

FACULTY SENATE
Tuesday, February 12, 2013
3:30 – 5:15 pm
Senate Chamber, Old Capitol

MINUTES

- Senators Present: F. Abboud, J. Adrain, T. Anthony, I. Barbuzza, C. Benson, D. Black, J. Brown, K. Chandran, D. Cuning, E. Epping, R. Ettinger, J. Fiedorowicz, L. Fielding, K. Gerken, C. Getz, N. Grosland, W. Haynes, M. Johnson, D. Katz, K. Kieran, K. Kreder, B. Levy, V. Magnotta, K. Markon, B. McMurray, J. McNamara, P. Muhly, D. Murry, J. Murry, F. Nothwehr, G. Penny, L. Ponto, R. Rocha, A. Rodriguez-Rodriguez, S. Seibert, J. Sessions, A. Thomas, T. Treat, W. Vispoel, E. Wasserman, D. Wilder, E. Ziegler.
- Officers Present: R. Fumerton, E. Lawrence, N. Nisly, L. Snetselaar.
- Senators Excused: D. Anderson, L. Ayres, A. Budd, S. Clark, S. Gardner, Z. Jin, S. Levy, J. Murph, J. Niebyl, S. Richardson, J. Solow, K. Tachau, S. Wilson.
- Senators Absent: N. Basu, J. Bertolatus, C. Bohannon, D. Bonthius, W. Coryell, S. Daack-Hirsch, E. Ernst, M. Finkelstein, F. Gerr, B. Gollnick, D. Hasan, B. Hoskins, D. Jeske, G. Lal, D. O’Leary, J. Pendergast, C. Ringen, K. Sanders, S. Schultz, J. Wemmie, S. White, R. Williams.
- Guests: B. Butler (Provost), D. Drake (Office of the President), B. Jett (*Daily Iowan*), B. Kaskie (Health Management and Policy), S. Mason (President), T. Rice (Office of the Provost), L. Rubin (Office of the President), J. Walker (Office of the Vice President for Research and Economic Development), K. Ward (Human Resources).

I. Call to Order – President Snetselaar called the meeting to order at 3:35 pm.
<http://www.uiowa.edu/~facsen/archive/documents/Agenda.FacultySenate.02.12.13.pdf>

II. Approvals

- A. Meeting Agenda – Professor Treat moved and Professor McMurray seconded that the agenda be approved. The motion carried unanimously.
- B. Faculty Senate Minutes (December 4, 2012) – Professor Ziegler moved and Professor Treat seconded that the minutes be approved. The motion carried unanimously.
- C. Committee Replacements (Erika Lawrence, Chair, Committee on Committees)
 - John Wadsworth (Rehabilitation & Counselor Education) to fill the unexpired term of Nick Colangelo (Belin-Blank Center) on the Faculty Staff Budget Committee 2013-14

Professor McMurray moved and Professor Markon seconded that the committee replacement be approved. The motion carried unanimously.

III. New Business

- *President Sally Mason*

President Snetselaar introduced University President Sally Mason, commenting that senators may not be aware how frequently the Faculty Senate officers meet with her and how much President Mason seeks to include them in discussions when difficult issues arise on campus. President Mason began her remarks by thanking senators for their support. She stated that she has been very fortunate to have worked with talented leadership teams from the faculty, staff and student governance bodies during her time at the University of Iowa, and that shared governance is alive, well, and healthy on this campus.

Turning to budget matters, President Mason indicated that for the first time in several years, she is able to provide some good news on this front. She explained that Governor Branstad's proposed budget provides enough funding to the Regents institutions so that, for the first time in more than thirty years, the universities are able to freeze tuition for in-state undergraduate students. The freeze is contingent upon a 2.6% increase in state appropriations to the Regents institutions. The Board of Regents, State of Iowa have also requested \$39.5 million in funding to replace the tuition set-aside program for student financial aid which the Regents will be phasing out over time. The governor's budget recommends \$5 million for this purpose and also calls upon the university foundations to increase their efforts to solicit funding for student scholarships. President Mason expressed gratitude to Governor Branstad for his support of the Regents institutions. She also expressed optimism regarding the outcome of budget negotiations.

