

FACULTY SENATE
Tuesday, April 24, 2018
3:30 – 4:45 pm
Senate Chamber, Old Capitol

MINUTES

- Senators Present: F. Ahmad, J. Ankrum, R. Balakrishnan, C. Barnhardt, E. Bayman, C. Benson, R. Boudreau, C. Bradley, J. Buckley, K. Culp, R. Curto, S. Daack-Hirsch, A. Deshpande, F. Durham, M. Foley Nicpon, T. Gallanis, A. Gerke, E. Gillan, L. Glass, P. Goswami, D. Hall, A. Hooks, P. Kaboli, C. Kletzing, J. Kolker, A. Kwitek, B. Kyles, K. Lamping, M. Lehan Mackin, J. Logsdon, D. Macfarlane, L. MacGillivray, U. Mallik, T. Marshall, K. Messingham, T. Midtrod, J. Moore, M. Nikolas, T. Peters, L. Ponto, E. Prussing, J. Reinhardt, G. Ryan, C. Sheerin, A. Stapleton, V. Steelman, J. Szot, S. Vigmostad, S. Vos, E. Wasserman, J. Welburn, D. Whaley, D. Wurster, J. Yockey.
- Officers Present: R. Ganim, P. Snyder.
- Officers Excused: T. Vaughn, R. Williams.
- Senators Excused: S. Bodine, D. Caplan, J. Colgan, A. Durnev, B. Elias, S. Harwani, A. Hosmanek, A. Jung, R. Oral, M. Pizzimenti, G. Russell, K. Tachau.
- Senators Absent: L. Allen, J. Barker, B. Dixon, E. Finzel, K. Glenn, D. Gooblar, I. Grumbach, T. Long, R. Sah, E. Sander, D. Segaloff, J. Streit, C. Thomas, D. Wesemann.
- Guests: J. Anthony (Urban & Regional Planning), B. Burke (Department of Athletics), S. Curry (Provost), D. Finnerty (Office of the Provost), A. Flaming (Center for Teaching), R. Fumerton (College of Liberal Arts and Sciences), L. Hollingworth (College of Education), S. Klatt (Office of Finance and Operations), C. McKinney (Office of Strategic Communication), F. Mitros (Emeritus Faculty Council), D. Szeszycki (Office of the Provost), D. Thomas (Office of the Provost), L. Zaper (Faculty Senate Office).

I. Call to Order – President Snyder called the meeting to order at 3:30 pm. He requested that current senators move into the center section of chairs, while all others move into the side sections.

II. Approvals

- A. Meeting Agenda – Professor Gillan moved and Professor Mallik seconded that the agenda be approved. The motion carried unanimously.

- B. Faculty Senate Minutes (March 27, 2018) – Professor Marshall moved and Professor Gillan seconded that the March 27, 2018 minutes be approved. The motion carried unanimously.
- C. Faculty Senate and Council Election Results (Pete Snyder) – President Snyder presented the results of the 2018 Faculty Senate and Faculty Council elections. Professor Marshall moved and Professor Mallik seconded that the 2018 election results be approved. The motion carried unanimously.
- D. 2018-19 Committee Recommendations (Russ Ganim, Chair, Committee on Committees) – Vice President Ganim presented the recommendations of the Committee on Committees for individuals to fill vacant positions on charter, university and Faculty Senate committees beginning with the 2018-19 academic year. Professor Daack-Hirsch moved and Professor Marshall seconded that the 2018-19 committee recommendations be approved. The motion carried unanimously.
- E. 2016-17 Motion Summary – Vice President Ganim presented the 2016-17 motion summary. Professor Gillan moved and Professor Lehan Mackin seconded that the motion summary be approved. The motion carried unanimously.

III. New Business

- *New Budget Model (Interim Provost Sue Curry; Susan Klatt, Director, Financial Management and Budget and University Secretary, Financial Management and Budget, Office of Finance and Operations; and Don Szeszycki, Associate Vice President and Director of Administration and Planning, Office of the Provost)*

Interim Provost Curry explained that the new budget model has been in development for over two years. The process began when individuals from academic leadership, shared governance and the President’s cabinet gathered at a retreat where there was consensus that the university should move to a new budget model. The group determined that the budget model should build on shared values and principles that are related to student success, to quality indicators, to our values, and to our commitment to continue moving forward and shaping the university. The first step in this process was to gain a more transparent understanding of how the university’s general fund finances work, through the lens of a collegiate economic analysis. This analysis would then inform the development of the budget allocation model.

