

**FACULTY SENATE**  
**Tuesday, October 28, 2014**  
**3:30 – 5:15 pm**  
**Senate Chamber, Old Capitol**

**MINUTES**

- Senators Present: P. Abbas, F. Abboud, M. Adamek, S. Ali, S. Baker, J. Bates, C. Benson, P. Brophy, K. Brown, G. Buettner, T. Burstain, S. Campo, D. Caplan, J. Colgan, D. Dawson, B. Eckstein, A. Ersig, N. Fethke, J. Foote, C. Fox, E. Gillan, J. Iverson, Z. Jin, K. Kieran, J. Klesney-Tait, A. Kwitek, N. Langguth, G. Lee, T. Mabry, U. Mallik, J. McNamara, D. Murry, J. Murry, M. Nikolas, L. Plakans, L. Ponto, E. Prussing, R. Rocha, Y. Sato, D. Segaloff, L. Segre, P. Snyder, C. Sponsler, L. Storrs, C. Swan, T. Treat, M. Voigt, S. Vos, J. Wilcox, D. Wilder, R. Williams, P. Windschitl.
- Officers Present: C. Bohannon, E. Lawrence, A. Thomas, T. Vaughn.
- Senators Excused: S. Daack-Hirsch, F. Durham, K. Light-McGroary, W. Maury, A. Merino, P. Muhly, P. Romitti, J. Wang, T. Yahr, E. Ziegler.
- Senators Absent: A. Amendola, M. Blumberg, J. Buatti, D. Drake, K. Glenn, T. Havens, A. Lee, W. Schmidt, S. Seibert, B. Thompson, H. Udaykumar.
- Guests: M. Braun (Office of the President), B. Butler (Provost), M. DiCarlo (Sexual Misconduct Response Coordinator), J. Ding (UISG), R. Fumerton (Philosophy), A. Jung (Council on Teaching), K. Kregel (Office of the Provost), S. Kurtz (FRIC), P. Matthes (Office of the President), L. McLeran (Office of the President), T. Rocklin (Vice President for Student Life), L. Snetselaar (Office of the Provost), L. Zaper (Faculty Senate Office).

- I. Call to Order – President Thomas called the meeting to order at 3:30 pm.  
<http://www.uiowa.edu/~facsen/archive/documents/Agenda.FacultySenate.10.28.14.pdf>.
- II. Approvals
- A. Meeting Agenda – President Thomas indicated that there was one change to the agenda. Following agenda item D, she planned to ask the Senate for a motion to move into closed session. Professor Snyder moved and Professor Campo seconded that the revised agenda be approved. The motion carried unanimously.
  - B. Faculty Senate Minutes (September 16, 2014) – Professor Treat moved and Professor Wilder seconded that the minutes be approved. The motion carried unanimously.
  - C. Committee Appointments (Christina Bohannon, Chair, Committee on Committees)

- Jason Rantanen (Law) to replace Nancy Sharma (Internal Medicine) on the Parking and Transportation Committee, 2014-17  
Professor Campo moved and Professor Burstain seconded that the appointment be approved. The motion carried unanimously.

### III. New Business

- *Funded Retirement and Insurance Charter Committee Update (Shelly Kurtz, Law, Faculty Co-Chair of FRIC)*

Professor Kurtz began his annual report on FRIC activities by stating that, once again, there would be no increases in health insurance premiums for the coming year. The premiums for dental insurance would rise slightly, while rates for the Accidental Death and Dismemberment coverage would decline slightly. There would be no changes in the benefits structure.

Professor Kurtz then indicated that this would be his last year on FRIC, a charter committee on which he has held a seat for about twenty years. He commented that serving on FRIC has been a marvelous experience. He paid tribute, not only to other faculty and staff who have served on the committee, but also to Sue Buckley, Vice President for Human Resources, and Richard Saunders, Assistant Vice President for Human Resources, for being staunch allies to faculty and staff in helping to preserve our excellent health care plans over the course of many years. Professor Kurtz commented that he could remember only one instance of a FRIC suggestion being turned down by university administration. He thanked the Senate for the opportunity to serve on FRIC.

President Thomas thanked Professor Kurtz for his many years of outstanding service on behalf of faculty on the Funded Retirement and Insurance Committee.

- *Sexual Misconduct Policies (Tom Rocklin, Vice President for Student Life)*

Vice President Rocklin indicated that he would be speaking about sexual assault prevention as it relates to students. He commented that the university's obligation to prevent sexual assault grows out of its commitment to human rights. Over the years we have come to understand sexual assault as a human rights issue, among other kinds of issues. The university's responsibilities have become clearer over the years and we have built tools to help meet those responsibilities. We have sometimes reacted to developments on our campus, in the larger environment, or in the regulatory environment, while at other times we have been more proactive. He expressed the opinion that the university has made a lot of progress over the past eight or nine years, although a huge problem remains.