President Mason commented that student success has frequently been the focus of her public remarks lately to legislators, alumni, and other constituents. Student success is a major component of the current strategic plan. President Mason indicated that about half of the UI student body is from Iowa, and the university is working to increase that number. The freshman class this year is just under the 4500 target number that the university has set. Every Iowa resident who applies and meets the Regents qualifications is admitted. A new scholarship program was created last fall for Iowa students. Through 2017, this Golden Pledge program will match the payout from any privately funded endowed scholarships of \$100,000 or more. Unrestricted funds will be used to match the payout. More than \$2 million has so far been raised in Golden Pledge scholarships. Various student success programs, such as living-learning communities, have contributed to rising retention rates. Living-learning communities extend learning through shared coursework and special programming. The new residence hall is being designed to accommodate living-learning communities. The first floor of the main library is being renovated to house a learning commons, to include a café, group study areas, and technologically-equipped classrooms. Experiential learning, including study abroad, also plays a significant role in student success. About 20% of students spend some time abroad. Entrepreneurship training is another exciting experiential learning option.

Another topic which President Mason indicated that she highlights in her presentations is the impact the university has on Iowa communities. She noted that a link has been inserted on the university website homepage, [Resources for Iowans](#), providing access to information on the impact of the university on each county in Iowa, from the number of students from that county enrolled, to the number of alumni living in that county, to the amount of money the university spends on businesses located in that county. Nearly every Iowa county contains UI-educated professionals. In her appearances around the state, President Mason is able to draw upon this information to emphasize the local impact of the university. She encouraged senators to sign up for the Hawkeye Caucus updates, which provide information about the activities of UI faculty, staff and students to nearly 50,000 subscribers, including most state legislators. She expressed gratitude to the faculty members who have helped the university tell its story to the state.

Moving on to the topic of sustainability, President Mason noted that the new addition to the College of Dentistry has just received LEED Gold status. Some older buildings with prohibitive renovation and significant energy costs, such as the Oakdale building and the Hawkeye Court apartments, have been demolished. The university's new Energy Center provides a central monitoring point for campus-wide energy usage. Buildings in need of renovation, partly because of their energy-inefficiency, include the College of Pharmacy and Seashore Hall. The campus has received extensive recognition for its sustainability efforts. For example, the university has been recognized as a tree campus by the Arbor Day Foundation. The Environmental Protection Agency has recognized the UI as part of the Green Power Partnership for onsite generation of electricity using renewable resources. Of course, the university still has a long way to go before entirely replacing coal, but we are working on it. UI students are involved with RecycleMania, a competition among the students of hundreds of institutions of higher education. LEED Gold status was attained by the renovated Stuit Hall and the new Hygienic Lab. The university recently received its first LEED platinum certification for the new technology center on the Oakdale campus. Most of the university's information technology infrastructure is located here, on high ground, away from the threat of flooding. We are still waiting to hear about certification for the College of Public Health building and the Carver-Hawkeye Arena addition. Many new buildings will be cropping up in the next few years, including the Pappajohn Biomedical Discovery Building, the new Hancher Auditorium, and the new music and art buildings. The university remains in negotiation with FEMA regarding the art museum, but President Mason expects to receive news in the near future on this front.

In closing, President Mason encouraged senators to invite new Vice President for Research and Economic Development Daniel Reed to a Senate meeting to hear his vision for the university as a research engine and economic development driver for the region. She also invited senators to attend the upcoming Presidential Lecture by Sara Rines-Weller, Professor of Management and Organizations, "Leading in the New Wave of Change." President Mason concluded her remarks by thanking senators for all that they have done for the university.