There are three main components of a collegiate economic analysis: net collegiate revenues, direct collegiate expenses, and allocated expenses. Revenues include tuition, which is attributed to colleges based on students’ home colleges. Tuition revenue is adjusted for instruction students receive in other colleges. Revenues also include consideration of student financial aid, which is netted against tuition. This financial aid is comprised both of centrally-allocated financial aid and financial aid that is awarded from general fund revenues at the discretion of colleges. The third component of collegiate revenue is indirect cost recovery on extramurally-funded research. Expenses for colleges occur in two categories: direct collegiate expenses (general fund allocations spent by the colleges) and allocated expenses (university-wide expenses that fall into numerous categories, such as academic advising, admissions, career center, etc.; these central service unit expenses are allocated to each college proportionally based on formulas). For all colleges, direct plus allocated expenses exceed net collegiate revenues. This

gap is filled by state appropriations. The amount that is needed to balance the gap has to be equal to the appropriation dollars received.

The budget allocation model builds from the collegiate economic analysis to inform budget allocations at both the central and collegiate levels. The budget allocation model also builds from several additional principles. These principles include implementation transparency, predictability, stability (in an unstable environment), shared decision-making to address institutional challenges, encouragement and reward for innovation and collaboration to increase revenues, and a commitment to sustained and growing excellence in education and scholarship.

Turning to key components of the budget allocation model, Interim Provost Curry explained that colleges that generate additional net tuition (tuition minus student financial aid), keep 70% of the increase and revenue share centrally the remaining 30%. Any net increases, tuition supplements and indirect cost returns remain in the colleges, as will tuition from new degree programs for the first two years, in order to encourage innovation in educational programs. Any changes, positive or negative, in state appropriations are also shared between colleges and the central service units – 60% to the colleges and 40% to central service unit budgets. Central service unit budgets receive 30% of new net tuition revenues from the prior year and 40% of any changes in state appropriations from the prior year. The budget allocation model can be explained in four simple rules. Each unit's budget has to be balanced every year. The university budget builds on collegiate success, so innovation and collaboration within and among colleges to improve financial performance is crucial for our overall financial health. Of new revenue generated by a college that is subject to sharing, such as tuition and fees, 70% will remain in that college while 30% will be distributed to services that the college shares with others. Increases or decreases in state appropriations will be distributed 60% to colleges and 40% to shared services.

We are now in the process of implementing the budget allocation model. Colleges have submitted their FY2019 revenue projections. The Budget Office is finalizing the FY2018 collegiate economic analysis, which will be the benchmark for determining new net revenues among the colleges. The state is deciding the FY2019 appropriation. The university lost \$5 million in state appropriations for FY2018 and it is unclear whether those funds will be backfilled in FY2019. A process is in place for reviewing and prioritizing requests for central service unit budget changes. This is a shared governance process with two layers of consideration, involving the six central service advisory committees and then the budget advisory board (comprised of the Deans' Council, the President's Cabinet, and the shared governance leadership).

Professor Kletzing asked if a description of the principles and process of the budget allocation model were available to the university community. Interim Provost Curry responded that a description will be posted soon. Professor Kletzing then asked if the individual collegiate economic analyses would be posted, as well. Terry Johnson, University Chief Financial Officer and Treasurer, who had accompanied Interim Provost Curry to the meeting, indicated that the analyses would be made available, in the interest of transparency. Regarding colleges keeping 70% of net base tuition change from the prior year, Professor Gallanis asked what if, for example, a college brings in an additional \$1 million in tuition one year. The college would keep

70% the first year, but what happens in the following year? Interim Provost Curry indicated that in the following year, that increase would be absorbed into the base budget. She emphasized that colleges and all university units need to keep in mind that one good year should not cause units to abandon fiscal prudence. Professor Barnhardt asked how quality would be ensured for new academic programs, given the financial incentive to start new programs, in spite of the expense. Interim Provost Curry responded that there is already a robust approval process in place to ensure new program quality and we will continue to use this process. Professor Barnhardt commented that there are other ways to increase collegiate revenue, such as the enrollment of more transfer students. Interim Provost Curry concurred that there is no one path to prosperity. She added that once the university has experience going through the budget cycle several times under the new model, improvements can be made.