Turning to the regulatory environment, Vice President Rocklin explained that Title IX of the Higher Education Act, which most people were familiar with for its impact on women's participation in intercollegiate athletics, broadly prohibits sexual and gender-based harassment. Sexual and gender-based violence are examples of that type of harassment. Institutional duties regarding sexual assault under Title IX include eliminating such activities when they occur, preventing any recurrences, and addressing the effects of those activities. Many offices across campus are involved in these three institutional efforts. Another regulatory element is the Clery Act, which was designed to prevent colleges and universities from attempting to hide criminal

activity on their campuses. Institutions are required to publish a daily crime log and an annual crime report, and to issue timely warnings when certain types of criminal activity have occurred. While these publications do show what has happened on campus and in adjacent areas, they may not present the full picture of crime on campus. And, while timely warnings may be alarming, their absence may not be cause for reassurance.

The university's policy regarding sexual misconduct involving students prohibits sexual assault (non-consensual sexual intercourse, attempted non-consensual sexual intercourse, non-consensual sexual touching), sexual harassment (*quid pro quo*, hostile work environment), sexual exploitation (taking pictures or videos, voyeurism), and sexual intimidation (threats of sexual violence, some forms of stalking). Regarding what is meant by *consensual*, Vice President Rocklin explained that the university's standard for consent requires *affirmative* consent; that is, the other party must give consent that s/he *wants* to engage in the proposed activity. Students have the right *not* to file a complaint. They can consult with confidential resources such as the Rape Victim Advocacy Program or the Office of the Ombudsperson. Students can choose to file an administrative complaint and/or a criminal complaint. Administrators encourage, but do not require, students to file a criminal complaint, and also to consult with the police in order to preserve evidence. The administration, in the case of an administrative complaint, or the police, in the case of a criminal complaint, will not proceed with an investigation unless the survivor/victim agrees to it. However, in cases in which administrators perceive an ongoing threat to the campus, the university reserves the right to undertake an investigation. The administrative investigation would fall under the student judicial procedures.

An essential component of the UI infrastructure in dealing with sexual assault involving students is the Office of the Sexual Misconduct Response Coordinator. Monique DiCarlo currently serves as the Coordinator and reports to three different individuals, Chief Diversity Officer Georgina Dodge (who is also a campus Deputy Title IX Coordinator), Vice President Rocklin, and President Sally Mason. Reports of sexual misconduct must be conveyed to Ms. DiCarlo within two days of initial disclosure to academic and administrative officials. Ms. DiCarlo's office is also involved in developing policy and implementing programs. Another important component of the UI infrastructure is the Anti-Violence Coalition, a coordinated community response team with broad representation from inside and outside the university, including from the President's recently-formed Student Advisory Committee on Sexual Misconduct. The Coalition discusses policies and procedures, education and training, and system responses, as well as provides advice to administrators.

Vice President Rocklin then gave an overview of progress on President Mason's six-point plan to prevent sexual misconduct. One of the points in the plan is to hold offenders accountable. Sanctioning guidelines have now been established that will provide for consistency in adjudication. For example, non-consensual intercourse will result in multi-semester probation to expulsion, with expulsion the norm. Aggravating factors (use of force or weapon, multiple perpetrators, etc.) would also impact the sanctions. In the past, for various reasons, offenders were not typically expelled, but that has changed now, with two recent offenders having been expelled. A new committee, chaired by Past President Lawrence, is currently considering what types of sanctions should be imposed when expulsion has not been

recommended. The committee's report is expected at the end of the semester. The six-point plan also calls for survivors to be supported. To that end, significant institutional funding has been added to the Sexual Assault Nurse Examiner program. These are the nurses who collect evidence if the victim consents to have this done. The nurses also serve as the gateway to the entire support system. Under consideration at this time are methods of providing long-term support to survivors and training needed to better support survivors.

Improving prevention and education is another focus of the six-point plan. Several staff members have been added to the Women's Resource and Action Center and the Rape Victims' Advocacy Program to provide training to students. Bystander intervention training has been very successful nationwide and is quickly becoming the norm. This training has already been offered to thousands of students on campus with more scheduled to receive it. Students are also being trained to serve as co-facilitators of the training programs. Improving communication is another goal of the six-point plan. Improvements have been made to websites so that information can be located more easily, and the language of the timely warnings has been revised. The sixth point of the plan is to invest more resources in all of the other efforts, and this has been done.

