

FACULTY COUNCIL
Tuesday, November 7, 2017
3:30 – 5:15 pm
Seminar Room (2520D), University Capitol Centre

MINUTES

Councilors Present: A. Deshpande, F. Durham, A. Durnev, M. Foley Nicpon, M. Lehan Mackin, T. Marshall, R. Oral, E. Prussing, G. Ryan, J. Szot, K. Tachau, S. Vigmostad, E. Wasserman, D. Wurster, J. Yockey.

Officers Present: R. Ganim, P. Snyder, T. Vaughn, R. Williams.

Councilors Excused: C. Thomas.

Councilors Absent: P. Brophy.

Guests: J. Keller (Office of the Provost; Graduate College), M. Madura (2020 Phase II Task Force; CLAS), F. Mitros (Emeritus Faculty Council), T. Rice (2020 Phase II Task Force; Office of the Provost), T. Schmidt (2020 Phase II Task Force; CLAS/UISG), H. Udaykumar (2020 Phase II Task Force; College of Engineering), J. Verniero (2020 Phase II Task Force; CLAS), L. Zaper (Faculty Senate Office).

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

II. Approvals

- A. Meeting Agenda – Professor Lehan Mackin moved and Professor Ryan seconded that the agenda be approved. The motion carried unanimously.
- B. Faculty Council Minutes (October 10, 2017) – Professor Wurster moved and Professor Marshall seconded that the minutes be approved. The motion carried unanimously.
- C. Draft Faculty Senate Agenda (December 5, 2017) – Professor Ryan moved and Professor Lehan Mackin seconded that the draft agenda be approved. The motion carried unanimously.
- D. Committee Appointments (Russ Ganim, Chair, Committee on Committees)
 - None at this time.

III. New Business

- *Executive Session – Academic Organizational Structure 2020 Discussion (Tom Rice, Chair and Members of the 2020 Phase II Task Force)*

Professor Yockey moved and Professor Marshall seconded that the Council move into closed session, inviting Professor Rice and the members of the 2020 Phase II Task Force to join them. The motion carried unanimously.

Councilors discussed the activities and goals of the 2020 Phase II Task Force with its members and provided input.

Professor Durham moved and Professor Ryan seconded that the Council move out of closed session. The motion carried unanimously.

- *Path Forward Update (Pete Snyder)*

President Snyder noted that the interface between the 2020 initiative and the Path Forward process had been mentioned earlier by members of the 2020 Task Force. How the groups working on these efforts will align has yet to be determined. The Path Forward process was created in President Harreld's first year in order to facilitate strategic planning on campus, even before the new strategic plan was in place. The Path Forward initiative previously included the Strategic Implementation Team and the Operations Team. This approach had strengths and weaknesses, but the goal was to be visionary. Over the summer the structure was revisited and replaced with a new one that will better facilitate implementation of the strategic plan.

The new Path Forward structure incorporates a shared governance approach. The new structure includes a steering committee and four work groups. The goal is to develop an annual work plan with accountability, that will prioritize critical tasks of the strategic plan. The focus of three work groups coincide with the pillars of the strategic plan: student success, research and discovery, and engagement. A fourth work group will focus on diversity, equity, inclusion, and collaboration. Each work group will have 8-10 members and will take elements of the strategic plan, prioritize them and create an annual work plan. There will be significant interaction between the steering committee and the work groups.

Professor Tachau asked if work plans will be developed at this high level and then handed down to colleges. President Snyder reminded the group that within each pillar of the strategic plan, there is a list of critical tasks. The related Path Forward work group, along with the steering committee, will determine which critical tasks to prioritize each year. The work group will identify strategies and tactics for these tasks, in conjunction with subject experts and other relevant existing committees on campus. Then the work group will make recommendations for implementation to the administration. Professor Tachau expressed the opinion that this sounded like a top-down approach. President Snyder responded that, although prioritization will be done by the steering committee and work groups, those groups will then reach out to subject experts and existing committees for ideas regarding implementation. Professor Tachau thought that this process could go awry on student success because those most aware of the priorities are those who work most closely with students. President Snyder indicated that these local experts will likely be serving on the work groups already or be among the individuals that the work groups reach out to for input.

Returning to the topic of structure, President Snyder then identified the individuals on the steering committee: President Harreld, Interim Provost Curry, Senior Vice President for Finance and Operations Rod Lehnertz, Vice President for Student Life Melissa Shivers, Interim Chief Diversity Officer Lena Hill, Dean Alec Scranton (representing the deans), Faculty Senate President Pete Snyder, Staff Council President John Laverty, UISG President Jacob Simpson,

and GPSG President Tejasvi Sharma. Each of the work groups will have co-chairs, plus 8-10 members. Choosing co-chairs and members has been a collaborative process. Membership will be comprised of students, staff, faculty, and administrators, along with individuals possessing subject expertise. The work groups will also interface with existing committees and expertise on campus. How should this process be envisioned relative to the 2020 process? The Path Forward process is designed to implement the elements of the strategic plan, in a stepwise process over five years. We are not completely beholden to the strategic plan; if new ideas come up, the groups can respond to those - this is a starting point. We will be working within existing structures. The 2020 initiative, however, is “big picture;” looking longer term, what do we need to change in order to move into the future, beyond the scope of the strategic plan? The two efforts can be complementary.

