

FACULTY COUNCIL
Tuesday, October 11, 2022
3:30 – 5:15 pm
Executive Boardroom (2390), University Capitol Centre

MINUTES

Councilors Present: J. Achrazoglou, D. Anderson, A. Brian, R. Curto, L. Durairaj, N. Greyser, B. Janssen, T. Mangum, M. McQuistan, J. Sa-Aadu, A. Shibli-Rahhal, E. Welder.

Officers Present: E. Gillan, T. Marshall, A. Rodríguez-Rodríguez, C. Sheerin.

Councilors Excused: N. Brogden, J. Gutierrez, E. Hill, L. Joseph.

Councilors Absent: M. Santillan.

Guests: A. Chastain (Charter Committee on Diversity, Equity, and Inclusion), G. Katzer (*Daily Iowan*), T. Kulper (University Human Resources), W. Loney (Family Issues Charter Committee), K. Nabhan-Warren (Office of the Vice President for Research), J. Troester (University Human Resources), L. Zaper (Faculty Senate Office).

I. Call to Order – President Rodríguez-Rodríguez called the meeting to order at 3:30 pm.

II. Approvals

- A. Meeting Agenda – Professor Janssen moved and Professor Shibli-Rahhal seconded that the agenda be approved. The motion carried unanimously.
- B. Faculty Council Minutes (August 30, 2022) – Professor Mangum moved and Professor McQuistan seconded that the minutes be approved. The motion carried unanimously.
- C. Draft Faculty Senate Agenda (October 25, 2022) – Professor Mangum moved and Professor Curto seconded that the draft agenda be approved. The motion carried unanimously.
- D. Committee Appointments (Ed Gillan, Chair, Committee on Committees) – Professor Greyser moved and Professor Janssen seconded that the committee appointments be approved. The motion carried unanimously.
 - John Achrazoglou (Teaching & Learning) to replace Martin Kivlighan (Psychological & Quantitative Foundations) on the Faculty Council, Fall 2022
 - Polly Ferguson (Pediatrics) to fill the unexpired term of Saket Girotra (Internal Medicine) on the Faculty Senate, 2022-24

III. New Business

- *Charter Committee Updates (Amy Chastain, Faculty Co-chair, Charter Committee on Diversity, Equity, and Inclusion and Wendy Loney, Chair, Family Issues Charter Committee)*

President Rodríguez-Rodríguez explained that it has sometimes seemed that the Faculty Senate and Council do not have strong connections with the charter committees, a branch of shared governance whose membership is comprised of faculty, staff, and students. The Senate officers are seeking to strengthen those connections, beginning with the Family Issues Charter Committee and the Charter Committee on Diversity, Equity, and Inclusion, the chairs of which were invited here today.

Professor Chastain, faculty co-chair of the [Charter Committee on Diversity, Equity, and Inclusion](#), indicated that the committee was instrumental in the first campus climate survey that was distributed several years ago. The survey analysis and reports were the products of the committee, which also conducted numerous associated listening sessions. The committee more recently has carried out a review of peer institution policies regarding hiring and promotion practices related to diversity, equity, and inclusion (DEI). The committee's current initiative is a comprehensive review and assessment of DEI activity across campus, in an effort to identify where needs are being met, where activities are being duplicated, and where there are gaps that should be filled. Professor Chastain requested the assistance of Councilors in gathering information about committees and individuals involved in DEI work throughout the university. Councilors could send their information directly to her at amy-chastain@uiowa.edu. She noted that the Division of Diversity, Equity, and Inclusion is providing assistance to the committee for this project; however, there are many DEI efforts and initiatives underway and not all of them are known to the Division. Once a comprehensive list of DEI activity is established and maintained, it could serve as a resource for the campus.

President Rodríguez-Rodríguez noted that last year's co-chairs had indicated in the committee's annual report that they would like for student members of the committee to serve two-year terms (students currently serve one-year terms on all charter committees). Professor Chastain commented that two-year terms would provide some continuity for student members and allow them to follow through on long-term projects.