Addressing the issue of what faculty members can do to assist in the university's efforts, Vice President Rocklin commented that the first thing they should be prepared to do is to *believe* a student who comes to them with a disclosure of a sexual assault. The faculty member can then direct that student towards the support system on campus that can help. He added that in some contexts, faculty members can engage students in discussion of this issue. He commented that students are looking to faculty members and others on campus for a model of how to understand this issue. He also encouraged faculty members to consider joining the Anti-Violence Coalition.

In response to a question, Vice President Rocklin indicated that the bystander training is offered during the three-day *On Iowa!* program, in which most new students participate just prior to the start of fall classes. Professor Treat, who studies sexual aggression on college campuses, cautioned that bystander training alone is not sufficient to reduce the number of incidents of sexual aggression on campus. Risk management and awareness-raising strategies are other options that could be utilized. She advocated encouraging the difficult conversations that would lead to a more comprehensive approach to prevention. Vice President Rocklin responded that the university does not plan to rely solely on bystander intervention programs to solve this problem, but commented that risk management is a complicated issue. Professor Treat also observed that here, as on other campuses, efforts to reduce incidents of heavy, episodic drinking, are largely independent from efforts to prevent sexual aggression. She urged that those two efforts be more integrated, in spite of the challenges, in order to achieve the desired result of a reduction of the number of incidents of sexual aggression on campus. Vice President Rocklin commented that, while those two efforts have not thus far been programmatically integrated, the success the campus has had in reducing binge drinking has led to a safer environment overall. Past President Lawrence commented that her Sanctioning Committee may well recommend integrated interventions.

A senator questioned whether enhanced use of technology, such as an application to summon emergency assistance, has been considered in preventing sexual assault. Vice President Rocklin responded that this type of technology is being considered, but would not necessarily be useful in all circumstances. He observed that safety apps can provide a sense of security without significantly increasing one's safety. Professor Wilder asked for clarification of *affirmative consent*. Vice President Rocklin responded that, as each new activity arises, one is responsible for making sure that one's partner wishes to engage in that activity. Ideally, this confirmation would be verbal. He added that, if someone is accused of committing sexual assault under the university's policy, the accused should have a good answer when asked, *what made you think that was okay?* Returning to the issue that victims are not required to report sexual assaults to law enforcement, Vice President Bohannon asked if the same option existed in university policy for other crimes, such as shootings, stabbings, etc., and if not, then why not? Vice President Rocklin responded that the difference for sexual assault has to do with giving power back to victims, to decide how they want to respond. Vice President Bohannon observed that the same argument could be made for victims of other kinds of crimes. Vice President Rocklin commented that this is an ongoing conversation. Ms. DiCarlo added that some information about the sexual assault could be reported to law enforcement in order to determine if there is a pattern of crime on campus or if there is imminent danger to the campus.

- *Theme Semesters (Linda Snetselaar, Associate Provost for Outreach and Engagement)*  
Associate Provost Snetselaar indicated that she would give an overview of the activities of her office, in addition to presenting information on Theme Semesters. She explained that the pillar of the strategic plan that she is involved in relates to *Better Futures for Iowans*. Her office explores various ways that the university can be engaged with Iowans across the state. The office is developing a website that will be made as user-friendly as possible for community partners and will serve as a portal for all UI outreach programs, events, and topics. The website will have a soft launch in the spring and a public launch next fall.

Associate Provost Snetselaar went on to describe various outreach and engagement projects and programs. Over the past five years, the Iowa Initiative for Sustainable Communities has already provided many opportunities for faculty, staff and students to engage with 14 communities throughout the state. The initiative has generated about 30 projects per year. Potential partnerships with the regional Iowa Resource Conservation & Development Councils will expand opportunities even further. Projects carried out through these partnerships are expected to last for about three years, the length of time needed to ensure the sustainability of a project. The university has also begun working with the Iowa Department of Cultural Affairs and the Iowa Arts Council; both agencies may assist the university in replicating models of successful projects throughout the state through the Resource Conservation & Development Councils. One such project involves fostering children's involvement in the creative arts, an effort which was initiated in Davenport.

Faculty can present on a topic related to their research or teaching at the Hawkeye Lunch and Learn monthly lecture series, which is free and open to the public. The lecture series began in Des Moines, but is branching out to other communities. *Food for Thought*, the first Theme Semester, will take place in spring 2015. About 30 different courses focusing on various aspects

of food will be offered in a range of disciplines. Approximately 50 activities, including research and service projects, involving faculty, staff, students, and community partners, are planned. Among the topics for upcoming theme semesters are the internet and civic engagement/civil justice.

