

FACULTY SENATE
Tuesday, October 27, 2015
3:30 – 5:15 pm
Senate Chamber, Old Capitol

MINUTES

Senators Present: P. Abbas, M. Adamek, S. Ali, B. Ayati, J. Bates, C. Benson, G. Buettner, S. Campo, D. Caplan, R. Curto, S. Daack-Hirsch, M. Dailey, F. Durham, B. Eckstein, A. Ersig, M. Foley Nicpon, J. Foote, C. Fox, T. Gallanis, E. Gillan, J. Kolker, A. Kwitek, M. Lehan Mackin, T. Mabry, D. Macfarlane, P. Muhly, M. Nikolas, L. Plakans, E. Prussing, G. Ryan, L. Segre, C. Sponsler, L. Storrs, C. Thomas, T. Treat, M. Voigt, S. Vos, J. Wilcox, D. Wilder, P. Windschitl, J. Yockey.

Officers Present: C. Bohannon, P. Snyder, A. Thomas, T. Vaughn.

Senators Excused: P. Brophy, J. Colgan, D. Dawson, Z. Jin, G. Lee, K. Light-McGroary, K. Messingham, D. Murry, L. Ponto, P. Romitti, S. Seibert, J. Selby.

Senators Absent: S. Baker, J. Buatti, A. Gerke, K. Glenn, T. Havens, J. Klesney-Tait, A. Lee, W. Maury, A. Merino, J. Murry, J. Paulsen, Y. Sato, W. Schmidt, D. Segaloff, K. Tachau, B. Thompson, H. Udaykumar, S. Vigmostad, J. Wang, T. Yahr.

Guests: G. Barta (Athletics), L. Cox (Faculty Policies and Compensation Committee), J. Garfinkel (Funded Retirement and Insurance Committee), K. Kregel (Office of the Provost), J. Menninger (Emeritus Faculty Council), L. Moeller (Office of the Provost), K. Ward (Human Resources), L. Zaper (Faculty Senate Office).

I. Call to Order – President Bohannon called the meeting to order at 3:35 pm.

II. Approvals

- A. Meeting Agenda – Professor Buettner moved and Professor Gillan seconded that the agenda be approved. The motion carried unanimously.
- B. Faculty Senate Minutes (September 22, 2015) – Professor Muhly moved and Professor Gallanis seconded that the minutes be approved. The motion carried unanimously.
- C. Committee Appointments (Tom Vaughn, Chair, Committee on Committees)
 - Ned Bowden (Chemistry) to fill the unexpired term of Rachel Williams (GWSS) on the Presidential Committee on Athletics, 2015-19
 - Weimin Han (Mathematics) to fill the unexpired term of Carrie Swanson (Philosophy) on the Faculty Staff Parking Appeals Committee, 2015-17

Professor Campo moved and Professor Gillan seconded that the appointments be approved. The motion carried unanimously.

III. New Business

- *Funded Retirement and Insurance Committee Update (Jon Garfinkel, Faculty Co-Chair)*

Professor Garfinkel indicated that this is his ninth year serving on the committee and his first year serving as faculty co-chair. Professor Garfinkel took this opportunity to thank a number of individuals for their work with or on the Funded Retirement and Insurance Committee (FRIC), including Sue Buckley (former Vice President for Human Resources) and Richard Saunders (former Assistant Vice President for Human Resources), who both previously served as the administrative liaisons for FRIC and provided outstanding leadership. He also thanked Joni Troester (Interim Assistant Vice President of Benefits, Health & Productivity), and Debra Hughes (Director of Benefits), the current administrative liaisons, for their seamless replacement of the guidance and wisdom that Sue Buckley and Richard Saunders provided the committee. Professor Garfinkel noted that he especially wanted to thank Professor Shelly Kurtz, his predecessor as faculty co-chair for many years, and Nancy Davin, who has served as the most recent staff co-chair, first alongside Professor Kurtz and now with Professor Garfinkel.

Professor Garfinkel explained that FRIC is a charter committee charged with advising the university administration regarding the benefits plans of the university, specifically the health, dental, retirement and disability plans. He emphasized that the committee provides *advice*; the committee does not make decisions on these matters. Decisions are made by the university president and his/her cabinet. Professor Garfinkel noted that everyone should have received an email message recently indicating that health insurance premiums are going up next year, after several years of no increases. He commented that this is unfortunate, but not unexpected and that the increase in our health insurance premiums is consistent with the national trend in higher health care costs. The new premium rates can be found at <http://hr.uiowa.edu/uichoice/monthly-premium-rates>. The Benefits Office staff make the final decisions on specific rates. Professor Garfinkel added that the university covers the full cost of health insurance premiums for single employees, as well as for couples both of whom work at the university. The university covers premiums for all other employees at 80%. Professor Garfinkel concluded his presentation by indicating that there will be no increase in the dental premium rates for next year and that there will be a small increase in the health care spending account maximum.

