



Impact of COVID-19 on Faculty

Faculty Pandemic Impact Response Workgroup

Report to the Faculty, March 10, 2022

Northwestern

Sumit Dhar, Co-Chair;

Associate Provost for Faculty, Provost Office; Professor,
Communication Sciences and Disorders, School of
Communication

Karen Smilowitz, Co-Chair;

Professor, Industrial Engineering and Management
Sciences, McCormick and Operations, Kellogg

Stephen Alltop,

Senior Lecturer, Conducting and Ensembles, Bienen

Lori Beaman,

Associate Professor, Economics, Weinberg

Mercedes Carnethon,

Professor, Preventive Medicine (Epidemiology) and
Medicine (Pulmonary and Critical Care), Feinberg

Heather Colburn,

Professor of Instruction, Spanish, Weinberg

Michelle Falkoff,

Clinical Professor, Law

Mitra Hartmann,

Professor, Biomedical Engineering and Mechanical
Engineering, McCormick

Matthew Johnson,

Professor, Anthropology, Weinberg

Marty Lariviere,

Professor, Operations, Kellogg

Elizabeth Norton,

Assistant Professor, Communication Sciences and
Disorders, School of Communication

Amit Prachand,

Associate Vice President, Information & Analytics,
Institutional Research; Instructor, Higher Education
Administration and Policy, SESP

Vijay Viswanathan,

Professor, Integrated Marketing Communications,
Medill

APF Team Members:

Lorraine Cassis,

Executive Assistant, Provost Office

Celina Flowers,

Assistant Provost for Faculty, Provost Office

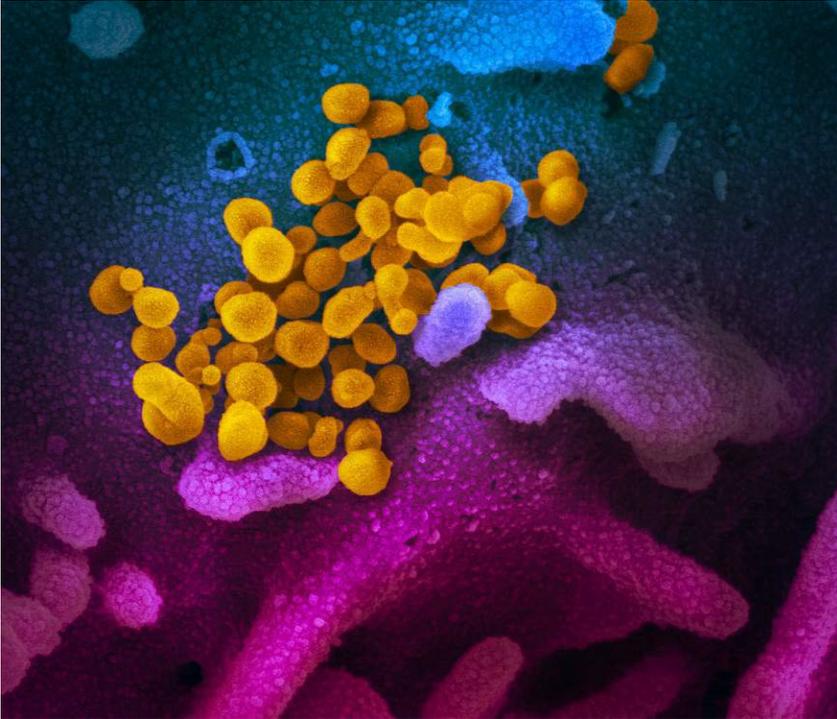
Joan Johnson,

Director, Faculty, Provost Office

Alex Rot,

Assistant Provost, Faculty Operations, Provost Office

History



March 2020 – Shutdown



Summer 2020 – OWF/Senate advocacy



Fall 2020 – Tactical Response Team



March 2021 – FPIR workgroup



Constant communication with OWF, Senate, Schools

Survey of all faculty

1,174 respondents

Focus Groups

4 groups; 22 faculty

Peer Benchmarking

15 peer institutions

Expert Consultations

6 NU colleagues

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Background

Workforce reduction
Retirement suspension
Online pre-K-12

Ongoing

Direct communication
from faculty

During After Before

TABLE: Broad framework for understanding immediate and predictable long-term disruptions in faculty productivity with their connection to pre-existing conditions and systems.