- *Update on TIER Efficiency Review (Mark Braun, Transformation Project Manager for the TIER Study/Chief of Staff and Vice President for External Relations, Office of the President; Laura McLeran, Assistant Vice President for External Relations, Office of the President)*

Mr. Braun thanked the Senate for inviting him to talk to them about the Transparent, Inclusive Efficiency Review (TIER) that the Board of Regents, State of Iowa has undertaken. As background to his update, Mr. Braun commented upon the many competing factors at work in the higher education landscape. These factors range from the escalating costs for university attendance to technology advances impacting how education is delivered. The members of the Board of Regents have decided to take a proactive approach to these new challenges. TIER is an academic and administrative review intended to help the Regents universities operate more efficiently and effectively. The long-term vision of TIER is to make Iowa a higher education destination by raising the quality of Iowa's public universities while containing costs. TIER is a multi-stage process which began last spring when the Board contracted with Deloitte Consulting to initiate an assessment of potential opportunities. By the end of Phase I, 17 opportunities had been identified. In Phase II, business cases based upon these 17 opportunities were developed after further examination. There are five academic business cases and 12 administrative business cases.

Ms. McLeran reminded the group that an extensive effort, through town hall meetings, the TIER website, etc., was made to gather feedback from the campus community throughout the review process. She noted that the five academic business cases have been temporarily put on hold. Turning to the list of the 12 administrative business cases, she gave a brief description of each one. The one sourcing and procurement business case involves strategically sourcing targeted spend categories. This may also include more joint purchasing and standardization of purchases. There are four cases related to information technology. These include pooling of IT services such as server management and user support, help desk and network management; restructuring central IT; creating a Chief Information Officer council among the three institutions to look for future opportunities for standardization; and modernizing IT infrastructure, for example, reducing the number of desktop printers in favor of multi-user printers and phasing out some less-heavily used desktop computers in favor of virtual desktops. The one finance business case calls for a shared services model for some financial transactions such as travel reimbursements and procurement card reconciliation.

The two human resources business cases also call for a limited amount of shared services, thereby consolidating some functions, and for the establishment of clear guidelines for professional and scientific search committees. The two facilities management business cases are not specific to UI, but include limiting building usage in the evenings and in summer at UNI and reducing energy consumption through enhanced energy management at UNI and ISU. The two student services business cases create a central application portal for students who wish to apply

to all three institutions and standardize the Regents Admissions Index calculation when class ranking is not available.

Turning to the academic business cases, Ms. McLeran indicated that the two strategic space utilization cases involve creating a comprehensive classroom scheduling policy that maximizes classroom capacity and assessing opportunities to remove unneeded offerings by developing an efficient scheduling model. The organization excellence academic business cases call for cost-effective delivery of student learning outcomes and the creation of an institutional research office. The student success business case improves access to education for place-bound students through distance learning. Ms. McLeran concluded by indicating that four of the administrative business cases have already been approved: the sourcing and procurement case, the two student services cases, and the human resource case regarding search committees. The remaining eight cases are still under review. The Board plans to take action on these eight business cases at their November 14 meeting.

Mr. Braun indicated that three of the academic business cases were being handled by KH Consulting. However, because of the newly-extended timeline of the review, KH is no longer able to be involved. A search for a new consulting firm is underway. Another consulting firm, Ad Astra, is working on the two strategic space utilization cases. He commented that the third phase of the review process is implementation. It is not yet certain at this time which business cases might require the assistance of a consultant to implement and which cases the universities could implement on their own. Mr. Braun added that some of the cases will require an up-front investment by the institutions in order to carry out implementation and that it may be some time before cost savings are achieved.

Professor Wilder asked what input faculty would have to ensure that meaningful outcome metrics are developed, so that we know that productivity has improved. Mr. Braun responded that implementation working groups, to include those on both ends of service provision, would be formed to develop methods for measuring these outcomes. He further commented that, for example, in the case of eliminating some desktop printers in favor of communal print stations, a study would need to be made if the time needed to walk to the print station does or does not detract from productivity. Professor Wilder then asked what the likelihood would be for the university to take responsibility for implementation without the assistance of a consultant, given the university's proven ability to optimize situations and respond to significant challenges. Mr. Braun commented that the institutional presidents had collectively agreed that the universities could handle implementation of some of the business cases on their own, while other cases might require outside help. Ms. McLeran pointed out that the review timeline had been very aggressive, but in response to feedback from the campuses, the review process was considerably slowed down by the Regents. She stressed that it is important for any concerns to be expressed as completely as possible to the Regents and that the Regents have demonstrated that they will take those concerns into serious consideration. Professor Wilder asked what the likelihood was of Deloitte obtaining the implementation contract and how conflict of interest would be avoided. Mr. Braun indicated that no decisions have been made yet regarding implementation.