- *Working at Iowa Survey Report (Kevin Ward, Assistant Vice President for Human Resources Administration)*

Kevin Ward, Assistant Vice President for Human Resources Administration, began his presentation by indicating that participation in last fall's Working at Iowa survey had reached

66.7%, exceeding the participation rates for the two earlier versions (2006 and 2008). He thanked senators for encouraging their colleagues to respond to the survey. Mr. Ward reported that the survey results were generally positive. For example, nearly 90% of respondents agreed that they were treated respectfully by their supervisors. Areas in which lower scores were received included workload distribution and conflict management, although some improvement was evident in the latter area, possibly due to the resources and attention given to this issue over the last few years. Regarding workload distribution, factors such as the long-term effects of the flood and the impact of the recent budget cuts may have played a role in the lower scores given in this area. Referring the group to the online version of the survey results report, Mr. Ward pointed out two areas in which faculty had a lower level of satisfaction than staff – whether their unit supports work-life balance and whether their supervisor helps to improve their performance. He suggested that senators discuss these issues with their colleagues and seek suggestions on how supervisors can provide greater feedback and support to faculty.

Following up on the survey, Human Resources will first disseminate the results to the units and then engage in dialog regarding those results with the goal of eventually developing action plans to address areas needing improvement. Not all units will receive individual reports, however; in order to preserve confidentiality, units with small numbers of employees will not receive individual reports. The survey will next be administered in 2014 or 2015. Professor Katz asked if all unit results would be posted for comparison with the university results. Mr. Ward responded that the university results would be posted by Human Resources, but that the leadership of each unit would decide individually whether to post the unit results.

- *Aging Workforce/Retirement Survey Report (Brian Kaskie, Health Management & Policy)*
Professor Brian Kaskie, Associate Professor of Health Management & Policy, expressed appreciation for being allowed to present findings from his research on successful aging in academic institutions. Professor Kaskie acknowledged the support of the TIAA-CREF Institute and the participation of colleagues in the UI Center on Aging and the UI Social Science Research Center. He remarked upon the truly interdisciplinary nature of the project, involving a gerontologist, a lawyer, a policy specialist, a sociologist, and a statistician. Professor Kaskie indicated that in the first phase of the project, the researchers sought to establish a case for addressing the challenges and opportunities presented by an aging workforce; to describe wellness programs and retirement pathways that universities and colleges have created for aging employees; and to identify a set of leading institutions and best practices that can help meet the challenges presented by the aging workforce.

Professor Kaskie presented data indicating that the academic workforce is increasingly aging at a faster rate than other sectors of the white collar workforce. In his view, this presents unique issues to academic institutions. In response to those issues, for example, academic institutions might seek to promote and maintain their employees' health and productivity, as well as to offer programs and services related to retirement readiness. Professor Kaskie and his colleagues have found little evidence either in the current practices and policies of academic institutions or in scholarly literature that a comprehensive or systematic approach to the challenges of an aging academic workforce is being developed. Therefore, they developed a model for how academic

institutions might support workplace wellness and retirement readiness for their employees through a particular set of policies, programs and processes. They conducted a survey of 187 academic institutions regarding their efforts to address the challenges presented by an aging workforce. The survey revealed that institutions with more tenured faculty have a greater number of retirement counseling programs; that larger institutions provide more retirement counseling and wellness programs; and that the development and implementation of policies, programs, and services for aging employees often depended upon the institution having a human resources staff specialist specially trained in aging issues.

While the existence of various programs and policies was easy to cite, Professor Kaskie continued, institutions were less successful in demonstrating the impact of their programs and policies. Therefore, he and his colleagues decided to undertake a survey measuring UI employees' awareness of and engagement with campus-based programs and services most relevant to aging employees. Coincidentally, at the same time, the Family Issues Charter Committee approached the Center on Aging for help with the Committee's charge to examine issues pertaining to parental – spousal caregiving. Retired faculty and staff also expressed interest in examining these issues. The online survey was administered from May to July, 2012, to about 14,800 employees. There was a response rate of 21.85% (3,234 employees). Regarding the respondents, the study sample was slightly older than the employee population, there were more female respondents than what might be expected, and SEIU employees were underrepresented. Although survey response time was calculated at 15 minutes, the average response time was 30 minutes, indicating a high degree of engagement with these issues by respondents.

