

FACULTY COUNCIL
Tuesday, March 7, 2017
3:30 – 5:15 pm
Health Management & Policy Conference Room (N202),
College of Public Health Building (CPHB)

MINUTES

Councilors Present: S. Daack-Hirsch, F. Durham, A. Durnev, R. Ganim, T. Marshall, R. Oral, L. Plakans, P. Romitti, J. Szot, K. Tachau, H. Udaykumar, M. Voigt, E. Wasserman.

Officers Present: E. Dove, E. Gillan, P. Snyder, T. Vaughn.

Councilors Excused: G. Ryan, S. Vos, J. Yockey.

Councilors Absent: C. Thomas.

Guests: E. Bendler (*Daily Iowan*), J. Menninger (Emeritus Faculty Council), L. Zaper (Faculty Senate Office).

I. Call to Order – President Vaughn called the meeting to order at 3:30 pm.

II. Approvals

- A. Meeting Agenda – Professor Marshall moved and Professor Romitti seconded that the agenda be approved. The motion carried unanimously.
- B. Faculty Council Minutes (January 24, 2017) – Professor Wasserman moved and Professor Daack-Hirsch seconded that the minutes be approved. The motion carried unanimously.
- C. Draft Faculty Senate Agenda (March 21, 2017) – Past President Dove moved and Professor Romitti seconded that the agenda be approved.
Professor Tachau commented that perhaps, in general, informational items not related to policy should receive lower priority on Senate agendas. She suggested that the last item on the draft Senate agenda, *Academic Organizational Structure Study*, be moved higher because this study is the subject of great interest and some anxiety across campus and we should therefore ensure enough time for discussion of it. While the other agenda topics are certainly of concern to faculty, presenters should be made aware that Senators are not always the most efficient transmitters of information to other faculty members. President Vaughn responded that the agenda items were ordered in this way to be sure that our guests would have the opportunity to present (instead of waiting for their turn during the entire meeting, only to leave without speaking because earlier agenda items took up all the time). Professor Daack-Hirsch commented that informational presentations could be given brief time limits. Professor Szot added that time guidelines could be added directly to the agendas. Professor Plakans observed that, because of family obligations, not all senators are able to stay when a meeting runs overtime.

Professor Tachau moved and Professor Wasserman seconded that the Council postpone a vote on the Senate agenda until the end of the meeting, when it will be more clear following Dean Keller's presentation today, how long a similar presentation may take at the Senate meeting. The motion carried unanimously.

D. Committee Appointments (Pete Snyder, Chair, Committee on Committees)

- Kathryn Lavezzo (English) to fill the unexpired term of Marianne Smith (Nursing) on the Parking & Transportation Committee, 2017-18.

Professor Szot moved and Professor Tachau seconded that the appointment be approved. The motion carried unanimously.

III. New Business

- *President's Report (Tom Vaughn)*

President Vaughn reminded the group that the university had recently lost \$8 million through a state appropriation reduction. Now, another \$1.2 million will be taken away because of ongoing state budget issues. There may even be further reductions. Next year's general education fund base budget will likely reflect these reductions.

Turning to the topic of heritage scholarships, President Vaughn noted that a recent decision to eliminate these scholarships as a significant cost-saving measure was subsequently revisited. It now appears that current recipients will be able to keep their scholarships, but new scholarships will probably not be awarded. Professor Wasserman asked whose decision it was to end the scholarships. President Vaughn responded that he thought it was a collective administrative decision. Professor Wasserman asked if faculty had input into the decision. President Vaughn responded that faculty were at the budget meeting when the issue was discussed. Professor Tachau asked if anyone at the meeting had raised the issue of this decision's effect on currently-enrolled students. Vice President Snyder observed that there were certainly trade-offs in making this decision. He added that administrators had stressed that these were not need- or merit-based scholarships. The university had dramatically increased the number of its scholarships in anticipation of the implementation of performance-based funding. This decision represented a scaling back of that number. President Tachau expressed the belief that liberal arts faculty would not have gone along with this decision if they were informed in advance. Parents of students who have received the scholarships, even if they could afford full tuition, would no doubt be upset by this sudden change in the family finances. And, this decision has led, of course, to bad publicity for the university, giving the impression that the university's promises cannot be trusted. While the university budget is certainly in a bad situation, partly due to poor management earlier, this was nevertheless an astonishing decision, she concluded.

