

FACULTY COUNCIL
Tuesday, January 19, 2010
3:30 – 5:15 pm
Penn State Room, 337 IMU

MINUTES

Councilors Present: D. Hammond, B. Justman, S. Kurtz, T. Mangum, F. Mitros, P. Mobily, D. Morris, J. Reist, L. Richman, L. Robertson, G. Russell, C. Scott-Conner, R. Valentine, E. Wasserman, R. Williams, S. Wilson.

Officers Present: E. Dove, D. Drake, M. O’Hara, K. Tachau.

Councilors Excused:

Councilors Absent:

Guests: J. Carlson (Office of the President), B. Ingram (Office of the Provost), W. Loh (Provost), B. Morelli (*Press-Citizen*), T. Rice (Office of the Provost), R. Sayre (Faculty Emeritus Council), L. Zaper (Faculty Senate).

I. Call to Order – President Drake called the meeting to order at 3:31 pm.

II. Approvals

- A. Meeting Agenda – President Drake stated that the items “Research Track Update” and “Post-Tenure Review Policy” would be pulled from the agenda and a presentation by Provost Wallace Loh would be added to it. Past President O’Hara moved and Professor Morris seconded that the agenda be approved as amended. The motion was unanimously approved.
- B. Faculty Council Minutes (November 17, 2009) – Professor Richman moved and Professor Morris seconded that the minutes be approved. The motion was unanimously approved.
- C. Draft Faculty Senate Agenda (February 2, 2010) – President Drake stated that the items “Research Track Update” and “Post-Tenure Review Policy” would be pulled from the Senate agenda as well, to be replaced by a presentation by Provost Wallace Loh. Professor Kurtz moved and Vice President Dove seconded that the agenda be approved. The motion was unanimously approved.
- D. Committee Replacements (Edwin Dove, Chair, Committee on Committees)
 - Carol Scott-Conner (Surgery) to replace Nicole Nisly (Internal Medicine) on the Council, Spring 2010
 - Antonio Sanchez (Internal Medicine) to replace Nicole Nisly (Internal Medicine) on the Senate, Spring 2010

- Ed Wasserman (Psychology) to replace Jeff Cox (History) on the Council, Spring 2010
- Rangaswamy Rajagopal (Geography) to replace Jeff Cox (History) on the Senate, Spring 2010
- Paul Hanley (Urban and Regional Planning) to fill the unexpired term of Shel Stromquist (History) on the Senate, Spring 2010
- Carolyn Colvin (Teaching and Learning) to replace Nicole Nisly (Internal Medicine) on the Charter Committee on Diversity, Spring 2010

Past President O'Hara moved and Professor Morris seconded that the replacements be approved. The motion was unanimously approved. In response to a question raised by Professor Kurtz, Vice President Dove clarified that the above replacements were for the Spring 2010 semester *only*.

- E. Faculty Senate Elections Vacancy Tally (Edwin Dove) – Vice President Dove announced that there are 28 open Senate positions to be filled in the upcoming elections (6 in CLAS, 14 in Medicine, 1 non-tenured position in Medicine, 1 in Business, 3 in Dentistry, and 3 in Education) and 8 open Council positions (2 in CLAS, 3 in Medicine, and 1 each in Business, Dentistry and Education). Professor Kurtz moved and Professor Russell seconded that the Vacancy Tally be approved. The motion was unanimously approved.

President Drake welcomed the new Councilors, Carol Scott-Conner (Medicine), Ed Wasserman (CLAS), and Scott Wilson (Medicine). He also introduced the new Associate Provost for Faculty, Tom Rice.