- *Athletic Director Gary Barta*

Mr. Barta opened his remarks by recalling that in past presentations to the Faculty Senate, he has brought a three-legged stool to illustrate the Athletic Department's commitment for its athletes to *win*, to *graduate*, and to *do it right*. Regarding winning, Mr. Barta listed some of the recent successes of our athletic teams. The men's basketball team had its best year in 15 years in 2014-15. The women's basketball team also had its best year in recent times. The football team is off to a good start this fall. All three teams have had academic successes, as well. Nearly 100% of the women's basketball team members graduate. The team also had two Academic All-Americans; this is a rare achievement. There was one Academic All-American on the men's basketball team, also. UI is the only university to have representatives from both its women's

and men's basketball teams in the ranks of Academic All-Americans. The football team graduation rate is one of the best in the Big Ten, surpassed only by Northwestern and Penn State. In the realm of *do it right*, UI student athletes have logged nearly 10,000 hours of volunteer work. Mr. Barta observed that when a student athlete makes a poor decision, this often makes the news. Fortunately, this does not happen too often here. When it does, there is a process in place to determine next steps. In severe cases, the individual may lose the privilege of being a student athlete. Or, that individual may get a second chance.

Mr. Barta went on to say that UI had eight Big Ten champions last year, the most since he arrived at the university ten years ago. There were only 15 universities in the country last year which had their football team go to a bowl game along with both basketball teams going to the NCAA tournaments. This is an indication of the high level of achievement of our student athletes and coaches. The UI fan base is very passionate and vocal. The university is among only eight institutions that had top twenty-five attendance at women's basketball, men's basketball, and football games last year. The graduation rate for our student athletes is 78%, higher than that of the general student body. This is not unusual. Mr. Barta noted that student athletes do have great academic support plus the incentive that they will not be able to compete if their academic performance is poor.

He then turned to the topic of integration between athletics and academics. Commenting that the Iowa River serves as a symbolic barrier between those two entities, Mr. Barta described his efforts to overcome that barrier. As a member of the president's cabinet, he has the opportunity to learn about what is going on all over campus. He explained that all athletics department administrators have a dual-reporting relationship to the athletic director as well as to someone outside athletics (e.g., the Provost's Office, Human Resources). The athletics budget still goes through the normal university process for approval, even though the sources of funding are different than those for other units of the university. Facilities decisions are also made through university processes. Athletics has just gone through a ten-year cycle of construction and renovation that has included the new boat house, pool, and golf course practice facility, along with renovations to Carver Hawkeye Arena. Plans are being explored for the next ten-year cycle, perhaps to include renovations to the north end zone of Kinnick Stadium and the construction of a new west side dorm that would house student athletes along with the general student population.

Mr. Barta reminded the group that the Presidential Committee on Athletics meets regularly and includes faculty members. UI currently has two Faculty Athletics Representatives, Professors Ellen Herman and David Drake, with whom Mr. Barta works on a regular basis. In addition, Mr. Barta has met with all of the deans. He encourages his staff members to be involved in search committees on campus. Mr. Barta concluded his remarks by commenting that he hopes that even those individuals who don't believe sports have a place on campus would come to have confidence in the way the athletics department is run at UI.

Professor Eckstein praised the 78% graduation rate for student athletes. She wondered, however, about the rates for diverse populations within that group. Mr. Barta did not have exact percentages available, but he projected the rates to be about 15% lower. He commented that this

is a national problem, and not just in athletics, but UI tends to do well in comparison to national rates. Programs are available on campus for student athletes, as well as for the general student body, to assist those who are less prepared for college (but who still meet UI's minimum requirements). Professor Wilder asked about efforts to reduce head injuries among athletes on and off the field. Mr. Barta responded that student athletes are encouraged to wear helmets when riding two-wheeled vehicles, but that the athletics department cannot mandate that they do so. Regarding head injury prevention during practice and competition, Mr. Barta indicated that each new student athlete receives a medically-accepted baseline test. If an athlete is ever diagnosed with a concussion, they are not allowed to practice or compete again until they have returned to this baseline. Football is not the only sport in which concussion is a possibility (women's soccer, for example, has a high rate of concussions), but rules have changed for football over the years to reduce the chance for injury. Nevertheless, football will always be a high-risk sport. Professor Ayati commented on different, perhaps safer, tackling techniques coming into popularity. Mr. Barta observed that these safer techniques generally involve not leading with the head. He stressed the need for this training to reach the pre-college level.