President Vaughn commented that, recently, the Board of Regents, State of Iowa has indicated willingness to work with the university to adjust our tuition rates to an appropriate level relative to our peer group over time. Past President Dove observed that the university must find some way to resolve its present financial difficulties. We cannot expect increases in state appropriations. Therefore, we must develop a long-term plan to make up that difference in funding. Reduction of scholarships that are not need- or merit-based is an option, but such an option must be implemented carefully and thoughtfully. He invited Councilors to suggest alternatives.

Professor Tachau recommended that Councilors read *The Great Mistake: How We Wrecked Public Universities and How We Can Fix Them*. Thinking “outside the box” is critical, she noted. She suggested that we describe recent developments in higher education as the privatization of a social good so that we can then think differently about what to do. Professor Marshall noted that higher tuition levels could improve quality at the university. Vice President Snyder commented that, while our tuition level is at the bottom of the Big Ten, our financial aid is somewhere in the middle. Professor Oral urged that we not buy into the attitude that the reduction in state funding is inevitable and that we must adjust. She wondered where the state money was going – perhaps to tax cuts for the wealthy? Professor Oral noted that one of the major responsibilities of a university president was fundraising. Instead of constantly looking for new areas to cut, perhaps we should place a greater emphasis on fundraising. President Vaughn commented that President Harreld has been working very hard on fundraising, as well as on communicating with legislators. Professor Tachau commented that we should not simply accept the notion that people cannot be persuaded to reinvest in a public good, such as higher education. It is up to all of us to make arguments that resonate with Iowans. She expressed concern that university programs might be cut because of hasty decision-making under financial stress, adding that whenever talk of restructuring arises, it is sometimes interpreted as implying program cuts. Professor Durnev added that faculty in his college have also had this suspicion.

Professor Oral suggested that President Harreld be invited to speak to the Council or the Senate. She recalled a speech he had given earlier at the Carver College of Medicine and she expressed concern about some of his remarks, particularly regarding changing the university culture. Professor Oral commented that she was very worried about the College of Liberal Arts and Sciences, which is the core of the university. President Vaughn responded that President Harreld has consistently voiced support for the liberal arts. He added that the restructuring study was Provost Butler’s idea, not President Harreld’s, and that there is no hidden agenda for the study. President Vaughn went on to indicate that two new Regents have been appointed, pending confirmation by the Iowa Senate, Nancy Boettger of Harlan, a Republican, and Nancy Dunkel of Dyersville, a Democrat. Michael Richards of West Des Moines, who was earlier appointed to fill a vacancy, will also be considered for confirmation by the Iowa Senate. Sherry Bates of Scranton has been appointed to a second term, following service in a vacancy.

Touching briefly on issues related to legislation, President Vaughn commented that the contract that the Regents have offered to the Campaign to Organize Graduate Students (COGS) includes the maximum salary increase that the legislation would allow, along with a slightly better benefits package than previously. The recently-approved Chapter 20 legislation has caused some confusion about the progress of negotiations, however. On the federal level, there will be a delay with a portion of H1B visa processing. Professor Ganim noted that this suspension will impact visiting faculty. Professor Durnev commented that universities may be in the unfortunate situation of paying people they have already hired but who are still waiting in their home countries for their visas to be renewed. Professor Udaykumar added that the travel ban on individuals from six countries will also have a negative impact on his college. He stressed that all of these complications for universities must be conveyed to the public. Returning to state legislative issues, President Vaughn noted that the Regents institutions will likely be able to

maintain control over policies regarding guns on campus and that the university will maintain access to the fetal tissue lines used in research. Also, it appears that the bill declaring that life begins at conception will not move forward. If it had, the Carver College of Medicine's accreditation could have been in jeopardy. The bill removing licensure requirements for professions such as social work and respiratory therapy will not move forward, either. The tenure and political parity bills also did not move out of committee. Professor Tachau asked about a bill to deny funding to any entity that performs abortions and how that might affect the hospital, but President Vaughn did not have any information about that.

