

FACULTY SENATE
Tuesday, March 27, 2018
3:30 – 5:15 pm
Senate Chamber, Old Capitol

MINUTES

- Senators Present: F. Ahmad, J. Ankrum, C. Barnhardt, R. Boudreau, K. Culp, R. Curto, S. Daack-Hirsch, M. Foley Nicpon, T. Gallanis, A. Gerke, E. Gillan, L. Glass, D. Gooblar, D. Hall, S. Harwani, A. Kwitek, B. Kyles, K. Lamping, M. Lehan Mackin, J. Logsdon, D. Macfarlane, T. Marshall, K. Messingham, T. Midtroed, J. Moore, M. Nikolas, R. Oral, L. Ponto, E. Prussing, J. Reinhardt, G. Ryan, E. Sander, A. Stapleton, J. Streit, S. Vigmostad, E. Wasserman, J. Welburn, D. Whaley, D. Wurster.
- Officers Present: R. Ganim, P. Snyder, T. Vaughn, R. Williams.
- Senators Excused: C. Bradley, D. Caplan, J. Colgan, A. Deshpande, A. Durnev, B. Elias, E. Finzel, A. Hosmanek, A. Jung, C. Kletzing, L. MacGillivray, T. Peters, G. Russell, K. Tachau, C. Thomas, S. Vos, J. Yockey.
- Senators Absent: L. Allen, R. Balakrishnan, J. Barker, C. Benson, J. Buckley, B. Dixon, F. Durham, K. Glenn, P. Goswami, I. Grumbach, A. Hooks, J. Kolker, T. Long, U. Mallik, R. Sah, D. Segaloff, J. Szot, D. Wesemann.
- Guests: E. Bayman (Anesthesia), S. Curry (Provost), A. Flaming (Center for Teaching), J. Florman (Center for Teaching), J. Laverty (Staff Council), Rod Lehnertz (Senior Vice President for Finance and Operations), F. Mitros (Emeritus Faculty Council), 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 Gillan moved and Professor Marshall seconded that the agenda be approved. The motion carried unanimously.
 - B. Faculty Senate Minutes (February 13, 2018) – Professor Marshall moved and Professor Gillan seconded that the minutes be approved. The motion carried unanimously.
 - C. Committee Appointments (Russ Ganim, Chair, Committee on Committees)
 - *None at this time*

III. New Business

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

Professor Daack-Hirsch reported that there will be an official visit from the national AAUP to the campus on April 5. Professor Nicholas Fleisher, of the University of Wisconsin – Milwaukee, will conduct an assessment of the campus climate for shared governance in the time since President Harreld has assumed office. Professor Fleisher will meet with the AAUP Sanction Removal Committee, the Faculty Senate officers, and the local AAUP chapter. Following his visit, he will submit a report to the national AAUP office. The AAUP Committee on College and University Governance will review the report, along with documents submitted by the Sanction Removal Committee, and decide whether to recommend that a vote be taken at the annual meeting in mid-June to lift the sanction. A senator asked if Professor Fleisher planned to meet with members of the Board of Regents, State of Iowa. Professor Daack-Hirsch responded that Regent Sherry Bates and Executive Director Rachel Boon both serve on the Sanction Removal Committee and would therefore meet with Professor Fleisher. Professor Gallanis asked about the status of the best practices document created by the committee and presented to the Senate at the February meeting. Professor Daack-Hirsch indicated that the committee had incorporated the changes suggested by the Senate and forwarded the document to the national AAUP office for review. On behalf of the Senate, President Snyder expressed appreciation to the members of the Sanction Removal Committee for their work.

- *Path Forward (Sue Curry, Interim Executive Vice President and Provost and Rod Lehnertz, Senior Vice President for Finance and Operations)*

Interim Provost Curry indicated that she would give an overview of the goals, structure, timeline and progress of the Path Forward initiative. She commented that the goal of Path Forward is to increase the impact of shared governance on the success of the university. It is complementary to the existing UI shared governance system and builds on ideas generated during the first phase of the initiative, when numerous suggestions for projects were submitted through the shared governance bodies. Path Forward is led by a steering committee that includes shared governance leaders. The focus of Path Forward is to advance the UI strategic plan by way of work groups. The first Path Forward phase unfolded simultaneously with the development of the strategic plan. The two now need to be brought together in a purposeful way.