Professor Durham asked for further clarification regarding the need for and the purpose of restructuring. It appears that many faculty members are still not sure why we have undertaken the 2020 initiative. Past President Vaughn responded that Interim Provost Curry’s reasons for this initiative remain the same as former Provost Butler’s reasons; how do we organize ourselves in order to be an effective university moving forward, in terms of our strategic plan and the institution’s future? Secretary Williams, a member of the 2020 Phase II Task Force, commented that the task force had discussed this issue with Interim Provost Curry recently. Interim Provost Curry had stressed that the 2020 initiative is not about solving any perceived problems that the university might have. Rather, it is our way of stepping back, taking a look at where we are, and thinking about how we might become better. It is a chance to imagine what the possibilities are. Secretary Williams added that many people do not know what the phrase *academic structure* refers to – policies, personnel, hierarchies? This is not what the task force is focusing on, in fact. Instead, the task force is pondering, what are the twenty-first century problems that the world will face, how can our creativity and scholarship address those problems and create opportunities for our students, and how is the university attempting to position itself to respond to these challenges?

Professor Durham commented that it seems that this initiative has been handed to us, rather than involving faculty in the discussion to begin with. Professor Tachau added that the College of Liberal Arts and Sciences functions well as a democracy of organized chaos, while in the business world, a more top-down approach is common. Shared governance in the business world may refer simply to buy-in from employees, while academic shared governance encourages ideas to move from the bottom up. President Snyder commented that the Path Forward initiative is based on the strategic plan, which had wide input from all across campus in an inclusive process. He added that, as for Phase II of the 2020 initiative, this marks a new beginning for the 2020 effort. Chair Rice has indicated that his task force is interested in big ideas, which they plan to gather from the campus community. President Snyder urged that faculty take advantage of this opportunity to provide feedback. In response to concerns about a top-down process, he commented that at some point our leaders must be leaders and present a vision to the campus. They should not dictate the outcome and they should involve others in the process; it is the process that is most important. Unlike Phase I, Phase II will make recommendations. These recommendations will be very difficult for administrators to ignore. President Snyder reiterated that faculty should invest in the process, to be sure that their voices

are heard. Secretary Williams emphasized that the Phase II Task Force will remain focused on big, visionary ideas.

Professor Tachau commented that a useful area for the task force to explore is facilitating collaboration on specific projects among faculty from different disciplines. She and Secretary Williams observed that faculty members are simply not familiar with the cultures that exist within other colleges and the barriers that may subsequently arise when faculty members attempt to carry out interdisciplinary work across collegiate boundaries.

- *AAUP Sanction Removal Committee Update (Sandra Daack-Hirsch)*

President Snyder gave a brief update on behalf of Chair Sandra Daack-Hirsch. The committee has drafted a document based on best practices developed by the Association of Governing Boards of Universities and Colleges (AGB) and the American Association of University Professors (AAUP). The committee is currently seeking input from the local chapter of the AAUP and from the Board of Regents, State of Iowa. The draft document will likely be brought to the Council at the January meeting. President Snyder thanked the members of the committee present for their work thus far.

- *President's Report (Pete Snyder)*

President Snyder reported that the Senate officers have had numerous discussions with Interim Provost Curry and President Harreld regarding the critical importance of moving ahead with the CLAS dean search in a timely way. The Senate officers will continue to advocate strongly for this. Co-chairs have been named to the search committee for the Vice President for Research and Economic Development: Aliasger Salem from the College of Pharmacy and David Gier from the College of Liberal Arts and Sciences. Members have also been announced. President Snyder and Professor Justine Kolker, a senator from the College of Dentistry, will represent the Senate's Committee on the Selection of Central Academic Officials on the search committee. Committee chair Professor Richard Fumerton has been consulted, as well. The search committee will also receive input about and consider changes to the VPR&ED job description and the structure of that office. President Snyder asked for Councilors to consider feedback that they could provide regarding what the office does and does not do well. The co-chairs are scheduled to appear at the December Senate meeting.

Both President Snyder and Vice President Ganim attended the annual Big Ten Academic Alliance Governance Conference in late October at Penn State University. President Snyder gave a talk on free speech and academic freedom on campus, particularly as it pertains to controversial speakers and attacks on faculty scholarship. Other discussion topics included the relationships between universities and their governing boards, structures of faculty governance groups on campus, the role of non-tenure-track faculty, and Purdue University's recent acquisition of Kaplan University.

Regarding central academic reviews, the operations manual charges the Faculty Senate and the President's Office with reviewing central academic offices every seven years. For a variety of reasons, the Senate has fallen behind schedule recently, but the officers are working with the President's Office to get back on track. A review of the Office of the Vice President for External

Relations has been initiated and that office is now putting together a self-study. Vice President Ganim will chair that review committee.

Next week, members of the university community will gather in Washington, D.C. for Hawkeye Caucus. They will meet with Iowa's Congressional delegation. President Snyder will participate in this event and highlight faculty work, particularly as it relates to undergraduate and graduate student research.

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

V. Announcements

- The next Faculty Senate meeting will be Tuesday, December 5, 3:30-5:15 pm, Senate Chamber, Old Capitol.
- The next Faculty Council meeting will be Tuesday, January 23, 3:30-5:15 pm, University Capitol Centre 2390.

VI. Adjournment – Professor Tachau moved and Professor Lehan Mackin seconded that the meeting be adjourned. The motion carried unanimously. President Snyder adjourned the meeting at 5:15 pm.