Professor Mallik expressed concern about using sudden surges in enrollment growth to bolster the economic conditions of departments and colleges, noting that there may be infrastructure constraints to enrollment increases. Dealing with accompanying infrastructure demands could prevent colleges from realizing any savings from revenue increases. Interim Provost Curry stressed that colleges must be given the opportunity to be strategic and aspirational in their planning for the future. Professor Kwitek observed that one of the university's goals was to increase collaboration across colleges. She asked how that goal was balanced against this collegiate-based budget model. Have algorithms been developed for cost and revenue sharing across colleges? Interim Provost Curry responded that such algorithms have not been created to the degree that we would like yet. She added that indirect cost returns are currently allocated 100% to the college that is the administrative home of the grant, even though the grant is supporting inter-collegiate team science. We do not want this to serve as a barrier to inter-collegiate collaboration. We will develop a way of sharing intellectual credit and indirect cost returns as part of the submission of grants. We can already track the colleges in which students are taking their courses. If a student takes all classes in one college one year and then all classes in another college the next year, there will be transfers of tuition dollars based on credit hours among the colleges.

Professor Balakrishnan asked what proportion of expenses are allocated expenses in the general fund. Interim Provost Curry responded that it is about 40%. This varies by college; for example, colleges without undergraduate programs are not assessed for costs for central student advising. These colleges may, however, be assessed for sizeable costs for the Office of the Vice President for Research and Economic Development because of their large research portfolios. Professor Balakrishnan then asked, what mechanism does the college have to control shared expenses? Interim Provost Curry responded that this is where shared decision-making and the central service advisory committees have roles. The six central advisory committees relate to the areas of student life, the Provost's Office, research, information technology services, facilities, and central administration. Each advisory committee is comprised of two deans, two collegiate administrators, and two representatives from shared governance. There are also ex-officio members who are experts in the areas being reviewed. The committees analyze expenses and review requests for budget increases, thus providing a mechanism to ensure that costs are under control while necessary services are provided.

Professor Glass asked how substantially this new budget model is a change from the old one. In other words, are there different “winners” and “losers” now, compared to previously? Interim Provost Curry responded that, in terms of financial health, all the colleges are “losers,” or in the red. She acknowledged that there has been a sense that the College of Liberal Arts and Sciences has not been getting its tuition revenue back from the university. In the new budget allocation model, as tuition revenue increases, 70% of that net increase will be returned to CLAS. Professor Kletzing commented that if financial aid rises along with tuition, there will be no net gain. Interim Provost Curry responded that we are trying to manage our financial aid better. Professor Mallik urged that the new budget model be posted online, so that it is accessible to the university community. Professor Gallanis asked how revenue from cross-listed courses is allocated. Associate Vice President Szeszycki responded that each course has an administrative home college. However, the tuition revenue in this model is not course-based, it is student major-based. Adjustments are made for where students take their courses. Colleges determine the administrative home for each course.

- *Operations Manual Revisions Related to Instructional-Track Faculty (Ed Gillan, Chair, Faculty Policies and Compensation Committee and Diane Finnerty, Assistant Provost for Faculty)*

Professor Gillan referred the group to a handout describing changes made in the Operations Manual to two separate policies, the Emeritus Status for Retirees policy (Operations Manual III. Human Resources, 11.7) and the Fixed-Term Faculty Appointments policy (Operations Manual III. Human Resources, 10.12). These changes have been approved by the Faculty Policies and Compensation Committee and the Faculty Council. Professor Gillan reminded the group that the Senate had recently created an instructional-track faculty policy, which now covers many faculty members who had been on renewable-term appointments. Instructional-track faculty now need to be incorporated into various other policies throughout the Operations Manual. The Emeritus Status for Retirees policy has been updated to include instructional-track faculty within that policy’s definition of “regular faculty” (which already included tenured faculty, salaried clinical-track faculty, and research-track faculty at any rank). The Fixed-Term Faculty Appointments policy has been modified to remove mention of “renewable term” faculty, because these faculty members are now covered by the instructional-track faculty policy. The Fixed-Term Faculty Appointments policy was also clarified to indicate that it refers to adjunct faculty, visiting faculty, lecturers (fixed-term), instructors, associates, and assistants in instruction.

Professor Stapleton, who had served on the Lecturers Committee that provided input into the development of the instructional-track faculty policy, welcomed the modification to the Emeritus Status for Retirees policy. Regarding the Fixed-Term Faculty Appointments policy, however, she had several questions. She asked for clarification of the phrase “fixed-term faculty.” Professor Gillan responded that this phrase no longer referred to those on the new instructional track, but rather to those faculty who teach on very short-term contracts that are not presumptively renewable. Professor Stapleton noted that the first sentence of the policy refers only to tenure-track and tenured faculty carrying out “primary teaching responsibilities” at the university, so this causes confusion regarding the place of the instructional-track faculty. Assistant Provost Finnerty commented that this sentence may be a reference to the cornerstone role of the tenure-track and tenured faculty because of their obligations that span teaching,

research, and service. Professor Gillan observed that the clinical-track and the research-track faculty are also not mentioned in that first sentence, but he acknowledged that some additional clarification of this policy's language may be needed in the future. He reiterated that "fixed-term faculty" are on short-term appointments that differ from the appointments that instructional-track faculty hold. President Snyder commented that integrating instructional-track faculty fully into the Operations Manual will be an ongoing task for some time.