The four work groups focus on student success, research and discovery, and engagement and impact (pillars of the strategic plan), along with a cross-cutting theme of equity, diversity, inclusion, and collaboration. The work groups are responsible for developing annual work plans that include prioritized critical tasks from the UI strategic plan. These work plans will focus on up to five critical tasks each year and will include objectives, tactics, and responsible campus and individual entities associated with each task. All of the work group members understand that they represent the institution, not their specific units. They are catalysts, but not owners. The work plans should emphasize activities that are achievable and measurable, and that promote the goals of the university. Interim Provost Curry described this approach as “raging incrementalism.” Path Forward is about generating ideas and opportunities and facilitating forward momentum. It is not about budget requests. Path Forward is intended to be

complementary to and collaborative with other ongoing initiatives at the university, at the central and collegiate levels.

Turning to progress to date, Interim Provost Curry indicated that the steering committee and the work groups have been populated. The work groups each have co-chairs and a steering committee liaison. The annual work plan template has been approved and sent out. All of the work groups have selected up to five critical tasks around which they are building their first annual work plans. The work groups are filling in the objectives, tactics, and action items for each task, as well as the individuals and entities who will have responsibility and accountability. These first draft work plans are currently being reviewed and discussed among the work group leaders and the steering committee. Once the work plans are finalized they will be posted on the Path Forward website, <https://pathforward.uiowa.edu/>. Going forward, there will be six-month progress reports, likely early in the fall semester. There will also be an assessment of annual progress at the end of the calendar year. New work plans will then be rolled out at the beginning of the spring semester. Senior Vice President Lehnertz reiterated that the objective of Path Forward is to advance the strategic plan. He commented that the work groups are very engaged and energetic, and have chosen tasks that really need attention from the campus community.

Past President Vaughn asked if the work group memberships were posted. Interim Provost Curry responded that they have not been posted yet; the website is still undergoing renovation. Professor Gillan observed that Path Forward appears to be a long-term entity. Senior Vice President Lehnertz agreed with this assessment, but added that the annual work plans should be able to accomplish shorter-term goals, as well. Professor Gallanis recalled that, soon after President Harreld arrived at the university, members of the campus community were invited to submit ideas for strategic consideration. He asked whom he should contact to find out what had happened to the ideas he submitted as part of that effort. Interim Provost Curry responded that he could contact her. Professor Gallanis also commented that it appears that the campus community would not be able to discover what tasks the work groups had taken up until those plans were finalized. He asked how input was to be given. Interim Provost Curry indicated that the website would eventually be interactive. For now, the work groups were given autonomy to choose their tasks, taken verbatim from the strategic plan.

Professor Barnhardt asked how the work groups would interact with the charter committees and other established shared governance entities on campus. Such groups would also have an interest in the tasks identified by the work groups for focus. She asked about plans and processes to ensure the involvement of existing shared governance. Interim Provost Curry responded that each task would have corresponding responsible and accountable individuals and entities identified. These lists may well include relevant charter committees and other established shared governance groups. Through the website, the work groups will be transparent about their activities, therefore inviting input from and collaboration with other groups on campus. Professor Barnhardt suggested that work group members determine if there are relevant charter committees or other shared governance entities focused on similar topics before they begin work on their chosen tasks. Senior Vice President Lehnertz indicated that the work group co-chairs and steering committee liaisons will indeed be undertaking this type of research. Having shared governance leaders as members of the steering committee will facilitate

these efforts, because there will be constant communication between the steering committee and the work groups. Sometimes even the work groups themselves may overlap in their activities. These cross connections should ensure that all relevant stakeholders are brought into these efforts. Interim Provost Curry observed that the university is large and complex. She commented that work on a particular task does not need to occur in only one place on campus. She added that she thought that it is not necessary for the work groups to know at the beginning of their activities about every other group or person working on a particular topic.

President Snyder asked who has the authority to approve proposed work group projects that may require funding. Interim Provost Curry responded that this had not been determined yet; however, those individuals or entities identified as having responsibility and accountability for a task would be involved in those decisions. President Snyder, a member of the steering committee and of one of the work groups, commented that the timeline for the work group tasks is aggressive, with the objective of accomplishing some smaller, practical goals in the one-year timeframe of the work plans. He added that the work groups are creating processes as they move through this initial year.

