

FACULTY SENATE
Tuesday, September 11, 2018
3:30 – 5:15 pm
Senate Chamber, Old Capitol

MINUTES

- Senators Present: J. Ankrum, S. Ashida, R. Balakrishnan, C. Barnhardt, E. Bayman, S. Bodine, J. Buckley, D. Caplan, J. Carlson, J. Colgan, A. Deshpande, F. Durham, B. Elias, L. Farrin, E. Finzel, M. Foley Nicpon, E. Gillan, D. Gooblar, P. Goswami, D. Hall, D. Jalal, A. Jung, P. Kaboli, J. Kolker, A. Kwitek, B. Kyles, K. Lamping, M. Lehan Mackin, J. Logsdon, T. Long, D. Macfarlane, L. MacGillivray, T. Marshall, K. Messingham, T. Midtrod, M. Nikolas, R. Oral, T. Peters, M. Pizzimenti, E. Prussing, C. Sheerin, V. Steelman, J. Streit, K. Tachau, S. Vos, E. Wasserman.
- Officers Present: S. Daack-Hirsch, R. Ganim, P. Snyder, J. Yockey.
- Senators Excused: F. Ahmad, S. Harwani, A. Hooks, A. Hosmanek, C. Kletzing, G. Russell, A. Stapleton, J. Szot, S. Vigmostad, D. Whaley, D. Wurster.
- Senators Absent: L. Allen, J. Barker, R. Boudreau, C. Bradley, K. Culp, B. Dixon, A. Durnev, A. Gerke, L. Glass, K. Glenn, I. Grumbach, U. Mallik, J. Reinhardt, R. Sah, E. Sander, C. Thomas, D. Wesemann.
- Guests: K. Becker (Human Resources), M. DiCarlo (Office of the Sexual Misconduct Response Coordinator), T. Kulper (Human Resources), T. Mangum (English), C. McKinney (Office of Strategic Communication), F. Mitros (Emeritus Faculty Council), C. Reardon (Human Resources), L. Zaper (Faculty Senate Office).

I. Call to Order – President Ganim called the meeting to order at 3:30 pm. President Ganim welcomed the group to the new academic year and extended a special greeting to the new senators.

II. Approvals

- A. Meeting Agenda – Professor Tachau moved and Professor Gillan seconded that the agenda be approved. The motion carried unanimously.
- B. Faculty Senate Minutes (April 24, 2018) – Professor Lehan Mackin moved and Professor Marshall seconded that the minutes be approved. The motion carried unanimously.
- C. Committee Appointments (Sandy Daack-Hirsch, Chair, Committee on Committees)
 - Sarah Bruch (Sociology) to fill the unexpired term of Katina Lillios (Anthropology) on the Charter Committee on Diversity, 2018-19

- Alicia Ambler (ESL) to fill the unexpired term of Donna Parsons (Music) on the Council on Teaching, 2018-21
- Michelle Larson (Statistics & Actuarial Sciences) to replace Miriam Thaggert (English) on the Council on Teaching, Fall 2018
- Jonathan Carlson (Law) to the Judicial Commission, 2018-21
- Diana Jalal (Internal Medicine) to fill the unexpired term of Deborah Segaloff (Molecular Physiology and Biophysics) on the Faculty Senate, 2018-19
- Laurel Farrin (Art & Art History) to replace Roxanna Curto (French & Italian) on the Faculty Senate, Fall 2018

Professor Tachau moved and Professor Marshall seconded that the committee appointments be approved. The motion carried unanimously.

III. New Business

- *New Jobs@UIowa System Implementation (Cheryl Reardon, Chief Human Resources Officer & Associate Vice President, and Keith Becker, Manager, UI Employment Services)*

Ms. Reardon announced that the new cloud-based Jobs@UIowa system had been launched yesterday for staff and UI Health Care. She explained that a task force had recommended several years ago that a new employment application system be adopted to replace the home-grown system that the university had been using for well over a decade. The task force suggested not only acquiring a new software system, however, but also pairing that system with a strategy to recruit top talent to the university. Ms. Reardon noted that the hiring process is a partnership between Human Resources and individual departments and is driven by organizational strategy at the departmental level. She added that the university has launched a new website to attract prospective employees. Not only does the new website better categorize jobs than the old website did, but it also provides information about the local community.

Mr. Becker explained that several different vendors were considered when the university was seeking a new software system, one that could accommodate the needs of staff, health care, and faculty applicants as well as balance compliance with competitive recruitment needs. Earlier campus feedback had indicated that our old system was not efficient and that there were many delays in the hiring process. The length of the process sometimes led to the loss of top candidates. The new software product also needed to integrate with other Human Resource-related systems (criminal background check, advertising, etc.). Vendors with higher education experience were preferred.