Ms. Loney, chair of the [Family Issues Charter Committee](#) (FICC), indicated that last year, the committee made two recommendations: *strengthen and enhance ongoing training and communication for the HR community in connecting employees (faculty and staff) with Faculty & Staff Disability Services* and *collaborate with owners of websites for Family Services, Benefits, and Faculty & Staff Disability Services to provide information on parental and family leave that is easier to discover and understand for all employees*. Ms. Loney reported that progress is underway on both of these recommendations, with ongoing training being provided to senior HR leaders and HR community members and with family leave scenarios being developed for posting on a dedicated website. She indicated that the committee will meet for the first time this year on October 25. A survey of issues that members might want to address included parental leave resources, work/life balance, and mental health, among other

topics. Ms. Loney concluded by noting that the committee stays focused on issues that matter to the UI community and on solutions that can be realistically achieved.

President Rodríguez-Rodríguez commented that the issues addressed by FICC were some of the most vigorously discussed topics at the August 17 Faculty Council/Administrative Retreat. Secretary Sheerin added that Associate Vice President for Research Kristy Nabhan-Warren had commented on childcare challenges as a panelist at the retreat. Secretary Sheerin and Associate Vice President Nabhan-Warren (who was present at the meeting) had recently been brainstorming ideas on this issue and were now wondering how they could work with FICC on approaches to this university-wide challenge. Ms. Loney invited both of them to meet with FICC to continue the conversation. President Rodríguez-Rodríguez commented that she had briefly attended Secretary Sheerin and Associate Vice President Nabhan-Warren's brainstorming session and had been impressed by the ideas they were generating, such as a central online location for information on local childcare resources. Faculty, staff, and students could all benefit from new approaches to childcare challenges, she added. Professor Mangum observed that faculty and staff retention could be impacted by a lack of childcare in our area. Perhaps some of the funding set aside for retention could be directed toward addressing this issue.

Professor Greyser noted that wider issues of benefits and types of employee leave are outside the purview of the charter committee. However, she encouraged the university community to think about recognizing caregiving scenarios beyond the nuclear family. Ms. Loney commented that elder care has become a significant concern for many university employees. Associate Vice President Nabhan-Warren suggested that, if it is not feasible for the university to open a childcare center, perhaps we could provide care options on a temporary basis, such as on no-school days. Students with the appropriate training could provide care as part of an internship. She added that any help that we can offer parents could be a powerful retention tool. Professor Hill raised another issue impacting retention – the inability of faculty members' spouses/partners to find employment in the Iowa City area. Associate Vice President Joni Troester, from University Human Resources (UHR), who was present at the meeting, indicated that funding has recently been made available through the UI utilities [public-private partnership](#) (P3) to address this concern. UHR will retain a vendor that can help with placement of trailing spouses/partners throughout the Iowa City/Cedar Rapids Corridor.

Noting that one of FICC's recommendations was to increase awareness of Faculty & Staff Disability Services (FSDS), Professor McQuistan asked if it would be helpful for colleges to invite FSDS staff to give presentations to their employees. Ms. Loney responded that this could be useful, but that her committee is working to increase the awareness of HR representatives across campus about FSDS. Professor Hill recalled that the university used to partner with a short-term disability leave private vendor. Associate Vice President Troester explained that this had been a voluntary benefit. The university provides for long-term disability leave. It was unclear whether the voluntary benefit was still available, but it has not been heavily used because of the university's generous vacation and sick leave policies.

- *Working at Iowa Survey and Know Your University Program (Teresa Kulper, Director, Organizational Effectiveness, University Human Resources)*

Ms. Kulper indicated that the Working at Iowa survey would open on October 12 for the general campus. A somewhat different version of the survey would open for UI Health Care employees on October 17. This version was created by Press Ganey, which conducts other types of surveys for UI Health Care. The collaboration with Press Ganey allows for national comparisons of UI survey results with other health care institutions. Ten questions from the general campus survey are included in the Press Ganey version, however, so that UI can track those responses over time.