III. New Business

- *Sexual Harassment Policy Revision Project (Jonathan Carlson, Office of the President)*
Professor Carlson explained that in the spring of 2009 President Mason had initiated a review of the university's sexual harassment policy, as a result of the Regents' mandate for creating a sexual misconduct policy involving students. The review of the sexual harassment policy has both external and internal components. President Mason engaged the consultants who had worked with the Regents on the sexual misconduct policy to look at the sexual harassment policy and make recommendations for integrating that policy with the sexual misconduct policy, following best practices and meeting legal requirements. Last spring the consultants came to campus to meet with groups that have an interest in the policy and also held an open forum to obtain feedback from the general campus community. The consultants returned later in the spring to offer preliminary thoughts and advice to the project team, composed of representatives of all offices involved in administering the sexual harassment policy: EOD, General Counsel, the Offices of the Provost and Student Services, Human Resources, and the Women's Resource and Action Center. During the summer and fall the project team created a draft policy taking into consideration the consultants' suggestions as well as the input of the offices charged with administering the policy. Professor Carlson estimated that the revised policy could be presented to the campus community for feedback within two weeks. He stated that he plans to visit various campus groups such as the Faculty Council, senior Human Resources administrators, student leaders, the Council on the Status of Women, the Rape Victim Advocacy Program, the Council of Deans, and relevant charter committees, etc., for feedback. If the

feedback obtained is consistent and supportive, the project team will produce another revised draft by late in the spring semester.

- *Provost Wallace Loh*

Prior to introducing Provost Wallace Loh, President Drake explained the reasons for altering today's agenda. He acknowledged that some faculty had expressed concern regarding the report to be produced by the Strategic Initiative Task Force on Graduate Education: Selective Excellence. Although the report has not been submitted yet, one-page assessments have been sent to the graduate programs. These assessments give each graduate program one of four rankings, the lowest of which is "weak." President Drake indicated that he had invited Provost Loh to speak to the Council about the Strategic Initiatives process, timelines for review of reports and implementation of recommendations, and opportunities for faculty to provide input. Faculty whose graduate programs have been ranked as "weak" have wondered if this means that their programs will be closed; President Drake stressed that this is not the case –it is still unclear at this early point in the process what consequences the rankings will have. He reminded the group of the coming "budget cliff" projected for the 2011 fiscal year. The budget deficit may be anywhere from \$500 million to \$1 billion. Governor Culver intends to increase funding to the K-12 system and it is unclear from where those increased funds will come.

Provost Loh declared that he considered his first priority as provost to be facilitating and nurturing the increasing quality of the university. The nurturing of academic quality occurs in a context, however; in this case, that context is a severe budget reduction situation. Provost Loh explained that, at President Mason's directive, he had begun work on the strategic initiatives process soon after his arrival on campus in the summer of 2008, but as the national economic situation worsened precipitously in the fall of 2008 he halted the process until the economic picture became clearer. Work on the strategic initiatives process resumed in the spring of 2009.

In Provost Loh's view, the university is facing a dual structural challenge. First, the imminent budget gap is so large that to make up that shortfall we will need to make structural changes. Yet there is also a long-term structural challenge due to the diminishing proportion of the state budget that goes to the university, a proportion that has been decreasing over the past 10-15 years. In Provost Loh's opinion, there is unfortunately no indication that will change. Even if the national economy rebounds soon, he does not expect that state appropriations to the university will rebound significantly. This year, for the first time, tuition is a higher source of revenue than appropriations. This is also the first year that the General Education Fund (GEF) will be smaller than the previous year. Regarding budget cuts, Provost Loh commented that it is easy simply to reduce all units' budgets by the same percentage; yet, he added, if the university were to embrace this "democracy of pain" it would put the university "on the road to mediocrity." He reminded the group that \$65 million has been cut from the university's budget recently. He compared this to a faculty member with a salary of \$100,000 losing one quarter of his/her income. In such a situation, one would find it would be impossible to continue living in the same way as before. In human terms, 134 faculty members will be lost, 150 half-time TA-ships, and 89 staff positions. If so many faculty members and TA's are lost, who will be teaching the classes? In planning for the future, it is necessary to take into account long term budget stress. Provost Loh indicated that when he meets with the deans soon, he will tell them that budget cuts are not to be across-the-board. Instead, deans must make differential cuts in a

transparent manner and in close consultation with faculty. Some departments will be protected and some will not, but that is for the dean to decide. If strong departments experience cuts, they will begin to decline. Cutting positions because they are vacant is easy to do, but that affects the long-term quality of the institution.