Professor Marshall moved and Professor Lehan Mackin seconded that these Operations Manual revisions related to instructional-track faculty be approved. The motion carried with one abstention.

- *Barbara Burke, Deputy Director of Athletics and Liz Hollingworth, Chair, Presidential Committee on Athletics*

Ms. Burke gave an overview of the activities of the Athletics Department. She noted that the Department sponsors 24 sports, in which 650 student-athletes participate. Approximately 230 full-time employees work for the Department. Annual visitors to on-campus Athletics events number over 850,000. Ms. Burke noted that the Department has adopted the motto, "Win. Graduate. Do It Right," and she went on to show slides illustrating how our student-athletes succeed in all three areas. She listed the outstanding competitive accomplishments of various student-athletes and teams, ranging from women's rowing to football. Ms. Burke pointed out that our student-athletes excel in the classroom, as well. UI has had a graduation success rate of 90% for the second year in a row (this is the fourth highest in the Big Ten Conference). Six UI teams earned perfect graduation success rate scores over the last three years. Our student-athletes also earned a 3.0 overall grade point average this past year. The Department has adopted six pillars of success for its student-athletes. These pillars include leadership, community engagement, academic success, career development, health and well-being, and diversity and inclusion. Student-athletes have completed nearly 15,000 hours of community service this year. As an example of "Iowa nice," Ms. Burke noted that a basketball player, Jordan Bohannon, purposely missed a free throw in order not to break the consecutive free throw record of another player, Chris Street, who had died tragically years ago during the basketball season; Chris Street's parents were present at this game. And, The Wave – football game spectators simultaneously waving to patients in the new UI Children's Hospital during each home game – has garnered national attention.

Turning to other Department news, Ms. Burke noted the consistency in UI coach leadership over the years, an unusual phenomenon nationally. Consistent with President Harreld's announcement of a building moratorium due to the university's mid-year budget reduction, the Department has put on hold a number of construction projects, including facilities for wrestling, softball, and indoor/outdoor track. Regarding the budget, Ms. Burke reminded the group that Athletics is a self-sustaining unit that has not received state funds since 2007. The total Athletics budget is about \$117 million, which is less than 5% of the overall university budget. In any given year, the Department transfers millions of dollars to the university in the form of tuition, room and board, medical support, parking, etc. Also, over the past three years, the Department has directly transferred about \$6 million to the university in support of various initiatives, such as diversity, alcohol harm reduction, student wellness, and scholarships. Department revenue

breaks down into 43% from Conference distribution, 24% from ticketing, and 20% from private support. Ms. Burke concluded her presentation noting that several national challenges are currently facing collegiate athletics. These challenges come in the form of lawsuits, particularly regarding student-athlete pay for play issues; health and safety issues, such as concussions; the budget impact of federal tax reform; the difficult financial environment of collegiate athletics; and an FBI investigation into collegiate men's basketball.

Professor Hollingworth, from the College of Education, noted that she has been a member of the Presidential Committee on Athletics (PCA) for the past seven years, serving as chair of the committee for the past two years and as chair of the equity subcommittee for the previous five years. She recognized three other committee members among the senators, Alicia Gerke (Medicine), Ginny Ryan (Medicine), and Joe Yockey (Law). Professor Hollingworth indicated that the committee is charged with advising the university President and the director of Athletics on athletics issues in general, but also specifically on issues related to student-athletes. The committee examines rules and policies of the National Collegiate Athletic Association (NCAA), the Big Ten Conference, the Board of Regents, and the university. She stressed that committee members have a heavy service load that includes monthly committee meetings along with subcommittee meetings, coach and student interviews, and service on Athletics Department search committees. Members have served on 33 search committees since summer 2016. The purpose of including PCA members on search committees is to ensure that successful job applicants are sensitive to the academic and citizenship responsibilities of UI student-athletes, but also to ensure that the university's equal opportunity and diversity policies are implemented in the searches.

The PCA includes 18 voting members whose appointments are confirmed by the university President. Eleven of these voting members are faculty members appointed by the Faculty Senate. Additionally, there are five non-voting liaison members. Over the summer, Professor Dan Matheson will become the new PCA chair, while Professor Hollingworth will step into her new role of Faculty Athletics Representative (FAR), along with Professor Nicole Grosland. The FAR's work in collaboration with university presidents and athletic departments around the country to provide advice and oversight regarding athletic conference activity, as well as governance and strategic planning with the NCAA.