The Senate officers had expressed an interest in learning about Working at Iowa survey outcomes. In response, Ms. Kulper explained that a widespread awareness of the value of employee engagement is one important outcome. Employee engagement can be described as a sense of loyalty and of meaningfulness that comes from work. Retention rates are higher when employees feel more engaged in their work. Another outcome is campus-wide implementation of supervisor training following several high-profile lawsuits. Information on employee engagement was added to this policy-focused training. Merit staff scores on the survey tend to be the lowest of all the employee groups, so the university has begun providing development opportunities to merit staff. Work continues on finding ways to recruit and retain merit staff. A faculty-centered outcome involved the Provost's Office hosting a series of focus groups to identify support mechanisms to help associate faculty gain promotion to full professor rank. Most of the outcomes, however, happen at the local level, Ms. Kulper indicated. She cited the example of a unit creating an action plan and implementation committee to carry out activities such as hosting a monthly speaker series. Another unit created committees to address their employees' top three concerns: conflict management, workloads, and work/life balance. Frequent feedback at the local level is key to measuring and implementing unit culture change, she added.

Vice President Gillan questioned whether the health care version of the survey would adequately capture feedback on the academic aspects of the health care campus. Ms. Kulper responded that the ten questions common to both versions of the survey can provide some insight into the academic experience. In response to another concern, she commented that Press Ganey can perform sophisticated analyses of the survey responses that allow for separation by employee type. Professor Janssen asked whether peer comparisons of the general campus survey results are conducted. Ms. Kulper indicated that UI has benchmarked somewhat with Big Ten peers. In general, the university has acquired good data from the survey, leading to the implementation of successful unit action plans.

Ms. Kulper then turned to the Discover Your University program, premiering this fall. The purpose of the program is to introduce faculty and staff to parts of the campus with which they may not be familiar. The program originated in the orientation experiences of President Wilson, who wondered if faculty and staff were aware of all the amazing things taking place on campus. In addition to informing participants, the program also serves to enhance employee engagement through fostering a sense of pride in the university. Today was the first day of tours; tours will again be conducted on November 2. Ms. Kulper invited Councilors to suggest venues for tours. Opportunities may be made available for unit teams to schedule tours outside of the scheduled dates. In response to several questions, Ms. Kulper indicated that advertising for the program

took place in [Iowa Now](#) and through various campus email messages. Information about the tours can be found [here](#). It is not necessary for employees to take vacation time to participate.

- *President's Report (Ana Rodríguez-Rodríguez)*

President Rodríguez-Rodríguez reported that there has been a change to the world language requirement for the College of Liberal Arts and Sciences (CLAS). After over a year of discussion, collegiate administrators put forward a proposal to add two additional options to the four-semester language requirement. On September 6, the CLAS Executive Committee voted to send the proposal to the CLAS Faculty Assembly (the collegiate shared governance body) for a vote. On September 21, the Faculty Assembly voted not to approve the proposal. On September 30, CLAS Dean Sanders communicated to the college that the proposal will be implemented.

President Rodríguez-Rodríguez praised the Kognito online interactive mental health and suicide prevention program recently made available to the campus community. The program builds awareness, knowledge, and skills for mental health awareness and suicide prevention. She encouraged Councilors to take the program.

- *Instructional Faculty Track Review Committee Report – Discussion of Recommendations (Ana Rodríguez-Rodríguez)*

President Rodríguez-Rodríguez reminded the group that at the last meeting, Instructional Faculty Track Review Committee co-chairs Secretary Sheerin and Professor Stapleton had presented the final version of the committee's report. The Council, and later the Senate, had voted to accept the report, to thank the committee members for their work, and to allow the Senate officers to explore next steps. As part of those next steps, President Rodríguez-Rodríguez indicated that the officers would like to hear Councilors' views on the report recommendations. The first set of recommendations pertained to dispute resolution procedures for instructional-track faculty (ITF): *provide a minimum of three-months' notice of non-renewal to ITF in the probationary period and six-months' notice to all other ITF; remove the Administrative Review Procedures (ARP) from the policy, providing all ITF, except those in the probationary period, access to the Peer Review Procedures (PRP); and improve conditions for the grievant (time for response and composition of the peer review committee)*. However, President Rodríguez-Rodríguez explained, discussion would not begin with these recommendations because conversations are already underway with administrators in the Office of the Provost and the Office of the General Counsel regarding potential changes to the dispute procedures.

