FACULTY SENATE
Tuesday, October 29, 2019
3:30 – 5:15 pm
Senate Chamber, Old Capitol

MINUTES


Guests: J. Anthony (Governmental Relations Committee), G. Barta (Athletics), J. Garfinkel (Funded Retirement and Insurance Committee), J. Troester (University Human Resources), C. Westlake (Office of Governmental Relations), R. Williams (Office of the Ombudsperson), L. Zaper (Faculty Senate Office).

I. Call to Order – President Daack-Hirsch called the meeting to order at 3:30 pm. She requested that senators move into the center section of seating and that all others move into the side sections. She indicated that some materials distributed to senators were placed on the center seats only.

II. Approvals
A. Meeting Agenda – Professor Lehan Mackin moved and Professor Glass seconded that the agenda be approved. The motion carried unanimously.
B. Faculty Senate Minutes (September 17, 2019) – Professor Foley Nicpon moved and Professor Lehan Mackin seconded that the minutes be approved. The motion carried unanimously.
C. Committee Appointments (Joe Yockey, Chair, Committee on Committees)
• Maxwell Lei Geng (Chemistry) to fill the unexpired term of Jay Christensen-Szalanski (Management & Organizations) on the Financial Aid Advisory Committee, 2019-20
• Waltraud Maierhofer (German) to fill the unexpired term of David Gooblar (Rhetoric) on the Faculty Senate, 2019-20

Professor Glass moved and Professor Lehan Mackin seconded that the committee appointments be approved. The motion carried unanimously.

III. New Business
• Postcard Campaign (Jerry Anthony, Chair, Faculty Senate Governmental Relations Committee and Associate Professor, Urban & Regional Planning and Casey Westlake, Constituent Relations Specialist, Office of Governmental Relations)

Professor Anthony reminded the group that the Faculty Senate's Governmental Relations Committee is charged with developing and improving the faculty's relationship with all governmental bodies. He explained that the postcard campaign is an opportunity to inform legislators about the outstanding work that UI faculty are doing and how it has a positive impact on the state. Ms. Westlake directed senators to the postcards that had been placed on their seats. She suggested that senators originally from Iowa could write to their hometown legislators, instead of to the Johnson County and neighboring county legislators. Past President Ganim asked what the response to the postcards had been in previous years. Ms. Westlake indicated that the response had been positive. Since the postcards are received prior to the legislative session, they serve to focus attention on the university even before the session begins. This is a chance to thank our legislators for their past advocacy for the university, as well as to show how individual faculty members contribute to the university's mission of student success, research and discovery, and engagement. Senators were given several minutes to fill out the postcards and then Ms. Westlake collected them for mailing by her office.

• Office of the Ombudsperson Annual Report (Rachel Williams, University Ombudsperson and Associate Professor, Gender, Women's & Sexuality Studies and Art & Art History)

Professor Williams began her presentation by explaining that the Office of the Ombudsperson is confidential, neutral, informal, and independent. Turning to some statistics from the annual report, she noted that the Office had received 753 visitors during the 2018-19 academic year, the highest number of annual visitors since the Office opened in 1985. Among these visitors, 46% were staff, 30% were students, 19% were faculty, and 5% were “other” (patients, visitors, parents, etc.). Professor Williams indicated that the Ombudspersons code complaints according to criteria established by the International Ombudsman Association. Relational conflicts accounted for a majority of the complaints last year; 48% of complaints involved evaluative relationships and 15% involved peer relationships. Other complaints involved career/academic progression, policy violations, safety/health/environment, services/administration, organizational issues, values/ethics/standards, and compensation/benefits. Professor Williams continued, commenting that employees in an evaluative role who anticipate conflict with employees they supervise can request a consultation with the Ombudspersons to talk through the issues they are encountering. Last year the Office conducted 101 consultations.
The Office has been monitoring complaints of disrespectful behavior for a number of years. Last year, disrespectful behavior was a component of 30% of the complaints that the Office received, down from 31% the previous year. The Office also monitors for perceived organizational risks; last year, 71% of complaints involved a potential organizational risk. The greatest perceived risk was loss of productivity at 36%. Other perceived risks included policy violations, turnover, grievance, safety, litigation, and negative publicity. Turning to visitor demographics, Professor Williams noted that women and racial/ethnic minorities comprise a disproportionate number of visitors to the Office compared to their presence on campus. The Office conducts a number of outreach events. Last year, 39 presentations and 68 workshops, for a total of 2,200 participants, were held.