Currently, only staff positions are present in the system; faculty positions will be included later in the spring, Mr. Becker continued. A new application process has also been created for current university employees seeking new jobs on campus. Applicants can apply through their self-service accounts. Positions only available to internal candidates will appear along with positions advertised to outside applicants. Basic profile data can be pulled from the self-service account for the application. Non-UI employees and temporary staff will need to create profiles before applying for any jobs. Streamlined enhancements of the new system include the ability to pull information from existing online profiles and from resumes.

Mr. Becker stressed that the hiring process is not changing, but that the technical process for recording the process in the system is changing. Candidates will have a smoother application process, finding jobs more easily and receiving information in a timely way throughout a search. Search committees will be free to focus on the search itself, rather than on the hiring process details. Human Resources will serve as the administrative partner to the search committee, recording relevant information, such as when applicants drop out of the process.

Professor Carlson requested clarification regarding delays in the current hiring process. He noted that the pre-interview screening report was there in the past to protect against unconscious bias in the selection of candidates and to ensure that steps were taken to affirmatively recruit diverse candidates. He asked whether we would still be taking those steps with the new system. Ms. Reardon explained that these steps would occur through a different process. Instead of a lengthy screening report, there are other forms of documentation. The role of the Office of Equal Opportunity and Diversity (EOD) will shift to an auditing function, similar to processes used outside academia. EOD staff can now observe candidate pools in real time. She added that this is a different way to look at compliance that eases some of the delays that occurred in the old system and noted that Human Resources sought legal counsel in crafting this component of the new system.

Professor Macdonald asked if it was possible for potential minority candidates to submit a resume into the system prior to applying for a specific job. Ms. Reardon responded that one of the advantages of the new system is that candidate pools can be created well before jobs are advertised. The system also contains an analytic tool, allowing for analysis of candidate pool activity (applying for jobs, dropping out of searches). A senator asked if the faculty search component of the system would be ready by early January for the next round of searches. Ms. Reardon indicated that March was the target timeframe for launching the faculty component. Any search started in the old system will finish in the old system, however.

Professor Barnhardt asked what the initial cost of the software was and if there was an ongoing cost. She also asked if there were any privacy protections for applicants' information. Ms. Reardon responded that Human Resources pays about \$155,000 annually for the software. She added that the data is secure and that only a small number of people on campus have access to the whole system. Professor Tachau asked who owns the data. Ms. Reardon indicated that the university owns the data.

- *Office of the Sexual Misconduct Response Coordinator: Resources & 2018-19 Priorities (Monique DiCarlo, Sexual Misconduct Response & Title IX Coordinator)*

Ms. DiCarlo indicated that she would talk about what her Office does and what the Office's priorities are for this academic year. She explained that her Office responds to reports of sexual misconduct (sexual assault, sexual harassment, sexual exploitation, sexual intimidation), but also to reports of dating/domestic violence, stalking, and sex-based discrimination (even if there is no sexual component). The Office serves as a central reporting office for all of these types of incidents. One reason for this arrangement is that it allows for all reports regarding a single alleged perpetrator to be gathered in one place, presenting a fuller picture of the alleged behavior. The arrangement also ensures that the university's responses to reports are consistent.

The Office's first step once a report comes in is to invite the alleged victim in for a meeting. Victims are not required to speak with the Office, however. Reports can come in to the Office from the alleged victim him/herself or from a third party. The Office stresses to the alleged victim that the purpose of the meeting is to link him/her with confidential resources, to inform him/her of complaint or resolution options and to explore any need for workplace or academic accommodations. Ms. DiCarlo reminded the group that the Office is open to faculty, staff, and campus visitors, not just students. To the extent possible, the Office listens to what the reporting party wants. She added that it is not necessary for the reporting party to file a complaint in order for the Office to provide support or address a circumstance. Complaint options include administrative and criminal justice options.

Depending on what the reporting party wants, the Office may move forward informally with a resolution or there may be a formal complaint or only an accommodation. Ms. DiCarlo displayed report outcome data from the Office's 2017 annual report. In 2017, the Office received 444 reports. Not all of these reports were for alleged incidents that occurred on campus. Ms. DiCarlo commented that there are two common misperceptions regarding sexual misconduct on college campuses among the general public. One is that alleged perpetrators are "railroaded" and denied due process rights. The other is that sexual misconduct complaints are dismissed or ignored. She indicated that at UI not all reports result in an investigation and not all investigations result in a policy violation. In 2017, 29 of the 444 reports resulted in policy violations. Data (with no identifying information) regarding sanctions imposed can be found on the Office's website, <https://osmrc.uiowa.edu/>. The Office posts this data for the sake of transparency. Ms. DiCarlo noted that there were 106 reports in which the respondent is unknown to the university. This does not mean that the respondent is unknown to the reporting party. In such cases, the university may still be able to provide an accommodation to the reporting party. Six of the reports were dismissed after the Office looked into the incident and determined that there were no sexual misconduct concerns (these are often third-party reports).