- *President's Report (Pete Snyder)*

President Snyder reported that a representative from the national American Association of University Professors (AAUP) visited campus on April 5 to assess the conditions for shared governance at the university. The representative, Professor Nicholas Fleisher, of the University of Wisconsin-Milwaukee, met with the UI AAUP Sanction Removal Committee, including Regent Sherry Bates and Board of Regents Chief Academic Officer Rachel Boon. Professor Fleisher also met with the Faculty Senate Officers and the Executive Committee of the local chapter of the AAUP. He spoke with President Harreld by phone. Following his visit, Professor Fleisher submitted a favorable report to the national AAUP office. This report, along with the AAUP Sanction Removal Committee's presidential search best practices document, will be forwarded to the national AAUP Committee on College and University Governance. This committee will decide whether to recommend that a vote be taken to lift the sanction on the

university at the national meeting in June. Delegates from the UI chapter of the AAUP will attend this national meeting. President Snyder indicated that we are cautiously optimistic that the sanction will be lifted. He thanked all those involved in this effort for their participation, especially the members of the AAUP Sanction Removal Committee, chaired by Professor Sandra Daack-Hirsch. This effort has been an outstanding example of shared governance, a true collaboration between Faculty Senate and the Board of Regents, our local AAUP and the national AAUP, and our administration. Senators honored the AAUP Sanction Removal Committee members with a round of applause.

Turning to the highlights of the April 11-12 Board of Regents meeting in Council Bluffs, President Snyder noted that there was a great deal of focus at the meeting on the state's generational disinvestment in higher education. President Snyder had the opportunity to make a statement about the important contributions our faculty make to education, research, and service, and about the negative impact this disinvestment has had on the recruitment and retention of faculty. He also advocated strongly for additional state resources. President Snyder added that it was encouraging to hear the Regents call on legislators and the governor for renewed investment in public higher education. The first reading of the tuition policy for 2018-19 took place at the meeting. The tuition policy calls for a 3.8% tuition increase for resident undergraduate students and a 2.1% tuition increase for nonresident undergraduate students.

Regarding administrative searches, President Snyder commented that an advertisement for the next dean of the College of Liberal Arts and Sciences was released several days ago. Interim Provost Curry is expected to name an interim dean sometime next month. Campus visits for the candidates for the position of dean of the College of Public Health have now been completed and the search committee has forwarded names to Interim Provost Curry. Co-chairs have been named for the Provost search committee – Professor Teresa Mangum of the College of Liberal Arts and Sciences and Dean Gail Agrawal of the College of Law. The co-chairs met with the Faculty Council on April 10 to gather feedback from Councilors. Membership of the search committee should be announced soon. The search firm Isaacson, Miller has been engaged to assist with the search. Candidates are anticipated to visit campus in January.

The search committee for the Vice President for Research and Economic Development has completed its recommendations on potential changes to the structure of the VPR&ED Office and submitted them to President Harreld. A job description should be written and the search launched in the next couple weeks. Interim Chief Diversity Officer Lena Hill has announced that she has been named Dean of the College at Washington and Lee University in Virginia. President Snyder thanked Professors Lena and Michael Hill for all that they have done for the university. Vice President for Student Life Shivers will serve as Interim Chief Diversity Officer while a national search is conducted. Some consideration may be given to restructuring the CDO Office. Candidates for the position of Associate Vice President for Student Life and Dean of Students will be on campus this week and next week.

President Snyder reminded the group that the university has undertaken a review of our employment policies and practices. This occurred in the wake of an Athletics Department lawsuit. The firm carrying out this review is Fredrikson & Byron, P.A. A first phase report has

just been released. The report has found that the university is generally compliant with state and federal law, although some areas can be improved, in particular, our policy on harassment as it relates to speech. The reviewers found the university's definition of such harassment to be too narrow. The next phase of the review will be to assess the employment practices in Athletics and then extend to the academic and health care realms.

Last week some faculty members held a rally on the Pentacrest to draw attention to the working conditions for adjunct and visiting faculty members. They delivered a list of demands to the President's Office; the list was signed by about 200 faculty members. President Snyder stated that the Senate takes these faculty members' concerns very seriously. He reminded the group that two years ago, the Senate worked with lecturers and the administration to create the instructional-track faculty policy. This policy provides Senate representation, a pathway to promotion, longer-term contracts, and a grievance procedure to our lecturers. This year for the first time, we have lecturers serving on the Senate. Vice President Ganim and members of the Provost's Office plan to meet with faculty who led this rally to hear their concerns, and we will further address this issue in the Senate going forward.

