

**FACULTY SENATE**  
**Tuesday, February 2, 2010**  
**3:30 – 5:15 pm**  
**Senate Chamber, Old Capitol**

**MINUTES**

- Senators Present: D. Anderson, E. Anderson, J. Beckman, G. Buettner, H. Butcher, E. Ernst, J. Fieselmann, S. Gardner, J. Garfinkel, E. Gidal, T. Gross, D. Hammond, P. Hanley, G. Jogerst, B. Justman, C. Kletzing, J. Kline, S. Kurtz, E. Lawrence, T. Mangum, C. McCarthy, B. McMurray, J. Menninger, F. Mitros, P. Mobily, D. Morris, J. Pendergast, J. Polumbaum, R. Rajagopal, B. Rakel, J. Reist, L. Robertson, G. Russell, A. Sanchez, S. Schultz, C. Scott-Conner, V. Sharp, P. Snyder, C. Sponsler, S. Staggs, T. Stalter, H. Stecopoulos, N. Street, R. Valentine, T. Vaughn, S. Vincent, R. Wachtel, J. Wadsworth, L. Wang, E. Wasserman, J. Wilcox, C. Woodman.
- Officers Present: E. Dove, D. Drake, M. O'Hara, K. Tachau.
- Senators Excused: N. Andreasen, S. Bishara, A. Campbell, L. Richman.
- Senators Absent: J. Bertolatus, D. Black, C. Bohannon, M. Fang, C. Helms, K. Kader, L. Kirsch, T. Kresowik, D. Look, D. Macfarlane, S. McGuire, R. Mutel, M. Sauder, T. Schnell, W. Sharp, M. VanBeek, R. Williams, S. Wilson, M Wilson Kimber, N. Zavazava.
- Guests: J. Carlson (Office of the President), F. Cheng (Radiology), D. Cuning (Philosophy), R. Friedrich (Emeritus Faculty Council), R. Fumerton (Philosophy), A. Hasan (Philosophy), B. Ingram (Office of the Provost), J. Keller (Graduate College), D. Jeske (Philosophy), G. Landini (Philosophy), L. Larson (University Relations), K. Last (Staff Council), W. Loh (Provost), M. Muste (Staff Council), T. Rice (Office of the Provost), C. Ringen (Linguistics), C. Whiteman (Tippie College of Business), D. Willard (Governmental Relations), L. Zaper (Faculty Senate).

- I. Call to Order – President Drake called the meeting to order at 3:32 pm.  
<http://www.uiowa.edu/~facsen/archive/documents/Agenda.FacultySenate.02.02.10.pdf>.
- II. Approvals
  - A. Meeting Agenda – Professor Sharp moved and Professor Mobily seconded that the agenda be approved. The motion was unanimously approved.

- B. Faculty Senate Minutes (December 1, 2009) – Professor McCarthy moved and Professor Buettner seconded that the minutes be approved. The motion was unanimously approved.
- C. 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
- Professor Mangum moved and Professor McCarthy seconded that the replacements be approved. The motion was unanimously approved.
- D. 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.

### III. New Business

- *Sexual Harassment Policy Revision Project (David Drake)*  
 President Drake 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 consultants who had worked with the Regents on the sexual misconduct policy have also been working with an on-campus group to revise the current sexual harassment policy. A draft revised policy is now available at this website, <http://sexualharassment.uiowa.edu/>. An email message will be sent to the campus community inviting review and feedback. Faculty Council and Faculty Senate will both take up the draft policy at future meetings.
  
- *Research Track Update (David Drake)*  
 President Drake reminded the Senate that the Board of Regents, State of Iowa had approved the establishment of a research track in June 2008. A five-year review of the policy will be conducted by a committee of the Faculty Senate appointed by the Faculty Senate President after consultation with the Provost. That review is targeted for June 2013. However, President Mason will undertake a separate review in June 2011. The Associate Provost for Faculty annually provides a report on the research track to the Faculty Senate for review. This report includes data such as number of appointments, source of funding, etc.

Professor Kurtz noted that “contract length” on the report is described as “3-year or until funding ends” and asked whether this implied whichever first occurs or last occurs. President Drake responded that it most likely implies whichever first occurs. Professor Pendergast asked if any particular component of the research track was to be reviewed. President Drake responded that the review would be comprehensive. He was not aware of any problems with the research track so far that would call for a particular component of the policy to be examined more closely. Professor Robertson noted that the report indicated “UI Healthcare” as a funding source for some of the research faculty. Past President O’Hara speculated that this was part of a start-up package for a particular faculty member.