Responding to sexual misconduct reports is at the heart of what the Office does, Ms. DiCarlo explained, but there is another aspect to the Office's work – leading a multi-disciplinary effort to address prevention, training and intervention. About thirty different entities, some off-campus, are involved in this work. Related to this effort, the university has created an Anti-Violence Plan for 2018-21 (this plan can be found on the Office website). Fall 2018 priorities under the plan include evaluating learning outcomes for student-oriented educational programs and expanding programming on healthy masculinity. Other activities will involve reviewing online products for possible inclusion in the Success@Iowa program and expanding the Certified Peer Educator Program to incorporate additional culturally-specific representation and content. Ms. DiCarlo then turned to some plan priorities affecting faculty and staff. These initiatives include an employee survey on sexual misconduct and increased training for senior Human Resource representatives and associate deans on motivating behavioral change in informal sexual harassment resolutions and on addressing low-level behavior before it becomes a policy concern. Ms. DiCarlo left copies of the Office's annual report, which can also be found online.

- *Provost Search Committee (Teresa Mangum, co-chair)*

Professor Mangum stated that she is co-chairing the provost search committee with Gail Agrawal, dean emerita of the College of Law. President Harreld convened the search committee this past spring and efforts were made to include representation from across campus on the committee. Professor Mangum and Dean Agrawal have visited colleges to get a sense of the concerns, advice and recommendations of the campus community. Professor Mangum noted that President Harreld had indicated that a search firm would be used to assist with the search, so the firm of Isaacson, Miller was engaged. This firm is assisting with several other searches on campus, so staff there are becoming very familiar with the university, which is helpful. The firm held scoping meetings on campus in the spring, while the search committee recently hosted two public fora to gather additional input from the campus community. Professor Mangum noted that one desired characteristic of a future provost that emerged from the fora is that the person should intend to stay at UI for a while. Professor Mangum directed the group to the search website, <https://search.provost.uiowa.edu/>, where names of potential candidates can be submitted. She added that names can also be given to Vice President Daack-Hirsch, who serves on the search committee.

For the next month or two, the search committee will review candidates, Professor Mangum explained, with a goal of holding airport interviews of 8 to 14 individuals between the Thanksgiving and winter breaks. Interview questions will be tightly connected to the position criteria. Finalists will likely come to campus right after spring semester classes begin. President Harreld has indicated that he would like to hear from the search committee members their views on two to four candidates, who should not be ranked.

Professor Logsdon asked what the initial appointment term will be for the new provost. Professor Mangum responded that this has not been specified. Professor Tachau observed that the appointment (but not the provost term) would be indefinite if the person is hired with tenure in a specific department, as is desirable. President Ganim, who co-moderated the two fora, asked if additional fora were planned. Professor Mangum responded that none were planned until the candidates arrive, nor were the two fora recorded. She urged senators to attend the candidates' public fora, so that the candidates can be asked rigorous questions, but also to show candidates what an outstanding institution we have. President Ganim noted that the Senate officers will have the opportunity to speak with candidates in a closed setting. Professor Barnhardt asked if there would be an opportunity to submit individual comments on each candidate. Professor Mangum indicated that the committee is actively exploring options for a feedback mechanism.

- *Working at Iowa: New and Improved (Teresa Kulper, Director, Human Resource Services, UI Organizational Effectiveness/Organizational Development)*

Ms. Kulper commented that the Working at Iowa survey is administered every two years and will run this fall October 3-17. She explained that no matter one's role at the university, engagement with our work impacts our productivity and health, it affects recruitment and retention, and it makes a difference in the "customer" (students, patients, the public) experience. Ms. Kulper indicated that the survey data will be used in a number of different ways, such as facilitating the identification by units of opportunities to build on strengths or to

improve and serving as another source of data for making strategic decisions. Ms. Kulper indicated that nine additional questions will appear on this year's survey to elicit feedback on physical, mental, and emotional engagement. An engagement index has been created by Professor Ean Crawford of the Tippie College of Business. The index will provide an average indicator of engagement overall. Engagement index reports will be produced at the org level only and will contain correlation with the other 20 survey items to provide an indicator of what actions will have the greatest impact on different populations. The College of Public Health assists Human Resources with report generation and distribution. Following the release of the Working at Iowa reports, units are asked to identify one area for action, then to do two or more things about it, and then to communicate at least three times about the action step and to connect it to their strategic goals. Additional information about the survey can be found at <https://hr.uiowa.edu/working>.