During	After	Before
<ul style="list-style-type: none"> Increased time burdens for caregivers 	<ul style="list-style-type: none"> Amplified disparities in productivity Uncertainties related to caregiving 	<ul style="list-style-type: none"> Lack of on-campus childcare Female/caregiving faculty disadvantaged against comparison cohorts
<ul style="list-style-type: none"> Decreased research/performance/creative work Continued expenses (staff and student support; animal housing) 	<ul style="list-style-type: none"> Prolonged time in rank (delayed raises in pay) Slow ramp up due to student uncertainty, supply problems, venue openings Lack of funds for no-cost extensions 	<ul style="list-style-type: none"> Global gender gaps in time in rank, pay, and representation of women faculty amongst the top earners at universities.¹
<ul style="list-style-type: none"> Increased teaching challenges and demands for student support for all faculty 	<ul style="list-style-type: none"> Uncertainty for TT faculty 	<ul style="list-style-type: none"> Suboptimal support for student mental health and well-being Extra unaccounted demands on faculty
	<ul style="list-style-type: none"> NTE contract uncertainty Lack of recognition 	<ul style="list-style-type: none"> NTE contract uncertainty Lack of recognition

TABLE: Number of faculty queried and response rate by school.

	Total Faculty Surveyed	Responses (N)	Response Rate (%)
<i>Bienen</i>	53	26	49%
<i>Centers/Institutes</i>	31	10	32%
<i>Feinberg</i>	2,348	437	19%
<i>Kellogg</i>	184	54	29%
<i>McCormick</i>	267	108	40%
<i>Medill</i>	64	26	41%
<i>NU-Qatar</i>	36	14	39%
<i>Pritzker</i>	100	35	35%
<i>SESP</i>	48	19	40%
<i>SoC</i>	178	90	51%
<i>University Library</i>	82	34	41%
<i>WCAS</i>	680	321	47%
All Schools/Units	4,071	1,174	29%
All but Feinberg	1,723	737	43%

School

Female



Male

Greater proportion of female-identified faculty responded to the survey in almost every school

FIGURE 2: Caregiving, teaching, advising, and service consumed faculty time and disrupted research productivity. Time faculty spent on different activities during the pandemic as compared with 2019-20.