Each year, the annual report highlights issues or trends that have been particularly troubling to the Ombudspersons. This time, the report singled out campus change and effective leadership. Professor Williams commented that the many changes occurring on campus in the last few years can be stressful and that the university may not have adequate change management services to help employees struggling with change. Also, one of the biggest challenges for successful campus leaders is learning to deal with conflict. The Office is advocating for enhanced resources and training for campus leaders as they confront and manage conflict. Professor Williams then pointed out the Office’s new tagline, No problem too big or too small. Let’s talk! She encouraged senators to contact the Office with any concerns. Professor Treat expressed appreciation for the work of the Office. She asked if complaints were coded to identify issues related to the transition from diversity to diversity, equity, and inclusion. Professor Williams responded that there are sub-codes, not illustrated in her slides, for this important issue.

- Health Benefits and Funded Retirement and Insurance Committee Update (Jon Garfinkel, Faculty Co-chair, Funded Retirement and Insurance Committee and Professor, Finance and Joni Troester, Assistant Vice President, Total Rewards, Human Resources)

Professor Garfinkel explained that the Funded Retirement and Insurance Committee (FRIC) provides guidance and advice, and serves as the faculty and staff voice, to the President and his Cabinet as decisions are being made about the benefits offered to faculty and staff. The committee is comprised of seven faculty members and seven staff members. Nancy Davin serves as the staff co-chair. Assistant Vice President Troester and Director of Benefits Rebecca Olson work closely with the committee. Professor Garfinkel went on to explain that, in a typical year, FRIC would recommend health insurance premiums for the coming year, monitor developments with the Affordable Care Act for impact on our benefits, and analyze usage of the health plans to help determine costs going forward. Last year, in addition to those tasks, FRIC was involved in a number of other efforts, including a process conducted by Human Resources to verify dependent eligibility. Also, several members of FRIC liaised with the Health Benefits Advisory Group, created to explore offering a second health insurance plan. This second health insurance plan, UI Select, will be implemented in 2020. Another task FRIC undertook this past year was to migrate specialty prescriptions into UIHC from various other locations. And, FRIC engaged in discussions regarding the shape of the Level 1 provider network, due to the loss of providers around the state. Professor Garfinkel, as faculty co-chair, liaised between FRIC and the newly-
formed Investment Review Committee, which provides fiduciary oversight of our retirement plans.

Professor Lehan Mackin requested clarification of the reason for the dependent eligibility verification process. Assistant Vice President Troester indicated that the verification process was a recommendation from an internal audit, following best practices. Professor Nikolas asked whether efforts would be made to assess faculty and staff satisfaction with the recent changes made to health care coverage going forward. Assistant Vice President Troester responded that FRIC will consider an assessment at a future meeting. She added that FRIC is currently focused on assessing the Level 1 provider network. Professor Carlson commented that he had reviewed both plans and that in his view, the new plan, UI Select, is better for employees who do not anticipate any health care expenses, while the existing plan, UI Choice, is better for employees who do anticipate health care expenses. He expressed concern that eventually, once the two pools are established, rates for the two plans will reflect the health status of the pools, i.e., lower rates for UI Select and much higher rates for UI Choice. Assistant Vice President Troester indicated that a new rate-setting process has been established for 2020. The university will be viewed as one risk pool, taking into account claims experience, actuarial value, plan design, migration factors, etc. Rates will then be set not based on the volatility of just claims experience in each plan, but based on the totality of the risk pool and the difference in terms of actuarial value. The intent is to stabilize the rates and not make each family status stand on its own.