Professor Tachau commented that she has asked several times without success for a certain type of survey data; confidentiality of small departments and colleges is, of course, a concern when releasing such data. She would like to see both comparisons between colleges on faculty and staff satisfaction and comparisons over the years of faculty and staff satisfaction, to determine if it is increasing or decreasing. Ms. Kulper responded that data is released only to units that have a population of greater than 10, in order to protect confidentiality, and that department data is provided to the Provost's Office. Professor Tachau indicated that she is interested primarily in collegiate data, because she has heard much anecdotal evidence that morale is decreasing. President Ganim commented that Ms. Kulper can be invited back after the reports become available in order to present this data. Professor Carlson asked if any reports were posted online. Ms. Kulper responded that Human Resources posts the university-level report, but that org leadership is given discretion whether to post their own reports. Professor Gillan asked for examples of actions taken by units following the last survey to improve engagement among their employees. Ms. Kulper indicated that Human Resources would seek to post such stories from the units on their website. Professor Durham urged that the term "customer" be reconsidered in the discussion of engagement, particularly when it relates to students.

- *President's Report (Russ Ganim)*

President Ganim indicated that the Presidential Search Best Practices document produced by the Faculty Senate AAUP Sanction Removal Committee will soon be posted on the Faculty Senate website. The sanction was lifted in June by a vote of the national AAUP membership.

The report of the review committee for the Office of the Vice President for External Relations will also be posted soon on the Faculty Senate website, President Ganim stated. He mentioned that he had chaired this review committee which completed its work last spring. This review will be the first of many reviews of central administrative offices to be carried out over the next few years. The review is divided into two parts, a review of the Office and a review of the Vice President. Only the review of the Office will be posted. The review of the Vice President is a confidential document submitted to President Harreld. A review of the Office of the Vice President for Finance and Operations is now underway and will follow a similar two-part process. Secretary Joe Yockey will chair that committee. The target completion date is

December; however, Finance and Operations is a large entity and the review may need to extend into the spring. The Office of the General Counsel is scheduled to be reviewed in the spring.

Regarding administrative searches (other than the Provost search), President Ganim noted that “Economic Development” has been dropped from the title of the Vice President for Research. Co-chairs of that search committee are Aliasger Salem (Pharmacy) and Dorothy Johnson (Art and Art History). Past President Snyder is a member of that committee. In response to a question, Past President Snyder explained that this change to the position title occurred as the result of a recommendation from the search committee, which began its work by conducting a review of the Office. It has not yet been determined what office will take responsibility for economic development. President Ganim continued, noting that a search for a new Chief Diversity Officer is also underway. Co-chairs of the search committee are Claire Fox (English) and Liz Tovar, a staff member in Athletics. The Senate officers had provided suggestions for faculty members to serve on the search committee. Dean Sarah Gardial of the Tippie College of Business and Director David Ryfe of the School of Journalism and Mass Communication are co-chairing the search for the new dean of the College of Liberal Arts and Sciences.

President Ganim announced that UI will host the Big Ten Academic Alliance Academic Governance Conference October 25-27. An agenda is still being finalized.

- *Executive Session – Shared Governance Advisory Task Force on Academic Centers, Institutes, and Activities (Russ Ganim).*

Professor Kwitek moved and Professor Lehan Mackin seconded that the Senate move into executive session. The motion carried unanimously.

The Senate discussed a statement created by an ad hoc committee of the Faculty Council. This statement expressed the views of the Senate regarding the closing of a number of centers and institutes by the administration and the formation of the Shared Governance Advisory Task Force on Academic Centers, Institutes, and Activities.

Professor Sheerin moved and Professor Macfarland seconded that the Senate move out of executive session. The motion carried unanimously.

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

V. Announcements

- The next Faculty Council meeting will be Tuesday, October 9, 3:30-5:15 pm, University Capitol Centre 2390.
- The next Faculty Senate meeting will be Tuesday, October 23, 3:30-5:15 pm, Senate Chamber, Old Capitol.

VI. Adjournment – Professor Carlson moved and Professor Tachau seconded that the meeting be adjourned. The motion carried unanimously. President Ganim adjourned the meeting at 5:15 pm.