- *Volunteer Time Release Policy (John Laverty, President, Staff Council and Ed Gillan, Chair, Faculty Policies and Compensation Committee)*

President Snyder indicated that the Senate would take a vote on this policy today and that the policy would be inserted into the Operations Manual if all necessary approvals were obtained. The policy originated with Staff Council. Eventually, the policy was revised by the Faculty Policies and Compensation Committee and then approved by the Faculty Council.

President Laverty commented that he has enjoyed a good working relationship this year with the Faculty Senate Officers. Staff Council has appreciated the collaboration and the common voice with Faculty Senate as we address the challenges facing higher education. Turning to the Volunteer Time Release Policy, President Laverty indicated that the Staff Council Human Resources Committee has been discussing the unevenness across many of the colleges and units regarding release time for volunteer activities related to university-sponsored or –encouraged events. An example of such an event is Move-In Day, when the employees in some units are permitted to heed the administration’s call to assist thousands of new students in moving into the dorms at the start of the fall semester. Other units, however, do not allow their employees to participate in this activity during work time, or they require their employees to take vacation time to do so. Certainly there are business reasons why some departments might take the latter stance. The policy seeks to encourage units to allow this, because these activities are important to the institution and they foster a more collegial working environment. Resources are tight currently and a policy like this would lift staff morale.

Professor Gillan observed that the policy is more aspirational than directive. He added that some supervisors may be under the impression that the university does not permit them to allow employees to take part in these activities on work time. The policy will clarify that this is permitted but not required and that requests for leave should be considered on an equitable basis. Professor Gillan indicated that the Faculty Policies and Compensation Committee had discussed how the policy would not be as relevant for faculty in the context of asking for a

supervisor's permission to participate, especially since service is expected of many faculty. But, some faculty serve as supervisors of staff, so faculty could be impacted by the policy in this way.

Professor Gallanis commented that he understood how the policy could serve to correct wrong impressions, but he asked for clarification how the policy changes a valid understanding of university policy. President Laverty responded that there currently is no policy specifically related to encouraging volunteer release time, although there is a flex time policy. If the policy is eventually approved, Staff Council will conduct an informational campaign across campus. Professor Gallanis followed up by asking if supervisors previously had the discretion that the policy allows. President Laverty responded that supervisors currently have no direction on this issue, leading to inequities across campus at a time when central administration is encouraging staff and faculty to participate in university-related volunteer activities.

Professor Ponto asked if the policy was limited to university activities or if it might include broader community events. President Laverty answered that the policy would apply to university-sponsored activities that directly benefit the university and are encouraged by the university. It would not apply to an employee's church activities, for example, or other activities of personal interest. President Snyder commented that, for faculty, university-sponsored activities might be considered as a component of faculty service, although not necessarily the type of service that a faculty member would list on a CV. He added that the policy would also impact faculty who are in supervisory roles. The policy is not as prescriptive as many of our policies, but it provides necessary flexibility to supervisors in considering requests for volunteer time away from the unit.

Professor Gallanis asked if the policy requires supervisors to treat university activities the same as collegiate activities, e.g., collegiate move-in day. President Laverty responded that it was his understanding that collegiate activities would be covered, as would any activities that benefit the university and are sponsored by some part of the institution. Professor Ponto observed that there are employees, especially in health care, who need to badge in and out of their jobs. Would they be able to stay in "badge-in" status while they participate in volunteer activities? If they are in "badge-out" status, then they are no longer in pay status. President Laverty responded that University Human Resources now coordinates with UIHC Human Resources. University HR has indicated that individual units will need to work out the details regarding how they will handle requests for volunteer release time in a reasonable and equitable manner. The policy is flexible enough to allow for that. Professor Gillan added that advance planning by the employee and the unit would be necessary to make sure that duties are covered.

Professor Marshall moved and Professor Gillan seconded that the Volunteer Time Release Policy be approved. The motion carried with three abstentions.