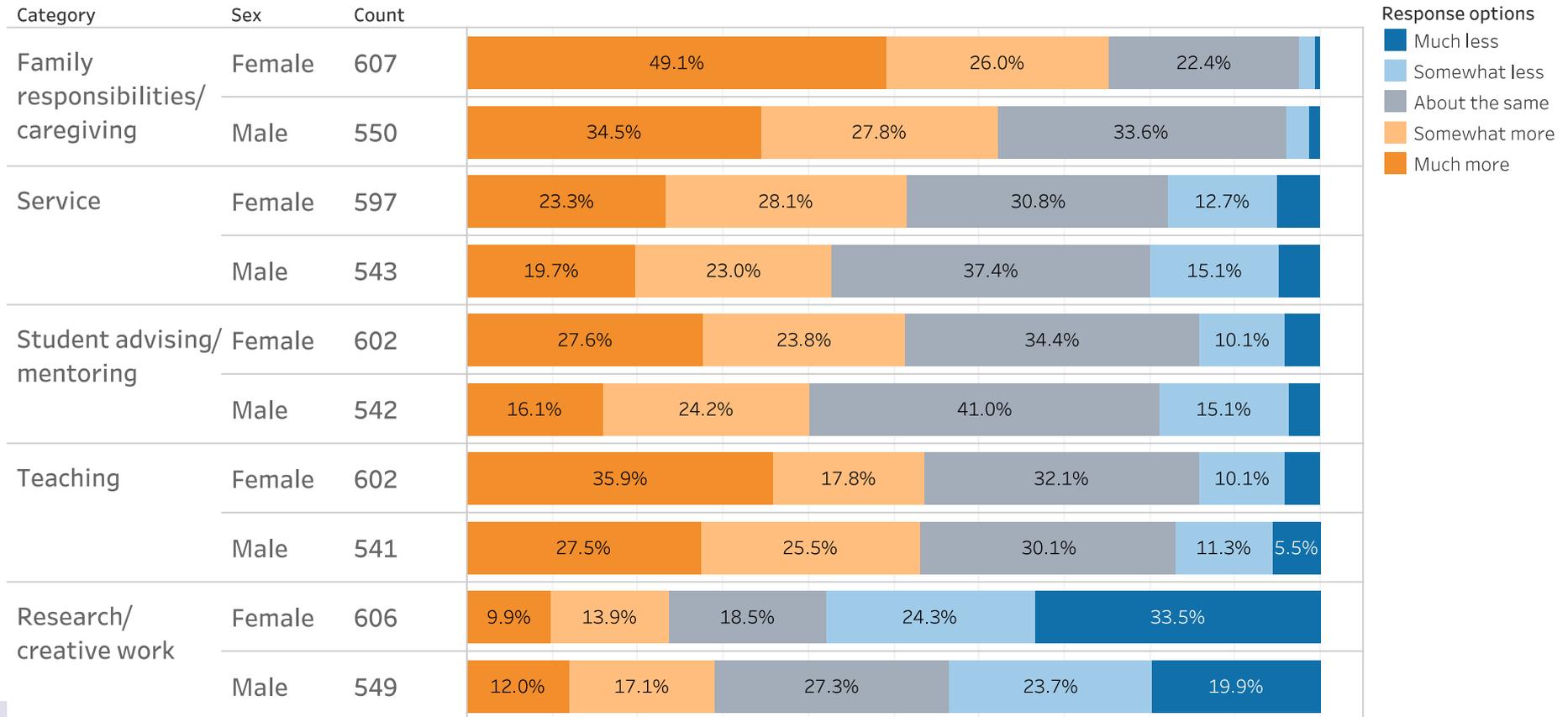


FIGURE 3: The impact of the pandemic on faculty research. Difference in time faculty spent on research during the pandemic as compared to 2019-20.

Category Sex Tenure Status Count

ore
Much more

192 (single-spaced) pages of comments and focus group transcripts were read by teams of two committee members. Representative comments are included in the report.

Disparate Impact

By caregiving responsibilities

By career stage

By activity: Teaching vs. Research vs. Service

By research type: Laboratory vs. Field vs. Performance

Disparate impact recognized by those not/less impacted

TABLE: Thematic categories with summaries of recommendations in each category.

Career Recovery			Caregiving	Health & Well-being	Institutional Response
Research	Teaching	Evaluation & Promotion			
Support to re-activate scholarship of all forms will be critical for Northwestern faculty to maintain their eminence. Faculty engaged in different types of scholarship will need different types of support.	Flexibility in teaching load and increased technical as well as pedagogical support in recognition of the added burden of teaching in multiple modes and providing unprecedented amounts of student support.	Examination and implementation of processes that acknowledge the impact of the pandemic on productivity and protect disproportionately affected faculty.	Improve caregiving supports available to faculty. Examine and change systems that disadvantage faculty with significant caregiving responsibilities and/or expectations.	Bolster faculty health and well-being programs. Improve student services (CAPS, ANU, etc.) to relieve faculty from supplementing these supports.	Investigate and implement best practices in tenure and promotion procedures to eliminate disadvantages for faculty groups. Improve contract lengths and regularize promotion practices for NTE faculty.
Communication	Develop and implement clear and effective communication strategies that inform faculty about new and existing programs. Communicate with faculty directly as well as through other channels such as through school and unit leadership.				

Actions: The beginning...

Career Recovery

School support for research/teaching

all

Tenure clock extension (1 automatic, additional on request)

TE

Zoom teaching assistants

all

Work study student funding

all

Recovery grants (caregiving faculty within 3 years of tenure review prioritized)

TE

Expanded HSSA grants

all

Planning writing retreat for summer 2022

all

Recovery Grants

53

HSSA

22

Caregiving	
Childcare support including center-based fee assistance	all
Center-based fee assistance expanded to include part-time enrollment	all
Portable childcare grant to include in-home care, home day care, etc.	all
Sitters and Tutors network	all
Northwestern Working Parents Network	all

Health and Well-being	
Faculty Wellness week [Feb. 7-13]	all
Reshaping Faculty Wellness Program with new director	all
Discussions started with The Family Institute for services to faculty and faculty families	all

Institutional Response

Research support from schools

Teaching support from schools

Mellon-funded work on tenure/promotion process

NTE faculty career/workload changes made by schools

CTEC work restarted [Jacqualyn Casazza, Miriam Sherin, Sumit Dhar]

Karen S. & APF team meeting with other institutions

Communication

Multiple lines of communication for all programs

Met with each school to discuss survey and focus group data

Increased frequency of faculty newsletter

One point of contact: faculty@northwestern.edu [Joan Johnson]

Continually developing web hub: <https://tinyurl.com/FPIRNU>

Thank you!!