Professor Macfarland urged that greater coordination between the sound system and the band at football games be achieved. Mr. Barta commented that it can be difficult to find the right balance, so that all fans are satisfied. Returning to the issue of head injuries, Professor Thomas commented that football is indeed a violent sport. The NCAA and the NFL are currently involved in various lawsuits, brought by former players who have suffered serious long-term injuries. Given that the full range of possible consequences from head injuries is still not known, should we consider ending football on this campus? Mr. Barta responded that football has long been regarded as a high-risk sport. He himself suffered a number of injuries, including concussions, during his collegiate athletic career. Because football is so deeply ingrained in American culture, however, it is unlikely that it will disappear any time soon. What we must do is mitigate the risks as much as possible, based on ongoing research. In response to a question, Mr. Barta indicated that efforts are being made to get information on safer tackling techniques out to youth football coaches.

President Bohannon commented that she would like to seek greater integration between athletics and academics. For example, given the high exposure to the public that athletics has, perhaps a way could be found to bring faculty work to the public's attention through athletics events. Mr. Barta noted that there had been plans to feature a faculty member during each home football game; perhaps these plans could now be implemented. There is also a suite at Kinnick Stadium that can be made available to deans to entertain faculty and/or donors. Mr. Barta commented that he and his staff are constantly looking for opportunities to integrate athletics with education. He cited recent examples of honoring K-12 teachers at a football game and donating supplies to classrooms. Professor Ryan asked about efforts to achieve gender equity in UI athletics. Mr. Barta responded that UI is close to attaining a 50/50 gender ratio for student athletes. The university offers scholarships for 100% of the allowed amount to both women and men. Although there are no current plans to add a new sport, a women's sport would likely be added before a men's sport. New facilities are constructed with equity in mind.

- *TIER Overview Presentation (Lon Moeller, Associate Provost for Undergraduate Education)*

Associate Provost Moeller explained that last week at the Board of Regents meeting, the two consulting companies conducting the academic portion of the Transparent Inclusive Efficiency Review, Ad Astra and Pappas Consulting, gave reports which are now posted on the UI TIER website, <http://efficiency.uiowa.edu/working-case/academic>. The Ad Astra report focuses on optimizing classroom scheduling and improving classroom utilization and capacity, while the Pappas report focuses on enrollment management (reducing time to graduation and improving student retention) and enhancing e-learning offerings. Associate Provost Moeller urged senators to read these reports and contact him with feedback and questions, as this feedback would inform next steps.

Turning to the individual reports, Associate Provost Moeller indicated that the enrollment management portion of the Pappas report looked mainly at undergraduate enrollment, including how undergraduates are recruited, whether they persist from year one to year two, and how quickly they graduate. The report compared UI, ISU and UNI and identified some exemplars on each campus. The UI exemplars were the Summer Hawk tuition scholarships and the 3+2/3+3 undergraduate to graduate programs. The Summer Hawk tuition scholarships provide free tuition during the summer months for resident undergraduates and resident tuition during the summer months for non-resident undergraduates. The College of Law and the College of Public Health have developed accelerated, combined undergraduate/graduate programs (3+2 for Public Health and 3+3 for Law). The report suggested some best practices related to undergraduate enrollment. Among these were student success centers to better coordinate support services such as advising, tutoring, career advising, etc. Other suggestions included increasing spending for academic support services, improving retention and graduation rates, and expanding the campus institutional research function.

The e-learning portion of the Pappas report had implications for both undergraduate and graduate programs on campus. The report looked at institutions such as Southern New Hampshire University, the University of Phoenix and Arizona State University as exemplars of e-learning and discussed the opportunities and challenges provided by those programs. The report also looked at massive open online courses (MOOCs) but did not advocate strongly for expanding UI's limited MOOC offerings. Trends in online education were also discussed. There is an increase in the number of students who want to complete their education online. These students typically already have some college credit. Suggestions from Pappas include creating a portal for online programs for all three Regent institutions and expanding the marketing of these programs; establishing enrollment goals for online programs; and developing new and expanded online courses, programs, and degrees.