Professor Steelman asked if the retiree pool was included in the university risk pool. Assistant Vice President Troester responded that the retiree pool is required to stand alone. However, the same methodology is used to set the rates. Professor Nisly requested clarification about out-of-state coverage in UI Select, for example, for children attending college outside of Iowa. Assistant Vice President Troester indicated that this type of coverage falls under Level 3 coverage, which in UI Select is by exception only. Emergency care is one exception, but otherwise, one must obtain a guest membership in UI Select through Wellmark to cover a family member who permanently resides out of state, so that the family member can utilize out-of-state care at Level 2 rates. There is a link on the UI Benefits website to the application for guest membership.

Vice President Yockey asked if any premium caps for year-to-year increases for the different family statuses were anticipated going forward. Assistant Vice President Troester responded that a need for premium caps was no longer anticipated, because the different family statuses will no longer be standing alone. President Daack-Hirsch commented that, although there is some information about choosing a plan on the Benefits website, this information is general. It would be helpful if an employee could choose a plan based on an analysis of that employee’s previous health care usage. Assistant Vice President Troester suggested that employees could meet one-on-one with benefits specialists for individualized assistance. She added that a printout of usage history from the Wellmark website would be very helpful during a one-on-one meeting. Professor Foley Nicpon asked if the number of employees moving to the new plan was being tracked. Assistant Vice President Troester indicated that it was; thus far, about 12% of those who have already completed their benefits enrollment have moved to UI Select. Final data
will not be available until the new year. This data will be reported to FRIC at its February meeting.

Past President Ganim asked for details regarding how the new plan option has been communicated to employees. Assistant Vice President Troester noted that a mailer recently went out to all faculty and staff at their home addresses. Informational sessions were held earlier this month; departments and units can still request a session for their employees. Individual meetings with benefits specialists are still available by request. The Benefits website remains a robust source of information. Professor Merryman expressed concern about lower-income, single employees moving to UI Select because of the zero cost-share premium, which previously was a feature of UI Choice but no longer is. She asked if this specific type of migration would be tracked. Assistant Vice President Troester responded that migration for each family status will be tracked, but it would be difficult to discern motive for each migration.

- **Gary Barta, Athletics Director**

  Director Barta began his presentation by noting that the graduation success rate of UI student athletes last year was 90%. The six-year graduation rate, compared to the general student body, was 73%. Student athletes in recent years consistently graduate at or above the rate for the overall student body. The Athletics Department finished last year with a balanced budget. The department, since 2007, has not received any general fund money or student fees. In fact, Director Barta commented, for the past three years the department has contributed $2 million back to the university each year. He and President Harreld have used part of those funds in an effort to attract and retain minority faculty members. Budget-wise, the UI Athletics Department is seventh in the Big Ten. While not the biggest program, it is financially stable and well resourced. Turning to the athletic accomplishments of our student athletes, Director Barta noted that many of our athletic teams have experienced great success in recent years. The football team won a bowl game last year. The women’s basketball team made it to the “elite eight” and earned a Big Ten tournament championship; Lisa Bluder was named women’s basketball coach of the year and Megan Gustafson was named national player of the year. There were national champions in wrestling and women’s track. The men’s track team won the Big Ten championship. Men’s basketball, field hockey and rowing had outstanding seasons. Soccer, field hockey, and football are all performing well so far this season.

  Because the Athletics Department is housed on the other side of the river, Director Barta commented, it can seem isolated from the rest of campus. However, Athletics staff work hard to integrate the department into the university. High-level Athletics administrators have direct reporting lines to central administrative officers, for example. Turning to the national collegiate athletics scene, Director Barta observed that there have been a number of lawsuits involving other institutions recently over “pay-for-play.” This model would treat student athletes as employees. Director Barta indicated opposition to this model and stated his strong preference for the collegiate model, in which student athletes do not receive financial compensation for participating in sports on campus. Other issues in the national news involve eligibility of student athletes who transfer to play during their first year on a new campus; cost of attendance (expenses student athletes incur that are not covered by scholarships); medical support (UI already has high standards for this); and “name, image, and likeness” (compensation for student
athletes by the university when these are used in marketing by their athletics programs). Regarding this last item, Director Barta pointed out that there would be some unintended consequences if this were to become standard practice, for example, Title IX issues (involving equal opportunities for women) and potential illegal attempts by team boosters to entice high school students to enroll in specific universities. Director Barta reiterated that, as a first-generation college student himself and the recipient of an athletic scholarship, he remains a firm believer in the collegiate model.