President Vaughn noted that at the last meeting, Councilors had suggested obtaining and sharing the Working at Iowa survey results from each college. He had approached human resources with this proposal, but the response had been that colleges are best positioned to determine how the survey results are used. However, for the collegiate survey results that have been made public, there is no reason why Councilors could not share those results among themselves. The group decided that they would send any available survey results to the Faculty Senate office for distribution.

- *AAUP Sanction Update (Sandy Daack-Hirsch, Chair, Ad Hoc AAUP Sanction Removal Committee)*

Professor Daack-Hirsch indicated that the committee has made progress toward writing a best practices document by collecting all of the information needed on which to base the document. These sources of information include the AAUP Redbook, the Board of Regents policies, and the Association of Governing Boards guide for presidential searches, as well as the historical record of previous UI searches and the recent UNI search. The committee has acquired a template for its best practices document from Saint Louis University, which underwent a similar search ordeal. Once a draft has been developed, the committee will meet again with the Executive Committee of the local AAUP Chapter and with the Faculty Council. They will also be in touch with the UI administration and the Regents. Professor Wasserman expressed strong confidence in the committee and praised their work.

- *Academic Organizational Structure Study and Graduate College Review (John Keller, Associate Provost for Graduate and Professional Education; Dean of the Graduate College)*

Dean Keller indicated that the review of the Graduate College had taken place last fall. The review report is posted on the Graduate College website, https://www.grad.uiowa.edu/system/files/UIGC_review_report_final.pdf, along with the College's self-study, <https://www.grad.uiowa.edu/system/files/Fall%202015%20Graduate%20College%20Self%20Study%20final.pdf>. The College's response to the review was submitted last week. Provost Butler is now expected to write a final letter to conclude the review.

Dean Keller commented that the review report was largely laudatory, which the College appreciated. The College is aware of the challenges it faces and the response to the review puts in place mechanisms to address these issues and improve the status of graduate education on campus. The College remains committed to the university's strategic plan and to efforts to improve the university's Association of American Universities (AAU) rankings. Dean Keller

stressed that other AAU institutions have strong graduate colleges, meaning that those colleges have responsibility, authority, and money. The UI Graduate College has some authority and some money to carry out its responsibilities, but not enough to drive graduate education in a positive direction.

Turning to the Graduate College's response to the review, Dean Keller noted that this document was divided into two parts, one dealing with administrative infrastructure and the other with a shared vision for graduate education on campus. He reminded the group that several years ago the College had made changes to its administrative structure in order to become more efficient. The College would like to add more staff to its academic office to help with the transition to automated degree audits. Several pilot programs have worked well. The administrative office would like to be less paper-driven and more focused on student success. Additional resources are needed for this effort. Recently an office for graduate success and professional development was created and has been well-received. There remains a gap in career service assistance on campus, particularly for masters level students (most of the Graduate College's efforts in this area to date have been on doctoral students). The review report cited a need for the Graduate College to improve recruitment and retention of under-represented minority students. The College had experienced a reduction in its recruitment fellowships, which impacted its diversity efforts. One of the Strategic Initiative Teams (SIT) is working on issues related to underrepresentation in graduate and professional education. Dean Keller also noted that median time to degree across all doctoral programs is now at slightly less than six years, a great improvement over a decade ago. The percent completion across all programs has gone from the 40% range to the mid-60% range in the same time period. With additional resources, even greater improvement can occur.