Ad Astra analyzed classroom inventory and course scheduling and determined that there is no distinct need at any of the Regents institutions to construct additional, traditional classroom space. However, the report was prohibited from addressing "the quality of existing space," "the need to renovate or replace existing space," and "the space's relevance to evolving pedagogy." Also, the report indicated that new classroom space may still need to be built if older, decaying buildings are removed from usage. Therefore, the conclusion that no new space is needed comes

with numerous exceptions, giving the universities flexibility in moving forward with classroom construction and renovation. Regarding classroom utilization and scheduling, the report noted the presence of 134 departmentally-owned classrooms – 39% of the classroom inventory – that are under-utilized in comparison with the general assignment classrooms and advocated for centralized scheduling of these spaces. Associate Provost Moeller noted that this recommendation does not take into account departmental space needs for seminars and meetings. Other report recommendations include limiting the scheduling of classroom space outside of standard class start times and creating a committee to monitor whether classroom scheduling matches pedagogical needs.

Associate Provost Moeller indicated that the Board of Regents is inclined to allow the universities to self-implement the recommendations given in the Pappas and Ad Astra reports, similar to the self-implementation of other TIER recommendations, such as those regarding information technology. He is already in the process of forming committees to work on potential implementation of the Pappas and Ad Astra recommendations. He urged interested senators to become involved in this conversation, adding that we could choose to do the bare minimum required by the Board of Regents or that we could use this opportunity to have extensive discussions of important topics such as the role of distance education at a residential campus. These discussions will shape the way the university moves forward.

Vice President Vaughn asked if there was a timeline for feedback to be submitted. Associate Provost Moeller indicated that the feedback was ongoing, but that a plan for implementation should be in place by Fall 2016. Professor Wilcox expressed concern about centralized scheduling of classroom space and class times. He stated that instruction is conducted at the local level and that departments need maximum flexibility to meet the specific educational needs of their students. Space and time decisions should be left to the departments. Associate Provost Moeller acknowledged these concerns and added that this would be one benefit of having a committee structure that monitors whether classroom scheduling is matching pedagogical needs.

Professor Wilder commented that ADA issues were presumably considered by the Ad Astra report. He asked whether costs for closed captioning were addressed by the Pappas report on e-learning. Associate Provost Moeller responded that this cost was not discussed in the report and noted that this is the type of issue that the committee that will take up potential implementation of the recommendations would consider. Professor Wilder commented that this led to the wider issue of the top-down nature of TIER. He asked if a record was being kept of the unanticipated costs to colleges of complying with TIER recommendations, so that in the future we can show how projected savings did not actually pan out. Professor Macfarland noted that the previous hype around MOOCs is diminishing and he asked why they don't work as well as was once anticipated. Associate Provost Moeller responded that there are several reasons why MOOCs are unsustainable. First, there is a huge upfront cost associated with them. The issue of how to award credit for the courses has never been satisfactorily answered. And, there is a large dropout rate. Professor Voigt followed up by asking if disruptive technologies such as MOOCs could be integrated into existing courses. Associate Provost Moeller commented that some faculty members are indeed experimenting with open source material in their classes.

Professor Lehan Mackin asked if the quality of online education had been addressed in the report because there is some indication that students with online degrees are not as well prepared as students with traditional degrees. Associate Provost Moeller responded that all three universities are now using a software program called Quality Matters that lays out objectives for online courses. The program also provides guidelines for how students are assessed in online courses. Pappas has recommended that students receive prior training in how to take online courses, as not everyone is suited for this class format. Professor Wilder asked how online courses would impact teaching assistant assignments. Associate Provost Moeller replied that this would be another issue to consider when implementation is contemplated.

President Bohannon observed that at the Board of Regents meeting, Pappas representatives noted the recent enhanced competition among the three universities for resident students. It appeared that the Pappas representatives considered this effort to be unwise, given the flat or declining number of high school graduates each year in Iowa. Associate Provost Moeller commented that the university has changed its recruitment methods drastically since Pappas began its work. Recruitment efforts are now more data-driven. Professor Treat commented that in her reading of the report, it appears that Pappas did not consider the Board's performance-based funding model to be a good idea because of its emphasis on increased competition for Iowa students among the three universities. She asked if this could be a chance to change the debate around performance-based funding in a way that was more consonant with our views of higher education. She urged that we not lose sight of this opportunity. Associate Provost Moeller responded that the Board will be reviewing this report for some time yet. He noted that the Pappas report suggests that UI look to its national peer group, rather than to the other Iowa institutions, when considering student recruitment strategy as well as performance metrics (student debt, retention, graduation rates, etc.). Professor Macfarlane commented that, in his view, the recommendations provided in the reports were somewhat mundane. Associate Provost Moeller responded that the recommendations provide us with a general framework to move forward collectively.