Lastly, the Faculty Senate is carrying out a review of the Office of the Vice President for External Relations, as well as of the Vice President for External Relations Peter Matthes. The review committee is chaired by Vice President Ganim. The external reviewer is Charles Hoslet, Vice Chancellor for University Relations at the University of Wisconsin-Madison. Vice Chancellor Hoslet will be on campus next week, when the review committee will be conducting interviews prior to writing the review report. The review committee plans to submit the report to President Harreld in early June.

Professor Macfarland asked if the report on proposed structural changes to the OVPR&ED would be released to the campus community. President Snyder responded that this was unclear at this time, but the charge to the committee called for the recommendations to be submitted to President Harreld and he will make a decision whether to release the recommendations. However, we will likely see the recommendations reflected in the new structure of the Office. Professor Logsdon commented that the membership of the Provost Search Committee has now been announced.

IV. From the Floor –

Professor Gillan moved that the Faculty Senate approve the following resolution in honor of President Snyder:

WHEREAS President Snyder has given the Senate three years of dedicated and continuous service as Secretary, then Vice-President, and now President

WHEREAS President Snyder is an outstanding faculty colleague whose friendship and support easily brings out the best in his other Senate officers

WHEREAS President Snyder has provided calm and level-headed leadership through challenging times and has capably managed complex and seemingly ever-changing relationships with UI administrators

WHEREAS President Snyder has been actively engaged in the creation and implementation of the Instructional Faculty track and provided a guiding hand to the AAUP Sanction Removal Committee

WHEREAS President Snyder has worked tirelessly to ensure that our faculty voices and critical input are heard at all levels of the University as we re-envision our campus structure, operation, and purpose

BE IT RESOLVED that We the Senate express our most profound gratitude to President Snyder for his dedicated leadership and service to us all.

Professor Mallik seconded that the resolution be approved. The resolution was unanimously approved via applause.

V. Announcements

- Regents Awards for Faculty Excellence (Pete Snyder)

President Snyder announced the recipients of the 2018 Regents Award for Faculty Excellence: Susan Assouline (Belin-Blank Center, College of Education), Barry Carter (College of Pharmacy), Donna Hammond (Pharmacology, Carver College of Medicine), Karen Heimer (Sociology, College of Liberal Arts and Sciences), Dan Moore (Music, College of Liberal Arts and Sciences), and Peter Thorne (Occupational & Environmental Health, College of Public Health).

- Michael J. Brody Awards for Faculty Excellence in Service to the University and the State of Iowa (Pete Snyder)

President Snyder announced the recipients of the 2018 Michael J. Brody Awards for Faculty Excellence in Service to the University and the State of Iowa: Christina Bohannon (College of Law), Charles Lynch (Epidemiology, College of Public Health), and Nicole Nisly (Internal Medicine, Carver College of Medicine).

- Concluding Remarks of the 2017-18 Faculty Senate President Pete Snyder

President Snyder commented that he had just had the pleasure of announcing the winners of the Brody Award for Faculty Excellence in Service. He noted that Professor Michael Brody was a former Faculty Senate President and a strong believer in the importance of faculty service to the University of Iowa. In that spirit, he thanked all of the senators for their service this year and indicated that he could think of no more impactful way to serve the university. President Snyder particularly thanked those senators who are completing their terms: Tom Gallanis (Law), Joe Yockey (Law), Chris Benson (Internal Medicine), Laura Ponto (Radiology), Ginny Ryan (Obstetrics & Gynecology), and Sandy Daack-Hirsch (Nursing). Two outgoing officers, Secretary Rachel Williams and Past President Tom Vaughn, are also completing their Senate terms. President Snyder led the group in a round of applause for these faculty members.

President Snyder commented that he has been a faculty member at UI for 21 years and he cares deeply about this institution. He has been honored and humbled to serve as Faculty Senate president. He noted that he had recently been asked what he had enjoyed most about his time as president and he had responded that the best part was getting to know and to work with faculty across the university and to learn about the amazing things that they do in their laboratories,

their studios, and their classrooms. He appreciated the opportunity to meet with the various collegiate Senate delegations last fall. The insights and feedback senators provided were critical as the officers advocated for faculty to the administration, to the Regents, and to our lawmakers in Des Moines and Washington, D.C. Working with the senators to represent the faculty has been one of the highlights of President Snyder's career. He felt confident in speaking for the other officers in stating that serving as a Faculty Senate officer is an enormous responsibility and takes a great deal of time, but it is well worth it. He thanked Sandy Daack-Hirsch, Justine Kolker, and Joe Yockey for running for officer positions this year and he encouraged all senators to consider running in the future. It is a difficult job and it is not possible to make everyone happy. At times it is necessary to compromise, at other times it is necessary to push back and hold the line. At all times it is necessary to maintain the principles and values that we all hold dear.