The Strategic Initiatives Task Forces have two goals: increasing efficiency and increasing revenue. Both of these must be done in a strategic way. Cost-saving measures to be considered include consolidation. Provost Loh acknowledged that Iowa State University has a different culture from the University of Iowa, but he cited the example of ISU combining its English and foreign language departments. Also, in the ISU College of Liberal Arts and Sciences, all departments are placed on a continuum from research-intensive to teaching-intensive. All departments are valued, but teaching expectations vary according to where they fall on the continuum. A number of universities are also following this model, with some phasing out doctoral programs. Provost Loh expressed his belief that the UI Strategic Initiatives Task Force on Graduate Education has been evaluating all of the doctoral programs using the criteria of the National Research Council, which has also been evaluating doctoral programs throughout the country. As a result of this evaluation, there may be a handful of doctoral programs that, after careful consideration, are phased out. The faculty will be retained, however. As an example, Provost Loh commented on the German graduate program. Highly-specialized graduate courses in German are being taught by the program's faculty to a handful of students. Large undergraduate German courses are taught by TA's, but CLAS is eliminating many of these budgeted TA-lines. Admissions to the graduate program have already been suspended; this decision will be reviewed at a future date. Who, then, will teach the undergraduate German courses? Provost Loh asserted that it will be possible to have a thriving undergraduate German program without a doctoral German program.

In Provost Loh's words, "teaching 'efficiencies' must be increased." For him this means that there must be certain "instructional productivity norms." Perhaps certain low-enrollment courses could be taught less frequently. This is for deans to work out with their faculty. Despite this expectation that faculty will teach more students, Provost Loh stressed that research is important. The Task Force on Research and Creative Excellence will identify certain broad interdisciplinary areas where the university can put more resources; one such area is sustainability. His vision is that departments will be able to apply for financial support from a strategic fund established to enhance activity in these interdisciplinary areas. Provost Loh stated that there should be no monopolies on teaching, but rather greater collaboration across colleges. Chemistry, for example, needs two professors to teach introductory-level chemistry; perhaps chemistry PhD's in other departments can teach these courses. Provost Loh concluded his presentation by commenting that increasing revenue is also a priority. This year has seen a record number of applications to the university – in part because UI spent money on aggressive recruiting both domestically and abroad. We are hoping for record enrollments this fall and in the future (with a goal of 100 additional students every year for the next five years). Colleges should be rewarded for taking in new students and there must be incentives for faculty to retain students. Indirect costs are another area to be examined for maximizing revenue. Finally, some units may move toward "charter status." This would mean that those units could become self-sustaining on the basis of tuition revenue. Those units' state appropriations could then be

directed towards other units. Provost Loh reminded the group, however, that all this strategic planning is still at a very early stage.

Professor Hammond commented that perhaps some of the current concern among faculty regarding the summary evaluations of graduate programs sent to DEO's earlier in the month by the Graduate Education Task Force was precipitated by DEO's not previously sharing information about the process with their faculty. Secretary Tachau noted that the NRC evaluation criteria include metrics for determining faculty productivity, yet the Graduate Education Task Force had been instructed not to evaluate faculty. She asked if any of the task forces had evaluated faculty, as this would provide additional useful information for evaluating whether programs should be closed. Provost Loh responded that this is an issue to be raised in collegiate discussions about the reports after they are released. Professor Morris asked what the next several steps in the process would be. She thought that it would be helpful for faculty to be made aware of the next steps, as faculty in departments with weak ratings may feel that those departments are vulnerable. Provost Loh responded that the original deadline for the task force reports was mid-December, but many of the task forces requested more time. He had suggested that departments be notified of the results of the graduate program evaluations, so this information was sent to DEO's in mid-December. A summit will be held next week to hear preliminary reports from the task forces. The recommendations from the task forces will become the strategic priorities of the university for the next five years. Provost Loh will present the deans with these strategic priorities and ask them to make budget decisions on the basis of these priorities, in light of the university's budget cuts and in consultation with faculty. Professor Morris asked if the evaluations are definitive judgments, or if a department's response would also be taken into consideration to modify the judgment. Provost Loh indicated that the dean in consultation with the college's governance group must review the information and make a recommendation to the provost. Professor Hammond added that DEO's are allowed to correct factual errors and provide a different perspective in their rebuttals.