- *Provost Wallace Loh*

President Drake explained that Provost Loh had been invited to speak to the Faculty Senate about the Strategic Initiatives process, given the recent concern expressed on campus, especially about the report of the Task Force on “Graduate Education: Selective Excellence.” President Drake added that the Faculty Senate Officers had been much engaged with the Provost over this issue and had attended a recent summit during which the task force members had presented their preliminary findings to administrators. He stressed that no decisions had been made at this summit. President Drake then invited Provost Loh to speak.

Provost Loh stated his intention to explain the context for and the scope and purposes of the task forces. He said that the budget context is, simply put, “come July 1, 2010, we face a financial cliff.” On that date, if nothing is done, 132 faculty positions will be lost, along with 150 TA and 88 staff positions. These reductions would have occurred this year were it not for the ARRA funds that postponed those cuts by one year. Iowa is one of the states that have been hit the hardest by appropriations reductions to its higher education budget. State appropriations have declined to the levels of the mid-1990’s. For the first time, tuition revenue now exceeds state appropriations. Governor Culver has proposed giving the university an additional \$14 million, subject to the approval of the legislature. Nevertheless, the university would still face a substantial budget crisis. The Board of Regents, State of Iowa President, David Miles, has stated that he expects the Regents institutions to implement cost-saving measures. Board staff, in guidelines regarding budgeting, have indicated that the universities will not do more with less, but rather will need to do fewer things; their instruction is, however, that quality is to be maintained.

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, prior to the budget crisis, and as part of a strategic planning process for 2010-15 in which all the Regents institutions were engaged. The members of the six Strategic Initiatives task forces include about 90 respected faculty and staff members from across campus. Provost Loh created the task forces to focus on specific areas. The Research and Creative Excellence Task Force studied the promotion of interdisciplinary scholarship and research and considered areas in which to invest more, given limited funds overall. The Graduate Education Task Force examined how graduate programs could be strengthened as well as offered suggestions for possible phase-outs or reorganizations. Provost Loh told this task force explicitly not to review faculty or departments. The Undergraduate Education and Success Task Force proposed strategies to increase student

success and retention along with a management plan to increase enrollment over the next five years. The Internationalization and Diversity Task Force studied the creation of a “university without borders,” through the promotion of study abroad and recruitment of international students, while also looking at ways to reach out to Iowa’s growing Latino population. The Public Outreach and Civic Engagement Task Force examined ways to bring the university to more Iowans, especially through partnering with other institutions to provide an education for place-bound students throughout the state. The Strategic Budgeting Task Force suggested principles and strategies for budget reductions. Loh announced that the task force reports should be ready in a week or so and will be posted online. There will then be an opportunity at the collegiate level for discussion of the reports. After consultations with the departments, the deans will then make recommendations to the Provost. These recommendations will eventually go to the President and the Board of Regents. The process should be concluded in the fall.

Provost Loh then addressed the work of the task forces in a larger context. The university is engaged in strategic planning not just because it was directed to do so by the Board of Regents, but because strategic planning addresses where the university is going (the university’s “vision”) and how it will get there (the “roadmap”). Provost Loh expressed the belief that it is the administration’s task to articulate the university’s vision in consultation with shared governance, while it is the faculty’s role to create the roadmap. The previous strategic plan, the Iowa Promise (2005-10), articulated a vision of excellence in teaching, research, and service. Provost Loh proposed a renewal of the Iowa Promise for 2010-15, with a commitment to focused excellence because of the severe budgetary times. His view is that we cannot pursue excellence in every area, so we will instead focus our existing resources on our core missions; on the areas in which we already excel; on those areas of greatest need to our students; and on the emerging areas of future strengths that build on existing strengths.