Professor Mallik observed that attention to the details encountered during implementation is crucial. For example, increasing class sizes in order to maximize space utilization may impact

the quality of education. Or, given the very different needs of each university, standardizing IT systems, while perhaps saving money, may be counter-productive or even harmful. Mr. Braun concurred. He added that plans for maximum space utilization would need to be dynamic, evolving with each semester. Regarding IT, he commented that the needs of each institution would be addressed individually. However, there are a few items, such as back-up software for servers, which could be standardized across the three institutions. He encouraged faculty to play an active role in implementation, so that they can provide feedback on these types of issues. Professor Mallik cautioned that concern with cost savings not be allowed to impede the university's core missions of teaching and research. Noting that the business cases totaled 17, Professor Caplan asked how many additional business cases, if any, were rejected by the Regents. Mr. Braun responded that over 100 opportunities were identified in the first phase of the review.

Based upon past experiences working with consultants, Professor Murry expressed concern about outside consultants who may think they know more about an organization than the people who actually work there do. Mr. Braun responded that the cost savings estimates provided by Deloitte were based on the information that they had available to them from the universities. Implementation of the business cases will require extensive input from faculty and staff at each campus. Implementation plans will differ among the institutions. Professor Gillan recalled hearing Board President Rastetter indicate that savings achieved at each institution would remain within that institution. Referring to Mr. Braun's comment that some of the implementation plans necessitate large up-front costs, he asked if the Regents would be covering those costs on behalf of each university, especially since it is uncertain if significant savings would actually be realized. Mr. Braun responded that if, early in the implementation phase, initial calculations do not indicate significant savings in the long term, then the changes will not be made.

- *Executive Session: Update on Performance-Based Funding (Peter Matthes, Interim Chief of Staff and Vice President for External Relations/Director of Federal Relations)*

Professor Campo moved and Professor Snyder seconded that the Senate move into closed session, with Professor Fumerton, Chair of the Faculty Senate Rules and Bylaws Committee, invited to join the group. The motion carried unanimously.

Mr. Matthes gave an update on performance-based funding and then answered questions from senators.

Professor Gillan moved and Professor Campo seconded that the Senate move out of closed session. The motion carried unanimously.

- *Proposed Change to Council on Teaching Membership (Shelly Campo, Community and Behavioral Health, Chair of Council on Teaching)*

Professor Campo explained that the Council on Teaching, the charter committee dedicated to examining teaching issues, does not currently include a lecturer among its membership, in spite of the important role that lecturers play in the university's teaching mission. The committee membership is made up of faculty (who can be tenured, tenure-track or clinical-track), staff, graduate students and undergraduate students. The Council on Teaching is also



responsible for selecting recipients of various campus teaching awards; lecturers are eligible to be nominated for some of these awards. For these reasons, the committee members have decided that a seat for a lecturer should be incorporated into the Council on Teaching charter. While it would be possible for a lecturer merely to sit in on meetings of the committee and participate in discussions, the Council on Teaching members felt that the lecturer should have the right to vote. Professor Campo indicated that the Council proposed to alter the language in their charter regarding faculty membership to state that, instead of *eight* faculty members, *nine* faculty members, *which must include one lecturer*, would be appointed to the Council.

Professor Fox moved and Professor Mallik seconded that the modification to the charter of the Council on Teaching allowing a lecturer to serve be approved. The motion carried unanimously.

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

V. Announcements

- The inaugural State of Research address by Dan Reed, Vice President for Research and Economic Development will take place on Monday, November 10 at 5:30 pm in the Art Building West Auditorium (Room 240). A reception will follow in the ABW atrium. Vice President Reed will present an address titled, *Iowa: A Great Public Research University*. Seating is limited, so please register to attend at: <http://research.uiowa.edu/impact/news/state-research-address-be-held-november-10>.
- The annual Faculty Senate/Iowa City Area Chamber of Commerce legislative reception will be held on Wednesday, December 10, 4:30-6:00 pm in the rotunda of the Old Capitol. Please mark your calendars and plan to attend.
- The next Faculty Council meeting will be Tuesday, November 18, 3:30-5:15 pm, University Capitol Centre 2390.
- The next Faculty Senate meeting will be Tuesday, December 2, 3:30 – 5:15 pm, Senate Chamber, Old Capitol.

VI. Adjournment – Professor Gillan moved and Professor Snyder seconded that the meeting be adjourned. The motion carried unanimously. President Thomas adjourned the meeting at 5:15 pm.