Dean Keller noted that there are five units that report to the Graduate College: the School of Urban and Regional Planning, the School of Library and Information Science, the Center for the Book, the International Writing Program, and the UI Press. These are largely interdisciplinary programs. The review report raised the question whether the Graduate College was the right administrative home for these programs. Three of the programs offer graduate degrees. Four of the programs share a literary theme. Dean Keller suggested that perhaps a unit could be created that would include undergraduate and graduate writing programs, along with the four programs mentioned above. It appears that no other institution could have that breadth of activity. As a UNESCO City of Literature, Iowa City would be a natural home for such an entity.

Summarizing the recommendations of the Graduate College, Dean Keller commented that more staff are needed in the academic office and in the office for graduate success and professional development. He noted that the UI strategic plan calls for new revenue sources. The Graduate College is a subsidized unit in need of a development office for philanthropic efforts. Greater financial aid and fellowship opportunities could improve the recruitment of diverse students, and the College is also putting resources into retention and completion fellowships. Strategic graduate enrollment management is another focus of the College. Graduate students should be admitted based upon the university's ability to prepare those students for the careers, academic or not, that they are interested in pursuing. We must also determine how we will

resource our graduate students. Currently we have teaching assistantships, research assistantships, and fellowship funds, but these are not well-coordinated.

Professor Tachau commented that she believed that the Graduate College is a good administrative home for the Center for the Book, because Dean Keller has been willing to advocate for it and for the other four programs under the Graduate College umbrella. Dean Keller observed that the five programs work together successfully in various ways. Professor Ganim noted that the Graduate College is also required to support the programs, in terms of IT, staff, etc., although the College does not receive a lot of money to do this. This makes the role of the Graduate College even more important in relation to these units. Perhaps the programs would not fare as well if they were moved elsewhere. Regarding graduate student funding, Professor Durnev asked if it was better to offer a lower base of support (through teaching or research assistantships) along with a fellowship to raise the overall support package, or to offer a higher base of support and fewer fellowships. He also asked how the UI compared to peer institutions in graduate student funding. Dean Keller responded that the overall compensation package across campus was at the high end of our AAU peers. Professor Daack-Hirsch commented that in her college, there are concerns about balancing faculty workload with the need to have a sufficient number of graduate students each year to form a viable cohort. Dean Keller suggested looking to the College of Dentistry doctoral programs as a model. Professor Ganim commended the Graduate College's innovative efforts to provide graduate students with guidance regarding alternative, non-academic careers.

Dean Keller then turned to a discussion of the UI's 2020 academic organizational structure study, initiated by Provost Butler. The provost had requested that four deans – Keller, Curry (Public Health), Scranton (Engineering), and Gardial (Business) – lead this effort. Now that Dean Curry has been appointed interim provost, her seat has been taken by Dean Clay (Education). The group's first step is to learn the views of their decanal colleagues regarding opportunities within and across colleges. The goal of the study, as articulated by Provost Butler, is "to create a more forward-looking, nimble university that focuses our limited resources on programs in support of academic excellence." While this goal is open to interpretation, the group has been thinking about how to put together strategic alignments to help us better accomplish our teaching and research missions in order to better serve our broad-based constituents (students, faculty, the public, etc.). Dean Keller indicated that the university should pursue quality and distinction. The university has many strengths and we want to encourage units to work together on a curricular and programmatic basis to take advantage of our strengths. The Graduate College, for example, is not looking to eliminate any programs, but does want our existing programs to be the best that they can be. This may call for making adjustments in a forward-looking manner, with the interdisciplinary approach needed by our doctoral students, in particular, as they move into career opportunities that require a variety of skill sets.

In terms of process for the study, the other deans have been suggesting individuals and groups for the four deans to meet with as they gather more input. Dean Djalali, for example, has formed a committee in the College of Liberal Arts and Sciences (CLAS) to look at possible restructuring within the college. Dean Keller requested suggestions from Councilors. The group

would like to meet with as many people as possible in time to host at least one public forum before the end of the semester. There clearly must be faculty involvement in this process, Dean Keller stressed.

