survey, two have been run in the last 16 years, one in 2007 and one in 2015. Senator Petersen said the 2015 version was part of the Provost's Office initiative to support faculty excellence. A faculty advisory committee was formed with representation from the Senate's Secure Faculty Survey Committee. The survey itself was developed by the Office of Administration and Planning and was analyzed by the Office of Institutional Research. Senator Petersen then said the committee considered two approaches, either run a survey instrument similar to 2015 or

commission an outside vendor to run a survey. She thanked Senate Researcher Tricia England for assisting the committee in their comparison of these two instruments. She said there were some benefits to the vendor survey, including convenience, ability to run analysis within their platform, and the ability to run comparisons with others institutions. After deliberations, she said the committee chose to recommend a group be reconvened to run the 2015 survey instrument, which is already Northwestern-specific, can be compared to 2015 Northwestern results, and is shorter. In brief, the topics covered in 2015 were Resources for Research and Creative Work, Teaching and Service, Compensation and Benefits, Leadership and Atmosphere, Diversity and Inclusion, and Mentoring, Promotion, and Tenure. Senator Petersen said the Provost's Office is currently considering the Survey Committee's recommendation and promised to get back with the committee.

The president opened the floor for questions.

Seeing none, she asked if there was any new business.

Senator Amaral asked why discussion was, in his view, cut short with the guests from administration. Senator Amaral said he would like to leave more time for discussion so senators can report out to their constituents. The president said they were scheduled until 6:00 p.m. and had to leave, but the point was well taken.

The president then asked if there was any other new business. Seeing none, the meeting adjourned at 6:12 p.m.

Respectfully submitted,  
Jared Spitz  
Secretary to the Faculty Senate