Three major priorities have already been identified by President Mason and Provost Loh. The first is to hire 100 new tenured/tenure-track faculty in the next five years for focused excellence in both disciplinary and interdisciplinary research and teaching. The second is to put student success first by providing a transformative first-year educational experience. Approximately 800 students leave the university after their first year; the University of Iowa has the lowest retention rate in the Big Ten. The third is to shape a leaner and stronger institution. He compared the university’s financial situation to that of an individual losing about 20% of his/her income. In such a situation, one would find it impossible to continue living in the same way as before. The options would be to reduce expenses (budget reduction), increase income (revenue generation), reorganize (academic reorganization), or substitute (reallocation). Regarding revenue generation, Provost Loh has asked each college to present suggestions for increasing revenue, through increased tuition, indirect costs, philanthropy, etc. Among the suggestions made are increasing continuing education and admitting more students to programs. Regarding budget reductions, Provost Loh has instructed deans that budget cuts cannot be made across-the-board, but must be targeted so as not to harm areas of excellence. He is also encouraging departments to explore reorganization and inter-collegiate collaboration to increase efficiency and productivity. For example, there are faculty who teach very small numbers of students each year. This does not imply that the programs or the faculty are not of high quality, or that these small classes should never be taught, but budget constraints will not

allow us to maintain this situation. Perhaps these faculty could take on other teaching duties. Provost Loh is seeking voluntary, creative engagement from faculty to resolve these issues. Enrollment is growing while the resources to teach students are dwindling; therefore, we need to have more faculty teaching more students. Finally, regarding reallocation, Provost Loh is looking into the creation of a strategic excellence fund, which would be used to support the strategic priorities of the university (hire 100 new faculty, increase student success, and shape a leaner and stronger institution). Provost Loh concluded that through focused excellence, we will be able to renew the Iowa Promise, so that when the economy does finally improve, the University of Iowa will be a stronger, better institution. He then said he would be happy to take questions.

Professor Kletzing asked if revenue generation could include increased outside funding and the resulting indirect cost income. Provost Loh responded that it certainly could and that several task forces had discussed in their reports a possible change in allocation of indirect cost funds. Professor Wilcox asked for further clarification of the new 100 faculty to be hired. Provost Loh responded that faculty lines had previously been lost for two reasons. One reason was that, in order to increase faculty salaries, former Provost Hogan had needed to decrease the number of faculty lines. Therefore, when faculty left the university, those vacancies often were not filled; approximately 100 lines were lost in this way. Additional lines are being lost during this budget crisis. The new 100 lines will be created for broadly-targeted areas of focus. Provost Loh expressed pessimism regarding future levels of state funding, yet did not foresee the university changing dramatically or quickly in the near future, especially given the university's efforts to adjust to the new budget realities.

Professor Mangum commented that the humanities departments have little opportunity for revenue generation. She asked Provost Loh what suggestions he had for humanities departments to sustain their quality. Provost Loh responded that one of Iowa's distinguishing strengths among Big Ten institutions was its humanities programs. Provost Loh stressed that he was committed to maintaining the core strengths of the humanities programs. Strategies such as consolidation of departments, while not ideal, may help save costs and prevent layoffs. As another example of cost-savings, he reminded the group of the reduced number of Professional Development Awards given out this year. The faculty who did not receive PDA's remained on campus to teach, thus increasing the number of courses available to students. He also acknowledged that funds need to be raised for the humanities. Secretary Tachau emphasized that humanities and arts departments also have a research mission, which seems to be especially hard hit by the current budget situation. She advocated that the Senate gather a group of arts and humanities faculty to look at how the task force recommendations specifically affect the arts and humanities as opposed to the sciences.

Professor Fumerton commented that there was widespread dissatisfaction with the process used by the task force on graduate education, which clearly had a daunting task to undertake. He questioned whether any task force of this sort could carry out this task without adequate knowledge of the relevant fields, without external reviewers, and without even talking to members of the reviewed departments. He added that there is widespread concern that the recommendations of the task force will be taken very seriously, even though savings realized

through graduate program closure would not be immediate. He suggested that the process be slowed down considerably. Provost Loh responded that steps taken now are for the benefit of the university's future, not necessarily its present. He reminded the group that the strategic initiatives process has already been going on for many months and will continue for months into the future, with deliberations by the deans, the provost, and finally the Board of Regents. Yet, he said, some departments chose to make public their evaluations at this particular point in the process. Provost Loh added that the same arguments of insufficient information are made about the *U. S. News and World Report* rankings. He compared such rankings to an "institutional beauty contest," and said he would look beyond simple rankings to form judgments. He acknowledged, however, that departments may feel a threat to their identities. He stressed that the process still has about six months to go before any final decisions are made.

Professor Cuning commented that while he could accept reduced travel grants and salary freezes for the good of the institution, he was disturbed that a key body of information, external reviews, was not considered by the task force. Provost Loh expressed the view that the task force most likely consulted external reviews if those were available and looked at national rankings. He stated that he looked forward to seeing the data used by the task force. Professor Hammond commented that departments in her college are reviewed every five years; these reviews include an external review component. Therefore, review documentation is available to the dean and the provost to enhance the task force recommendations regarding a particular program. Also, she wondered if perhaps not all DEO's shared their responses to the task force's request for information with their faculty. In some departments, faculty played an active role in assembling this information.