Before answering senators’ questions, Director Barta mentioned that the Kinnick north end zone has been renovated and that the Finkbine golf course will soon have a new club house with a restaurant. Both of these projects were completed with donor funding. Professor Lehan Mackin brought up the recent legalization of sports betting in Iowa and asked how student athletes would be protected. Director Barta responded that this is a concerning issue and his department is educating student athletes about it. The Big Ten has hired an integrity services company, which monitors betting lines for suspicious activity. Professor Wright asked if UI would lose a competitive advantage to institutions that permit student athlete compensation for name, image, and likeness (NIL). Director Barta anticipated that eventually there would likely be a national solution for NIL, because no state would want to be at a disadvantage. Professor Wright expressed concern about exploitation of young black athletes who are not allowed to profit from NIL. Director Barta emphasized that full-scholarship, out-of-state UI student athletes, even if not compensated for NIL, receive a tremendous amount of benefits here, including outstanding academic and medical support, along with great coaching and facilities. In conclusion, Director Barta commented that faculty members generally fall into one of three categories: strongly supportive of athletics, indifferent to athletics, and highly skeptical of the presence of athletics in higher education. Director Barta indicated that it was his hope that this last group of faculty members would at least come to appreciate that the athletics enterprise at UI is managed well and therefore is a credit to the institution.

- **Endorsement of UISG and GPSG’s resolution: A resolution that acknowledges the past one hundred years of student governance at the University of Iowa (Sandy Daack-Hirsch)**

Professor Lehan Mackin moved and Professor Foley Nicpon seconded that a resolution that acknowledges the past one hundred years of student governance at the University of Iowa be approved. The motion carried unanimously.

President Daack-Hirsch noted that the Faculty Senate has been in existence only since 1967, although the Faculty Council was created about 20 years prior to the Senate.

- **Specialized Committees Post-UI Strategic Plan (Russ Ganim)**

President Daack-Hirsch informed the group that Past President Ganim had given a presentation at the Faculty Council/Administrative Retreat back in August about university committee structure following the implementation of the most recent strategic plan. The Senate officers felt that senators would benefit from hearing about university-wide governance structures outside of the Senate and the charter committees. Past President Ganim began his presentation with the Strategic Planning Development Group, consisting of about 20 members.
This group was active in 2015 and 2016 and created the 2016-21 strategic plan for the university. There is a sense across campus that the current plan is working relatively well, and the next strategic plan will likely be a revision, rather than a re-make, of the current one. Past President Ganim stressed that recent budget decisions, resource allocation, and revenue generation are directed towards implementing the current plan.

Past President Ganim continued, noting that following the adoption of the 2016-21 strategic plan, the Strategic Initiatives Team (SIT) and the Operations Team (OT) were created to implement the plan. However, these teams were relatively short-lived. The Strategic Initiatives Fund, which grew out of the SIT and OT effort, also did not last long, mainly because it was perceived as a “dash for cash.” The proposals submitted to the Fund were of uneven quality and not always related to the strategic plan. Subsequently, the central administration created Path Forward in a more successful effort to foster initiatives and implementation related to the strategic plan. Path Forward has two components. The first is a steering committee, headed by Provost Fuentes and Senior Vice President for Finance and Operations Lehnertz. The second component is a group of subcommittees, or working groups, that focus on aspects of the strategic plan: student success, research and discovery, outreach and engagement, and diversity, equity, and inclusion. These work groups have been meeting since 2017.

After the strategic plan was implemented, a new budget model was developed. This new, university-wide budget model is a hybrid between a centralized model in which resources are doled out to colleges by central administration and a responsibility-centered-management model, in which units generate revenue and then reallocate resources. The goal of this new budget model is to create more transparency for the budgeting process. The Budget Review Board (BRB), a large group made up of shared governance representation, the deans, the vice presidents, and other central administrators, was formed in 2017. The BRB looks at proposals from central administrative services. The BRB distinguishes between the colleges, which generate revenue through tuition, and central services (central administrative offices, IT, etc.), which do not generate their own revenue but still need resources. These service units make petitions to the BRB for resource allocations from the colleges. Under the new de-centralized budget model, the colleges now have more autonomy with respect to revenue generation and resource allocation, Past President Ganim pointed out.