During his time as an officer, President Snyder learned to appreciate the value of shared governance. University governance is a collaborative endeavor. Faculty have a seat at the table and this gives us a voice in influencing the direction of the university. We have seen this in tangible ways many times this year in this chamber. Importantly, we have had willing partners in President Harreld, Interim Provost Curry, the Board of Regents, the Staff Council, and the student government. It has also been a pleasure to work with Associate Provost for Faculty Kevin Kregel, who has been a strong advocate for faculty. Nowhere has the importance of shared governance been more evident than in the efforts to remove the AAUP sanction. The presidential search two and a half years ago gravely threatened shared governance on our campus. It caused fractures between faculty and our administration and the Board of Regents. Even more perilously, it divided the faculty. Working as a Senate to remove the stain of the AAUP sanction, we have begun to heal these scars. As a result, we have built trust and restored our relationship with our administration and with our Board of Regents. Regardless of the outcome of the national AAUP sanction vote, we should be proud of this work. The process we went through is just as important as the AAUP validation.

President Snyder observed that we face serious issues going forward. None is more challenging than the continued defunding of public higher education in our state and across the nation. The Faculty Senate and our partners in shared governance – the students, the staff, the administration and the Board of Regents – have been strong advocates for higher education funding. One of the ways we have responded is to institute a new budget model that gives more autonomy and responsibility to the colleges. As we implement this model, the faculty need to do two things. First, we need to strengthen shared governance at the collegiate level, so that faculty are more involved in strategic decision making in the colleges. The Senate officers have been having discussions with the deans and the administration about this issue. Second, we will need to resist the temptation for colleges to compete with each other for scarce resources. Such siloing is the antithesis of our identity as a university. The Faculty Senate is the ideal realm for this to occur. In the Senate, faculty from all colleges and tracks come together and leave their collegiate affiliations at the door in order to act in the best interests of the university as a whole. As an example, President Snyder noted how senators from a variety of colleges supported their colleagues in the College of Liberal Arts and Sciences when we discussed the timing of the CLAS

dean search. Noting that he is an eternal optimist, President Snyder commented that if we all work together, then our best days are ahead of us.

Turning to his fellow officers, President Snyder commented that they have had a team effort this year and it has been a pleasure to work with them. He was blessed to have an outstanding Vice President in Russ Ganim. He noted that Vice President Ganim has been a thoughtful advisor who has said yes every time President Snyder has asked him to take on another important and time-consuming role. He is a strong and decisive advocate for faculty. Secretary Williams is multi-talented, always doing amazing things for our university and our community. She is not afraid to push back when she disagrees, but in a non-confrontational way. She will be an outstanding University Ombudsperson next year. President Snyder has worked with Past President Vaughn for three years as officers. He has been a wonderful mentor and friend and has represented the faculty with a gracious and even temper in a good-natured way. Past President Vaughn is the first faculty member to have served in all four officer positions in consecutive years. This illustrates his great loyalty to the university. President Snyder also thanked the Faculty Senate Administrative Services Coordinator, Laura Zaper, for keeping the officers on track. In conclusion, President Snyder thanked senators for allowing him to serve as their president this year.

VI. Adjournment – Professor Mallik moved and Professor Stapleton seconded that the meeting be adjourned. The motion carried unanimously. President Snyder adjourned the meeting at 4:53 pm.

**FACULTY SENATE
2018-19 ORGANIZATIONAL MEETING
Tuesday, April 24, 2018
4:45 – 5:15 pm
Senate Chamber, Old Capitol**

MINUTES

- I. Call to Order – President Ganim called the meeting to order at 4:53 pm.
- II. Election of Faculty Senate Officers (Richard Fumerton and Ginny Ryan, Election Committee)

President Ganim directed the new and continuing senators to move into the center seating area of the Senate Chamber. Although outgoing senators were free to leave, they were invited to remain, if they wished, but to be seated in the side areas.

President Ganim invited Election Committee members Richard Fumerton and Ginny Ryan to come forward to conduct the officer elections.

Professor Ryan announced that the candidates for Secretary were Justine Kolker (Operative Dentistry) and Joseph Yockey (Law). Professor Fumerton announced that the candidate for Vice

President was Sandra Daack-Hirsch (Nursing). Professor Ryan asked if there were any nominations from the floor for Faculty Senate Vice President or Faculty Senate Secretary. No nominations were made from the floor. Professor Fumerton reminded senators that they could also write in candidates. He thanked all the candidates on the ballot for agreeing to run for office. He encouraged senators to think about running for office at some point in the future.