Professor Kaskie then commented on some of the findings from the survey. Most employees plan to stay at the university past the traditional retirement age of 65, with many planning to stay at least to age 70. Awareness and engagement in current fitness and health programs is quite high among employees, most likely because of the marketing and evaluation efforts associated with these programs. Survey results also highlighted ways to improve these efforts for aging employees. Lower levels of awareness and engagement exist, however, regarding current scheduling (compressed workweek, telecommuting, job-sharing, etc.) and work space accommodations, perhaps because marketing and evaluation efforts are less vigorous. Demand for such programs is high, and Professor Kaskie considered this an area worthy of further consideration by the university. While employees are highly aware of and engaged with general employee assistance programs (e.g., stress reduction classes), they are less aware of and engaged in current retirement counseling services. Also, those employees who were engaged with retirement counseling services were decreasingly satisfied with them as they approached retirement age. The reported demand for counseling services will increase, however, in the next several years.

In order to address the concerns of the Family Issues Charter Committee, Professor Kaskie worked with committee members to identify employees who had been, currently are, or expect to be engaged in a caregiving experience (providing regular or intermittent assistance without being paid to do so) with someone over 65. The employees who answered the survey currently have more parents than children in their family systems, an indication of how family structures have changed substantially over the last 25 years. Approximately 1/6 of survey respondents are

currently involved in caregiving, about 1/6 have been recently involved in a caregiving role, and another 1/3 are about to enter a caregiving role. Based on these results, Professor Kaskie suggested that this is a salient issue for the majority of UI employees, especially since caregiving involves immense responsibility. Based on the responses of those who are currently involved in caregiving, the most common tasks include taking care of someone with a chronic disease, functional disability, or physical limitation. The survey also revealed that caring for persons with dementia is common, as was taking care of persons during and after an acute health care event (i.e., hospital discharge). Those with caregiving responsibilities indicated that the emotional and physical burden is high and that work life is impacted negatively for most. For example, 3 out of 5 reported leaving work early or coming in late because of their caregiving and 1 out of 5 even had to change their job status in order to accommodate caregiving responsibilities. Among employees with caregiving responsibilities, awareness and engagement with UI and community programs was low.

The survey also solicited information about awareness of and engagement with different retirement pathways, as well as expectations and preferences for retirement living. Respondents indicated that the most common way to learn about retirement was by talking to friends, reflecting a comparatively low level of campus-based education about retirement. More than 90% of faculty and staff respondents preferred that all types of pathway options (phased, rehire, second careers) be made available to employees of all types. More than 90% of the survey respondents also plan to remain in Johnson County upon retirement. Many indicated that their home will be hard to live in as they grow older, and therefore expressed interest in moving eventually from their current homes to more livable communities or to “senior villages.”

In concluding his presentation, Professor Kaskie commented that the aging workforce will continue to grow and institutions must eventually confront the challenges and opportunities that it brings. Institutions that can be considered age-friendly have a high ratio of tenured to non-tenured faculty, a large number of employees that can support a variety of aging-related programs and services, and strong campus commitment to these issues. Professor Kaskie indicated that academic institutions should consider expanding their workplace wellness programs to include fitness and health, space and schedule accommodations, and employee assistance programs that address caregiving issues. He also suggested that academic institutions enhance their employees’ retirement readiness through counseling, pathway options, and post-retirement work and housing options.

Professor Nisly asked what options to re-distribute the efforts of aging faculty might be available, such as mentoring roles or increased service. Professor Kaskie responded that one option some universities have chosen is pairing an older faculty member seeking to move to a one-semester-per-year teaching schedule with a younger faculty member taking a one-semester Family and Medical Leave Act (FMLA) leave. This program has been very successful. Other universities have provided re-training for second careers for older faculty members who then move on to new part-time jobs in the community, in government, etc. Professor Wilder asked if the workplace accommodations referred to earlier were only for aging individuals, or if they might have a wider applicability. Professor Kaskie commented that easier access to information about workplace accommodations would benefit all employees. He added that, as more individuals remain in the workplace beyond traditional retirement age, they may experience