Noting that about 80% of her teaching has been interdisciplinary and 20% has been team taught, Professor Tachau expressed concern about moving toward a budget model in which tuition credit units are the basis of funding colleges, because this is a major disincentive for both team and interdisciplinary teaching. Currently tuition credit units are counted twice for cross-listed courses. Ending this practice because of the new budget model will impact colleges' ability to offer such courses. Dean Keller commented that there will be many concerns to address as we progress through the study; in the end we will need to balance our priorities with our resources. In his view, we should visualize the structure first and then create a budget model to attain it, making adjustments if necessary. Professor Tachau, who serves along with Professor Christopher Merrill on the council for the National Endowment for the Humanities, suggested that UI faculty involved in similar roles at other organizations (National Institutes of Health, National Science Foundation, etc.) be consulted regarding the broad funding landscape for these areas of endeavor across the country.

Past President Dove expressed enthusiasm for Dean Keller's proposed writing consortium. He commented that the arts on campus lend themselves to the formation of a similar consortium. Dean Keller noted that the biomedical life sciences have been gathered under an umbrella with various subtracks, including a recently-created cancer biology subtrack. This umbrella structure could be applicable to other types of programs, particularly small valuable programs with lower enrollments. This structure could offer protection to such units and, as Professor Ganim noted, foster inter-departmental and interdisciplinary approaches. Returning to Past President Dove's comments about an arts consortium, Professor Tachau noted that because of the need for large performing spaces and one-on-one instruction, the arts are extremely expensive to teach. Therefore, faculty in the arts are hesitant to be grouped together away from other units if revenue is to be based on tuition credits. President Vaughn suggested that differential tuition for the arts might be a solution, but Professor Tachau responded that, because of market forces, higher tuition would discourage enrollment in the arts more so than it would, for example, in dentistry. President Vaughn expressed concern that under the new budget model, worthy programs would be discouraged because of what is essentially an accounting mechanism.

Secretary Gillan asked if other colleges had formed committees to explore restructuring options as CLAS has done. Faculty within the colleges would no doubt have valuable feedback to offer. Dean Keller indicated that he was not aware of any other collegiate committees. He noted that the 2010 review of the Graduate College had made valuable recommendations that could still be relevant today. Professor Udaykumar cautioned that within umbrella structures significant inequities among subgroups can arise. Vice President Snyder observed that there had initially been concern among faculty that the academic organizational structure was driven by budget concerns, but that does not appear to be the case. Professor Plakans commented that faculty in her college had wondered about the motivation for the study. Dean Keller responded that the budget will no doubt impact the university's future; however, we must be forward-

thinking. For example, can we respect the tradition of a discipline while looking to its future? Professor Plakans suggested that the study be clearly aligned with the strategic plan.

Professor Durham commented that there is some concern about faculty layoffs. He urged that this concern be put to rest at the public forum, if possible. Professor Ganim noted that the university is experiencing an unprecedented time of leadership transition, adding to faculty unease. He suggested that the group of deans clearly lay out their processes and procedures for the study to the entire campus. Past President Dove added that perhaps expanding the group to include a Faculty Senate officer would also be helpful to reduce concern and improve communication. Professor Tachau commented that faculty need to be involved in the process from the beginning. She added that Councilors could reach out to their collegiate governing bodies regarding the study. President Vaughn thanked Dean Keller for being “a person of the university,” not just of the Graduate College.

IV. Approvals

- A. Draft Faculty Senate Agenda (March 21, 2017) –Professor Tachau moved and Professor Ganim seconded that the agenda be approved as is. The motion carried unanimously.

V. From the Floor – There were no items from the floor.

VI. Announcements

- The next Faculty Senate meeting will be Tuesday, March 21, 3:30 – 5:15 pm, Senate Chamber, Old Capitol.
- The next Faculty Council meeting will be Tuesday, April 11, 3:30-5:15 pm, University Capitol Centre 2390.

VII. Adjournment – Professor Tachau moved and Professor Marshall seconded that the meeting be adjourned. The motion carried unanimously. President Vaughn adjourned the meeting at 5:15 pm.