- *President's Report (Pete Snyder)*

Regarding the various administrative searches currently ongoing, President Snyder noted that the search committee for the Dean of the College of Law has concluded its work and a new dean has been named, Kevin Washburn, former dean of the University of New Mexico School of Law and former Assistant Secretary to the Bureau of Indian Affairs. A search for a new provost

has been announced. Co-chairs will be Gail Agrawal, Dean, College of Law and Teresa Mangum, Director, Obermann Center for Advanced Studies. The Faculty Senate's Committee on the Selection of Central Academic Officials has been consulted regarding this search. The search committee co-chairs will be reaching out to the campus community for input. As previously reported, the search for the Dean of the College of Liberal Arts and Sciences has been announced. Search committee co-chairs are Sarah Gardial, Dean of the Tippie College of Business and David Ryfe, Director of the School of Journalism and Mass Communication in the College of Liberal Arts and Sciences. The search firm that will be assisting the committee has visited campus to meet with various groups, including the Faculty Senate officers. The search committee has also met with several collegiate groups to gather input towards a job description. The tentative timeline calls for candidates to interview on campus in the fall. Candidates for the Dean of the College of Public Health are in the midst of on-campus interviews. The search committee for the Vice President for Research and Economic Development has evaluated the structure of the office and made recommendations to President Harreld. Once this first phase is completed, the committee will move on to the actual search process.

Turning to an update on the Board of Regents and on legislative activity, President Snyder indicated that the Regents are holding off on announcing a tuition policy. At this time, it appears that a tuition increase of about 4% is likely. In the state legislature, a de-appropriation bill has moved through both chambers. If signed by the governor, the bill would remove a total of \$11 million from the budgets of UI and ISU. The Regents would determine how to divide that cut. Last week university leaders released a statement critical of Iowa's generational disinvestment from the state universities. In light of this trend, the university needs to renew focus on central core missions. Shared governance will be part of this conversation about core missions. Additionally, a free-speech bill passed the Senate but not the House, so it will not move forward this year. Relatedly, the Senate's Committee on Academic Values is working on a free-speech principles document. President Snyder commented that it is important for the campus to take ownership of the free-speech issue.

President Snyder indicated that an ACE (Assessing Classroom Environment) student evaluation form review process has been initiated. The review committee will be chaired by Ken Brown, Associate Dean for the Undergraduate Program in the Tippie College of Business and Tanya Uden-Holman, Associate Dean for Academic Affairs in the College of Public Health. Now that ACE forms have moved to a digital format, the response rate has plummeted. The review committee will be looking at this issue in particular and reaching out to the campus community for input.

The Academic Organizational Structure 2020 process is ongoing. The committee is finalizing its draft report. President Snyder added that the university has been working on developing a new budget model. This budget model will be a more decentralized, responsibility centered management (RCM) model. Previous discussions have focused on how expenses are apportioned among the colleges; more recent discussions have centered on how revenue (tuition, state appropriation, indirect cost recoveries) is apportioned. Presentations will be made to the Faculty Staff Budget Committee, the Faculty Council, and the Faculty Senate about this new budget model in April. President Snyder commented that, in his view, there are a number of positives for the colleges with this new model, such as becoming more

entrepreneurial as well as reaping the benefits of what they do, but there are risks, too, such as discouraging cross-collegiate collaboration. Strengthened collegiate shared governance will be critical as we move to this new model. We must establish mechanisms for faculty to participate in collegiate budget decisions.

Professor Gillan asked if there was any communication between the Path Forward groups and the Academic Organizational Structure 2020 committee. President Snyder responded that the Path Forward effort is tied to the strategic plan and therefore is focused on short-term thinking, while the 2020 effort involves long-term thinking. The two efforts will likely merge at some point in the near future. Secretary Williams, who serves on the 2020 committee, pointed out that Senate officers are participating in both processes and this fosters communication.

President Snyder concluded his remarks by indicating that the Senate's Committee on Committees met last week to choose applicants to serve on university and Senate committees. We are now in the process of contacting those individuals. Faculty Council elections are currently underway in the Carver College of Medicine and the College of Law. Officer elections for a new vice president and a new secretary will be held at the next Senate meeting, April 24.

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

V. Announcements

- The next Faculty Council meeting will be Tuesday, April 10, 3:30-5:15 pm, University Capitol Centre 2390.
- The next Faculty Senate meeting will be Tuesday, April 24, 3:30-5:15 pm, Senate Chamber, Old Capitol. Election of officers will take place.

VI. Adjournment – Professor Gillan moved and Professor Wasserman seconded that the meeting be adjourned. The motion carried unanimously. President Snyder adjourned the meeting at 4:30 pm.