Professor Morris commented that cutting a department's graduate program is a serious step, one that effectively turns a research department into a service department. This has serious ramifications for tenure and promotion, salary increases, etc. She asked how the provost envisions the future relationship between service and research departments. Provost Loh acknowledged the centrality of this issue. He continued by noting the relatively small size of the University of Iowa – about 30,000 students, the smallest university in the Big Ten. Nevertheless, the university has 108 graduate programs, about 75 of which are doctoral programs. He posed the question of whether the university can afford during these budgetary times to have so many doctoral programs. If the answer is no, then which programs should be phased out? Iowa is not alone in examining its graduate programs for possible closure because of budget concerns. Provost Loh reminded the group that closure is not the only option for the handful of programs singled out by the task force report. Already, two of these programs have agreed to be reorganized through combining with other units. Perhaps a department could merge with another to offer a broader interdisciplinary doctoral degree; this measure would still offer some savings. There would, of course, be ramifications for faculty hired in the future and for curriculum in merged departments. He added that some departments are admitting more students than they have funding for, which is an unwise practice these days. The task force has a number of ideas for strengthening graduate education that go beyond closure or reorganization.

Professor Landini pressed Provost Loh for a reason why the timeline for the process should not be extended so that additional information can be gathered, especially given the

importance for the institution of the decisions to be made. He also stressed that the University of Iowa is a Research I institution, but if graduate programs in the humanities are cut, the university will lose that status in the humanities. Provost Loh responded that institutions across the country are engaged in this process without danger of loss of status. He continued that the university wants to have strong humanities programs, but cannot if it tries to fund all of the graduate programs it has now. It is a question of quality not quantity and only affects a handful of programs. There are still about seven more months left in the process for additional review and discussion.

Professor Jeske, chair of Philosophy, commented that faculty are hearing mixed messages regarding whether cost-savings are actually achieved and there is no data to confirm claims of money saved. Provost Loh responded that savings may not be apparent at the departmental level but are realized at the collegiate level, for example when TA positions are eliminated and faculty teach more undergraduate classes. Ultimately the goal of this process is to nurture quality at the university; the results of this process may not be apparent until some years in the future. Professor Pendergast asked whether faculty would have the opportunity to provide input after the reports are made public. Provost Loh stated that there would be such an opportunity. Professor Polumbaum advocated for encouraging faculty to come up with suggestions for collaborations. Junior faculty, in particular, feel vulnerable in the current atmosphere and need an avenue to express their views and provide suggestions. Secretary Tachau commented that the task forces will most likely have some mutually contradictory recommendations. She asked what the process would be for dealing with these contradictions. Provost Loh expressed some doubt whether there would be recommendations that are truly contradictory.

President Drake encouraged faculty to contact the Faculty Senate Officers with questions or concerns. He stressed that it is essential for faculty to play a significant role in the process, but also acknowledged that there are external pressures impacting the process as well, as Provost Loh had alluded to earlier.

Professor Jeske asked for clarification of how the administration plans to address the looming short-term “budget cliff,” given that the small savings projected through graduate program closures or reorganizations won’t be realized until sometime in the future. Provost Loh referred to his earlier remarks about the loss of 132 faculty positions, 150 TA positions, etc. The work of these positions must still be accomplished, however, hence the need for faculty to teach more courses. Professor Jeske followed up by inquiring whether there were plans to make cuts in administration. Provost Loh responded that, in his office, he had eliminated two staff positions, a vice provost, and an associate provost. President Drake added that the University of Iowa has the smallest administration in the Big Ten. Professor McCarthy asked for clarification of the 132 faculty lines to be eliminated. Provost Loh explained that this number was achieved through normal attrition and early retirement.

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 Council meeting will be Tuesday, March 9, 3:30-5:15 pm, in the Executive Boardroom (2390), University Capitol Centre.
- The next Faculty Senate meeting will be Tuesday, March 23, 3:30 – 5:15 pm in the Senate Chamber, Old Capitol.

VI. Adjournment – Professor Kurtz moved and Professor Pendergast seconded that the meeting be adjourned. The motion was unanimously approved. President Drake adjourned the meeting at 5:20 pm.