In order to determine the financial standing of the central administrative offices and assess their service contributions to the university, central services review committees were then established, one to review each of the central administrative offices. These review committees evolved into central services advisory committees to help the central administrative offices develop petitions to the BRB. The BRB meets three times per academic year to consider petitions and allocate resources. Faculty and administrators, as members of the BRB, are both involved in this shared governance process. Although the intention is to be transparent, it is likely that many faculty members are not fully aware of this structure and process and therefore, more communication is probably needed.

Turning to various other recent committees and task forces, President Ganim explained that a separate initiative, the 2020 Task Force, was created by former Provost Butler to look at
possible re-organizing of colleges and other units across campus. There was considerable concern among College of Liberal Arts and Sciences faculty that the task force would recommend that CLAS be broken up. However, in its second phase, the task force moved away from consideration of re-structuring towards a more general, long-range planning exercise, with no recommendations for collegiate dismantling. Other recent initiatives have included a diversity, equity, and inclusion (DEI) action plan that was generated following a campus climate survey. A Path Forward working group is now prioritizing which DEI initiatives to implement. Regarding facilities on campus, the Campus Development Team was created last year to enhance communication between shared governance, including the charter committees, and the Office of Finance and Operations. The Team looks at space utilization and facilities prioritization in a very intentional manner. Former Interim Provost Curry created the Provost's Investment Fund earlier this year to distribute seed money to various projects that can advance key components of the strategic plan.

In concluding his presentation, Past President Ganim indicated that the goal of all of these initiatives has been to increase transparency and engagement and to improve working relationships between faculty and administrators across campus. The initiatives have also tried to foster more thoughtful decision making. Enhanced communication and coordination have resulted, but interaction can always be improved. One drawback to the new committee structure is that some duplication and overlap has occurred with existing committees, such as the charter committees. In some cases, there has been complementarity. Moving forward, Past President Ganim indicated, we must also find a balance between elected shared governance and appointed shared governance. The faculty members on the new committees have been made up of appointees, rather than elected representatives, although the Faculty Senate officers have had a role in identifying some of the appointees. Finding an equilibrium between the new and the existing committee structures will be an ongoing process.

• **President’s Report (Sandy Daack-Hirsch)**

President Daack-Hirsch reported that University Human Resources is working with partners across campus to develop a required training program for all faculty and staff with supervisory responsibilities to ensure that university policies are implemented, and consistently and equitably applied. This effort reflects the findings of the recent employment practices review, as well as feedback from the Working at Iowa and Campus Climate surveys. The goal is to have a new training program designed this fall, so that the approximately 3,000 faculty and staff who supervise other employees can complete the training soon. This training is not for DEO’s or more senior administrators, but for those below the DEO level who supervise staff and faculty, in labs or programs, for example. The training will focus on key components of creating equitable and inclusive teams, engaging employees to maximize performance, deploying best practices through performance management and coaching, and reviewing university policies, procedures, and resources. Several faculty members have been involved in this initiative: Jeff Banas (Dentistry) serves on the steering committee, Laurie Croft (Education) is assisting with online course development, and faculty from the Department of Management and Organizations in the Tippie College of Business are involved in reviewing the training content.
Shared governance leadership is involved in reviewing the new stun gun legislation and its impact on the campus. Faculty Council recently had a robust discussion about the impact of this legislation on faculty in the classroom. President Daack-Hirsch indicated that she is working with her shared governance counterparts and with Director of Public Safety Scott Beckner and Vice President for External Relations Pete Matthes on a frequently-asked-questions document and a best practices document for the classroom. She noted that student leaders have expressed concern that students with stun guns would have a false sense of security and would not practice other safety measures.

Another issue that the Senate officers have been asked to address is the use of student university identification cards for voting purposes (currently these cards are not valid for voting purposes because they do not have a date of expiration). Student shared governance leaders are working actively with administrators and local government officials to remedy the situation, which also involves proof-of-residency issues. Student leaders have expressed satisfaction with the progress made so far, President Daack-Hirsch indicated; the university will generate a proof-of-residency document for students who live in the residence halls, while temporary university identification cards with an expiration date will be created to be displayed in conjunction with existing university identification cards. In the future, permanent student university identification cards with an expiration date will likely be created.