Paper ballots were distributed, collected, and counted.

III. Opening Remarks of the 2018-19 Faculty Senate President Russ Ganim

President Ganim began his remarks by stating that it was both an honor and a pleasure to accept the presidency of the University of Iowa Faculty Senate for the 2018-19 academic year. His service this current year as Faculty Senate Vice President has been highly instructive and has made him eager to embrace the challenges that lie ahead. The transition to President has been made infinitely more smooth by the collegiality and friendship of the other officers (Pete Snyder, Rachel Williams, and Tom Vaughn) and of Faculty Senate Administrative Services Coordinator Laura Zaper. Their professionalism is exemplary and has enabled the Senate to navigate difficult issues regarding budgets, changes in senior leadership, and increasing uncertainty with regard to the state of higher education not only in Iowa, but across the country. President Ganim commented that he will miss the comradery that the group has shared this past year. At the same time he is eager to continue working with Pete Snyder in his new role as past president and with the new officers in their respective roles. Our officers understand the issues facing faculty in the coming year and are well-poised to advocate on their behalf.

There is little doubt that shared governance has enjoyed a resurgence on campus in recent years, President Ganim continued. Shared governance takes many forms, but it is primarily shared decision making and shared responsibility when calling for the advancement of the university. The last few years have seen better relations between faculty and senior administration and between faculty and the Board of Regents. We intend to continue this trend. There is more transparency and dialog now than at any time since President Ganim arrived at the university in 2011. At the same time we must acknowledge that the faculty are our primary constituency and that our job as senators and officers is to define and promote faculty interests as the university tackles hurdles in its path. Highlighting faculty accomplishment has always been a key point of emphasis for the Faculty Senate and should be so now. The focus of the Faculty Council/Administrative Retreat in August will be undergraduate research guided by faculty members. The idea is to showcase the UI's distinctiveness as a research institution that fosters collaboration in such a way that enables faculty and students to extend and deepen the base of existing knowledge while unleashing their creativity. Such innovation is achieved in partnerships between undergraduate and graduate students and tenure-track faculty.

As we know, the numbers of tenure-track faculty are shrinking, not just at the UI, but across the landscape of higher learning. The university's strategic plan prioritizes maintaining our Association of American Universities (AAU) status. This hinges primarily on the research mission of the university, with the tenure-track faculty constituting the core of that mission. As noted earlier, the Faculty Senate values and advocates for all faculty at the university. Issues concerning instructional-track faculty will no doubt become more prevalent as this policy enters

its third year. As we move into the coming year, the Senate should work with deans and central administration to examine the issues of tenure-track and instructional-track hiring more closely and align these needs with the new budget model and with the goals of the university's strategic plan. Following the example of this year's Faculty Council/Administrative Retreat, we will also continue to encourage opportunities to develop interdisciplinary teaching and research. In an era of budgetary constraint, interdisciplinary collaboration allows us to innovate and, when appropriate, reconfigure existing programs to meet current and future student needs. The Senate should continue to fulfill its role as a resource for creating consistent, thoughtful and forward-looking approaches to the academic and financial challenges that await us.

In all of our endeavors, communication is essential. Unlike many large universities, the administrative structures at the UI, including shared governance, are manageable and accessible. Consequently, the channels of communication between those who exercise the most influence at the university are more open here than they are elsewhere. The issue is maintaining dialog through these channels to ensure that decisions, however necessary and well-intentioned, are not made in a vacuum. The Faculty Senate has a responsibility to the university to keep these means of communication open, not simply to voice faculty concerns but to do so in a constructive way to improve the institution as a whole. Our success as a Senate depends on proactive dialog. President Ganim asked each senator to communicate with him freely about matters that senators feel are worthy of attention. Shared governance is moving forward, and we must keep the momentum going. He eagerly awaits the conversations and opportunities that will come before us. He thanked senators for the opportunity to lead the Senate in what promises to be an exciting year. He also thanked senators in advance for their advice and counsel and especially for their confidence.

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

V. Announcements

- Officer Election Results – Professor Fumerton announced that the new Faculty Senate Vice President is Sandra Daack-Hirsch. Professor Ryan announced that the new Secretary is Joseph Yockey. All candidates were given a round of applause.
- 2018-19 Meeting Schedule – President Ganim reminded senators that the meeting schedule for 2018-19 could be found in their meeting packets.

VI. Adjournment – Professor Mallik moved and Professor Macfarland seconded that the meeting be adjourned. The motion carried unanimously. President Ganim adjourned the meeting at 5:07 pm.