- *Research-Track Policy Revisions (Lois Cox, Chair, Faculty Policies and Compensation Committee)*

Professor Cox indicated that these revisions to the policy were minor technical changes, involving salary support and termination and non-renewal of contracts, following upon more substantial revisions that were adopted in spring of 2014. At this time, only the Carver College of Medicine employs research-track faculty, although several other colleges have developed policies. Professor Cox reminded the group that general education funds cannot be used for salary support for research-track faculty. In considering issues of termination and non-renewal of research-track faculty contracts, the committee had to balance the need to avoid spending general education funds with the need to treat people well and humanely if their contracts are terminated or not renewed. In some cases, termination could take place if the principal investigator of the grant that was supporting the research-track faculty member leaves the university.

Moving on to the specific revisions, Professor Cox explained that the policy now requires colleges to describe *the role of salary support in the decision to renew or terminate appointments* in their collegiate research-track policies. The other changes involve notice periods for termination and non-renewal of contracts, for end of funding or other reasons. Three months written notice will be given for non-renewal during the initial appointment and also for termination due to end of funding. Six months written notice will be given for non-renewal during a second or subsequent appointment. Professor Cox commented that it remains to be seen whether the revised language anticipates all possible scenarios.

Professor Gallanis asked how a research-track position would be supported if funding runs out before the three or six month notice period ends. Would private sources of funding be tapped? Professor Cox added that efforts are often made to move people to other grant funding in these situations. Professor Gallanis then asked if these notice periods were feasible for colleges. Professor Cox commented that the policy will need to be in effect for a while before we can know this for sure. She noted that the committee had wanted to give even longer notice periods, because some of the research-track faculty members had been at the university for many years as professional and scientific staff before moving to faculty positions.

Professor Ayati asked if indirect cost reimbursement goes into the general education fund. Secretary Snyder responded that it did. Professor Thomas asked if there was a notification period in for-cause termination situations. Professor Cox responded that those notice periods are given elsewhere in the Operations Manual, as there are so many for-cause termination reasons. She added that research-track faculty members have access to the Faculty Dispute Procedures. Addressing a question from Professor Menninger, Professor Cox clarified that contracts would presumably specify when a grant, and therefore the appointment, would end; the three months notice described in the revised policy would be provided when the grant funding ends unexpectedly. In response to several comments, Professor Cox stressed that the notification must be in written form and must be separate from the offer letter or contract. Secretary Snyder added that generally departments would likely have some funding available to carry a research-track faculty member to the end of the notice period. Research-track faculty members in some cases could also be moved to another grant if the grant they were on unexpectedly ends.

Professor Thomas moved and Professor Gillan seconded that the revised Research-Track Policy be approved. The motion carried unanimously.

- *Executive Session: Sharing Ideas for Advancing the University*

Professor Thomas moved and Professor Daack-Hirsch seconded that the Senate move into closed session. The motion carried unanimously.

The Senators discussed how to move the university forward now that a new president will take office next week.

Professor Treat moved and Professor Wilder seconded that the Senate move out of closed session. The motion carried unanimously.

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

V. Announcements

- Vice President for Research and Economic Development Dan Reed will give a State of Research address on Monday, November 2, at 5:30 pm in the Callahan Auditorium of the College of Public Health Building. A reception will follow in the atrium.
- The Faculty Senate Inclusion Teach-in will take place on Friday, November 13, 9:00 am – 3:30 pm, in University Capitol Centre 2520D.
- The annual Faculty Senate/Iowa City Area Chamber of Commerce reception for local legislators will be held on Thursday, December 10, 4:00-5:30 pm, University Capitol Centre 2390.
- The next Faculty Council meeting will be Tuesday, November 17, 3:30-5:15 pm, University Capitol Centre 2390.
- The next Faculty Senate meeting will be Tuesday, December 8, 3:30 – 5:15 pm, Senate Chamber, Old Capitol.

VI. Adjournment – Professor Wilcox moved and Professor Wilder seconded that the meeting be adjourned. The motion carried unanimously. President Bohannon adjourned the meeting at 5:35 pm.