The Senate plans to continue hosting faculty at the Thursday Nights at Hancher, on the fourth Thursday of each month, beginning again in January.

Several searches are underway. Candidates for the dean of the College of Engineering have been visiting campus. Interviews will begin next month for the dean of International Programs. An announcement is expected soon regarding the new associate provost for faculty. A new search committee has been formed for the Vice President for Student Life, a position that will be filled internally.

President Daack-Hirsch noted that the student governance groups have passed a resolution on climate change. The Senate officers are working with the Charter Committee on Sustainability to draft a similar resolution for the Faculty Senate to vote on in December. Staff Council is working on a similar resolution. Also, interested faculty, staff, and students (including members of the Charter Committee on Sustainability) will meet with administrators this week to begin reviewing the university’s current sustainability plan and discussing a future plan.

President Daack-Hirsch reminded the group that Faculty Senate passed a revised version of the Catastrophic Leave Donation policy at the September 17 meeting. The revised policy would allow employees who do not accrue vacation to accept donated vacation time from other employees who do accrue vacation. This is the first step in a process to expand access to leave for catastrophic illnesses or injuries. President Daack-Hirsch stated that she felt strongly that this is an important faculty issue, affecting faculty at all levels and in all tracks. President Daack-Hirsch explained that, currently, non-vacation-accruing faculty members who do not have enough sick leave accrued to span the ninety-day waiting period for long-term disability leave would need to take time off without pay during this interim period. Employees who do accrue vacation, however, can receive donations of vacation time from other vacation-accruing employees to
span this interim period. This initial step of increasing the number of employees who can receive donations of vacation leave is crucial to any further catastrophic leave policy enhancements.

President Harreld has approved the revised policy and it will now move on to the Board of Regents for consideration at their November meeting. President Daack-Hirsch emphasized that we cannot stop with this one policy revision, because although the number of employees who can receive donations will now increase, the number of hours available to donate will not. The next step in this process will be to look into what types of leave can be donated (sick leave, accrued but unused vacation leave). The university must operate within the policies for leave described in the state code (Iowa Code 63.19(8A) and 70A.1), however. President Daack-Hirsch indicated that a positive working relationship on this issue has been established with university administration and the Board of Regents and that she is optimistic about future progress.

Professor Jung asked for a definition of catastrophic in relation to the policy. President Daack-Hirsch explained that this term refers to an illness or injury that a physician deems would prevent a person from working for 30 or more days. Professor Jung then asked if leave could be donated for use as parental leave. President Daack-Hirsch responded that this is a separate issue that could also be explored. A senator asked if a progression has been established for moving towards a bank for sick leave, a proposal for which some faculty members have begun strongly advocating. President Daack-Hirsch indicated that, while this idea is appealing, a sick leave bank is not allowed under current state code, but in the future we could work toward a legislative solution for revising the code on this issue. Meanwhile, we are exploring all possible avenues now available to us to increase access to leave. In response to a comment, President Daack-Hirsch explained that a Faculty Senate committee had worked on this issue over the summer and decided that an incremental approach was best, given the current prohibitions in the state code. Professor Kletzing wondered why faculty do not accrue vacation. This is not unique to UI, but seems to be a common practice across universities. President Daack-Hirsch responded that it was unclear why nine-month faculty do not accrue vacation, but that the issue could be explored, especially since allowing nine-month faculty to accrue vacation time would help solve various leave issues.

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

V. Announcements
   • The next Faculty Council meeting will be Tuesday, November 19, 3:30-5:15 pm, University Capitol Centre 2390 UCC.
   • The next Faculty Senate meeting will be Tuesday, December 10, 3:30-5:15 pm, Senate Chamber, Old Capitol.

VI. Adjournment – Professor Foley Niepon moved and Professor Jung seconded that the meeting be adjourned. The motion carried unanimously. President Daack-Hirsch adjourned the meeting at 5:08 pm.