

Northwestern University

Minutes of the University Faculty Assembly Meeting of December 3, 2012

The University Faculty Assembly held its 1st meeting of the 2012-13 academic year on December 3 in Pancoe Auditorium on the Evanston campus, with a video conferencing connection to Hughes Auditorium in Lurie on the Chicago Campus. The meeting was called to order at 4:40 PM by Faculty Senate Chair Babette Sanders. Approximately 150 Senators were in attendance.

1. **Welcome:** Faculty Senate Chair Babette Sanders welcomed everyone, made the opening remarks and reported on the following items:

- **CIC Annual Conference:** Northwestern University recently hosted the Annual Committee on Institutional Cooperation Faculty Governance Leadership Conference that took place November 29 through December 1. This event brought together representatives from most of the Big Ten institutions to discuss topics related to financial pressures in higher education, graduate education, the digital world on campuses, intercollegiate athletics, priorities on campus, and other university matters. Northwestern University was represented by Faculty Senate Chair Babette Sanders, Vice Chair Jeri Logemann, Past Chair Paul Arntson and several Senators. Babette Sanders served as chair of the conference and both Morton Schapiro and Daniel Linzer participated as guest speakers.
- **Update to the Board:** In an effort to continue promoting shared governance at NU, President Morton Schapiro has offered to release a recent report, which was prepared for the Board of Trustees for their November 9, 2012 meeting with the Senate, to the entire faculty body via the Senate representative of each department. This report is prepared for each meeting of the full board, which occur four times annually, to provide the Trustees with a high level update on NU's progress as an institution in key areas such as admissions, research activity, and University financials, and also to share major, exciting new initiatives and accomplishments such as new academic initiatives and faculty, student, and alumni awards. Faculty members who are interested in accessing the document should contact their Faculty Senate representative directly. The Senate membership list and contact information can be found at: <http://www.northwestern.edu/faculty-senate/about/membership.html>.

2. **Approval of Minutes:** The minutes of the May 14, 2012 meeting were approved and will be posted to the Faculty Senate website.
3. **Are we one university or many colleges?:** President Morton Schapiro briefly talked about Northwestern University's current decentralized structure and highlighted Kellogg School of Management as a prime example of where there is a disconnect between the Northwestern name and the school itself. He explained that each school has a certain level of independence that will remain, but NU is moving towards centralization of the Northwestern University brand. Daniel Linzer talked about the Strategic Plan and how it plays an important role in the unification process by identifying the themes that cut across all the schools instead of identifying school by school what the individual strengths are. The plan looks at what it means to be Northwestern University and what are things that bring everyone together as an institution. In an effort to increase participation, the administration is offering incentives to schools that opt in to the Strategic Plan.

A member of the Assembly expressed concern over the recent decision that was made, without faculty input or consideration, to demolish the Northwestern University Prentice Women's Hospital designed by Bertrand Goldberg. President Schapiro explained that this decision was not within the purview of the faculty, therefore faculty involvement and feedback was not solicited on this matter. A major factor in the decision was the determination that the building is in disrepair and cannot be retrofitted to suit the needs of the Feinberg School of medicine.

A member of the Assembly voiced concern about the exclusion of the Humanities in the actual language of the Strategic Plan, and stressed that many will not opt in to a plan they are not a part of. President Schapiro clarified that the Humanities are, in fact, throughout the entire plan and encouraged everyone to go back and review the information. Provost Daniel Linzer sees the Humanities as central to many of the areas and explained that the plan contains themes that cross the university not the methodology of how to address those areas.

4. **Diversity requirement at Northwestern. What is the driving force?:** Susan Lee, Chair of the Faculty Senate Educational Affairs Committee, reported that the proposed diversity requirement is currently being finalized in the Diversity Council. Once completed, the document will be reviewed by the Educational Affairs Committee and then presented to the Faculty Senate for endorsement. To prevent the coursework from becoming an academic activity only, the Educational Affairs Committee is committed to making sure

that engagement and self-reflection are not excluded or separated from whatever is endorsed. The goal is to change the climate on campus and have an impact on students, which means looking beyond just coursework proposals. Published research that looks at some of the diversity requirements developed on other campuses is being referenced and considered to ensure a more informed decision is made. The Social Responsibility Committee is also recommending that the data from the Spring 2012 focus group study, conducted by Student Affairs, be shared with all of the faculty. The study contains useful information about what undergraduates think regarding diversity and having a course requirement.

Provost Daniel Linzer stated that it is up to the individual schools and its faculty to develop and implement curriculum, but the administration will continue to work with a number of committees, including the Diversity and Cultural Affairs Council, to look into areas of opportunities additional to the curriculum requirement. Several Assembly members expressed the sentiment that in order for this diversity requirement to be impactful, NU needs to look beyond a course or an academic activity and look to change the environment on campus to influence students and make it a safe place for them. The Educational Affairs Committee of the Faculty Senate will continue to work with the administration and with other university committees to establish a plan for moving forward.

5. **On-line learning? Where are we and where are we going?:** Provost Dan Linzer reported that NU is moving forward with the development and implementation of on-line learning, but there are many issues that still need to be worked out so at this time no final decisions have been made and nothing has been solidified. The administration established a committee, with representatives from every school, which continues to iron out all of the details and to help identify the positives and negatives. Provost Linzer encouraged faculty to reach out to their school representative with questions or concerns. Additionally, Susan Lee, Chair of the Faculty Senate Educational Affairs Committee, encouraged Assembly members to continue to have conversations about on-line learning in their departments and to pass along feedback to their Senate representative or directly to the Educational Affairs committee. Chair Lee shared some of the concerns, questions, and feedback that faculty and departments have already communicated. Assembly members expressed additional concerns.
6. **What is the role of individuals who are not on tenure lines within the university teaching structure?:** President Morton Schapiro acknowledged that the role of individuals who are not on tenure lines within the university teaching structure is increasing. Equitable compensation remains an issue and a

challenge for the university. The Non-tenure Standing Committee of the Faculty Senate will work with the administration on this matter.

7. **Questions from the Audience:** Babette Sanders opened the floor for discussion, giving everyone an opportunity to ask questions and to bring up additional items. A member of the Assembly asked President Schapiro and Provost Linzer to talk about what faculty would be doing that they are not currently doing if their highest expectations of shared governance were met in the next year. President Schapiro praised the current model, which he feels is moving the university in the right direction. In order for Northwestern to be the school everyone hopes it will be in the next eight years he concluded that there needs to be more faculty ownership and the administration needs to learn more from the faculty, be more transparent, listen to faculty more, and invite faculty in the room when decisions are made. Provost Linzer agreed with President Schapiro's remarks and added that the administration needs to be respectful of faculty's time and to engage them in productive discussions. The challenge is figuring out how to engage productively, making timely decisions yet allowing ample time for having a full discourse.

8. **Adjournment:** There being no further business, the meeting was adjourned at 6:00 PM.

Respectfully submitted,

Diana Snyder, Faculty Senate Administrative Coordinator