age-associated disabilities which need to be accommodated by the university in order to maintain productivity. Proactive solutions, such as standing work stations, also need to be considered. Professor Cuning asked whether the university had a central office where faculty members could go to obtain information about community outreach or re-training opportunities. Professor Kaskie responded that he and his colleagues will eventually produce a list of universities who are at the forefront of addressing these issues and will then make available to all universities information about the successful policies and practices in place at those institutions. Professor John Murry asked if there was a sufficient supply of individuals with doctoral degrees to replace retiring faculty members. Professor Kaskie answered that there was. A senator asked if the university was looking into developing structures to support faculty members who need to care for spouses or parents. Professor Kaskie commented that, although FMLA leave can be used to care for spouses or parents, not just children, this may not be widely known. He also observed that there is a lack of daycare options for older individuals in the area. These are structural issues that should be addressed.

- *Institutional Review Board Update (Linda Snetselaar)*

President Snetselaar drew the group's attention to the handout entitled *Improvements in Human Subjects Research Administration*. She noted that over time it has become somewhat easier for faculty members to move their proposals through the Institutional Review Boards, particularly for faculty involved in community-based research, and she praised Jim Walker, Associate Vice President for Research, for his efforts to improve IRB processes.

Professor McMurray expressed interest in hearing additional details about the streamlining of the IRB process for community-based research projects. Associate Vice President for Research Jim Walker responded that the Human Subjects Office (HSO) now has a staff member dedicated to community-based research. This staff member works with faculty members to develop their proposals. The HSO also partners with the principal investigators to develop community partners and sites. There is now an extensive network of community sites throughout Iowa. Other improvements have included the elimination of the limitation allowing only minimum-risk studies to be conducted in Iowa, as well as the elimination of the Federal Wide Assurance requirement for community partners. Dr. Walker explained that community-based research calls for the community participants to be equal partners in the development and execution of research projects. This is a relatively new phenomenon, and it will take some time still for the HSO to develop community participants into equal partners with the principal investigators in research projects.

Professor McMurray also asked about the process for designating a research project as an "umbrella project." Dr. Walker responded that the umbrella project came about in response to projects in which the same research methodology was used in a variety of venues. For example, a large group of medical students annually perform a retrospective chart review. Those student reviews were grouped together on one proposal under one faculty member, who is able to add and delete student names as needed. Students themselves are no longer required to submit individual applications. This model has now been taken up by faculty members in the social and behavioral sciences, also. Information and guidelines on how to submit umbrella projects will

soon be available online. There will still be some limitations, such as a requirement that projects be minimum-risk.

Professor Treat observed that, while the timeline for IRB 01 reviews has gone down, the timeline for IRB 02 reviews has not. She asked if there were plans to improve the IRB 02 review process. Dr. Walker responded that the Collegiate IRB Advisory Committee recently reviewed many 02 research proposals to determine the cause of the delays in reviews. The problem appears to lie in the researchers' lack of familiarity with the IRB process, as almost 90% of 02 researchers submit proposals only once a year. Also, many proposals are submitted by graduate students who have never applied before and are not receiving proper mentoring both in research design and in preparation of IRB applications. The HSO is now working with colleges to develop local expertise and support to improve the quality of IRB applications. In conclusion, Dr. Walker encouraged faculty members to contact the HSO with suggestions and insights to improve the IRB process.

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

V. Announcements

- The next Faculty Council meeting will be Tuesday, March 5, 3:30-5:15 pm, College of Public Health Building C217. Please note this new location.
- The next Faculty Senate meeting will be Tuesday, March 26, 3:30 – 5:15 pm, Senate Chamber, Old Capitol.
- The call has gone out for nominations for the Michael J. Brody Award for Faculty Excellence in Service to the University and the State of Iowa. Please encourage your colleagues to nominate someone. The deadline to submit nominations is Thursday, March 14.
- The online committee recruitment drive is underway. Please encourage your colleagues to participate.
- President Mason's reception for Faculty Senators will take place on Monday, April 29, 4:30-600 pm at the President's Residence, 102 Church St.

VI. Adjournment – Professor Treat moved and Professor Levy seconded that the meeting be adjourned. The motion carried unanimously. President Snetselaar adjourned the meeting at 4:50 pm.