Professor Mangum commented that some of the judgments made about graduate programs may be incorrect, due to departments' interpretation of the reporting criteria or method of reporting their data. She requested that an opportunity be provided in the process for faculty in such departments to respond to the evaluation of their data. She added that different departments understood the process differently; in some departments, faculty were very engaged, while in others, DEO's may have taken on the reporting task by themselves, leaving faculty without a clear understanding of the process. Provost Loh responded that faculty will undoubtedly provide ample input. He added that there are approximately 72 doctoral programs at the university. About 30 rank in the top 25 in the country. Another 30 or so are probably nationally ranked. Nothing will happen to these programs. At the end of this process, Provost Loh projected that only a handful of programs will be affected. There are many other projects that could improve quality and revenue-generation that we should be discussing instead. However, Provost Loh conceded that faculty in affected departments are concerned about their departments' identities.

Professor Kurtz applauded efforts to think strategically about the university's future through targeted budget cuts. He asked if structural changes in administration were being considered. He also asked about the chances for possible restructuring at the Regental level.

For example, there are duplicate colleges among the three universities. Regarding his own office, Provost Loh reminded the group that he had not hired a Vice Provost, as he had originally planned, and he had recently eliminated the position of Associate Provost for Academic Affairs as well as two staff positions. Provost Loh added that the University of Northern Iowa is combining two colleges (one of which has a vacancy in the dean's position) to create one college similar to UI's College of Liberal Arts and Sciences. Additional associate deans will most likely need to be hired to carry out the work that still must be done, however, resulting in minimal savings. He also cited the example of the University of Minnesota, which has eliminated its Graduate College. Nevertheless, the work of the eliminated college must continue, so again there are likely to be minimal savings. Representative Kaufmann has introduced a bill calling for one president and one provost for all three Regents universities; perhaps some savings would be realized in this situation. Another bill, Senate bill 3030, which calls for reorganization of state government, proposes the consolidation of information technology systems, fleet services, and purchasing for all state entities, upon the recommendation of a consulting firm. The state is projected to save approximately one billion dollars over the next ten years through this reorganization plan, according to the consultants. This bill is of significant concern to the university. The University of Iowa's IT system, for example, is more sophisticated than the state's system. In comparison, the savings realized through the phase-out of a few doctoral programs is miniscule.

President Drake thanked Provost Loh for speaking with the Faculty Council. Professor Morris thanked President Drake for inviting Provost Loh. President Drake proposed that the Council move into closed session.

Professor Kurtz moved and Professor Morris seconded that the Faculty Council move into closed session. The motion was unanimously approved.

The Faculty Council discussed Provost Loh's presentation.

Past President O'Hara moved and Professor Justman seconded that the Faculty Council move out of closed session. The motion was unanimously approved.

IV. From the Floor – There were no issues from the floor.

V. Announcements

- Online nominations for Faculty Senate begin on Friday, February 5, at 8 am. Please encourage your colleagues to participate.
- The next Faculty Senate meeting will be Tuesday, February 2, 3:30-5:15 pm in the Senate Chamber of the Old Capitol.
- The next Faculty Council meeting will be Tuesday, March 9, 3:30-5:15 pm in the Executive Boardroom (2390) of the University Capitol Centre.

VI. Adjournment – Professor Morris moved and Past President O'Hara seconded that the meeting be adjourned. The motion was unanimously approved. President Drake adjourned the meeting at 5:25 pm.