Moving on to recommendations regarding the composition of Faculty Senate, Faculty Senate committees, and university committees, President Rodríguez-Rodríguez commented that it is within the Senate's power to make changes to the composition of these entities. The recommendations are *adjust representation in Faculty Senate to be commensurate with the percentage of ITF in each college and strengthen language that addresses the integration of ITF at all levels (University, college, and department)*. She reminded the group that the ITF policy currently limits ITF representation to *no more than 10 percent of the senators from any college, or one senator, whichever is greater*. ITF survey results indicated that ITF found this cap to be inappropriate. President Rodríguez-Rodríguez invited Councilors to engage in discussion regarding potentially changing or eliminating the cap. Past President Marshall

reminded the group that there are also Senate caps on representation by research-track faculty (10%) and clinical-track faculty (20%). Perhaps it is time that we re-consider all of these caps. Senators observed that a college could theoretically elect a delegation that is 40% non-tenured/tenure-track faculty. At this time, however, no college has all four tracks. The Senate officers distributed a spreadsheet showing the number and percentages of faculty in each track for each college, along with the same data for each college's Senate delegation.

President Rodríguez-Rodríguez pointed out that making adjustments to the caps, or even eliminating them, might have serious implications to which we should give careful thought. Professor Janssen commented that perhaps colleges should just be able to elect to the Senate the faculty members that they wish to serve, regardless of track or rank. Secretary Sheerin responded that this may lead to a situation in which the clinical and instructional tracks predominate in the Senate. She added that concerns have been raised over the years that faculty members without tenure may hesitate to raise objections to administrators' actions out of fear of retaliation, especially contract non-renewal. Past President Marshall noted that some of our peer institutions require representatives to have been employed at the university for a certain number of years, so that they have deep knowledge of the institution. We, however, currently allow junior faculty to serve on Senate and in fact have seats set aside for them, to guarantee that they have a voice in Senate deliberations. Vice President Gillan commented that this opportunity to serve on the Senate gives junior faculty a valuable introduction to and appreciation of shared governance early in their careers. Professor Mangum raised the issue of the ability of faculty to understand fully the concerns of faculty on different tracks, although Councilors pointed out that tenured faculty have long been speaking on behalf of other faculty. Professor Mangum added that she has recently observed tenured faculty retreating from service expectations. There may be different reasons for this, but certainly many faculty members are feeling overwhelmed with responsibilities.

Returning to the important issue of non-tenure-track faculty fearing to speak out against administrators, Past President Marshall commented that improvement of the faculty dispute procedures (already underway, as previously mentioned) could lead to an atmosphere in which all faculty feel more comfortable speaking out. President Rodríguez-Rodríguez noted, however, that non-tenure-track faculty work on contracts, so the potential for retaliation would always be there, even with robust dispute procedures. She also expressed concern that a perception might arise that the Senate was less relevant if greater numbers of non-tenure-track faculty served. In response to a question, Secretary Sheerin said that the review committee did not specify an ideal percentage for representation. The review committee did, however, propose that an advisory board or separate governance body could be formed for ITF and possibly the other non-tenure-track faculty. Professor Brian advocated for a wholistic approach to the track caps, rather than focusing solely on the ITF cap.

Professor Anderson took issue with the concern about non-tenure-track faculty's perceived fear of speaking out, noting that such faculty members are already serving on Senate and speaking out about issues important to them. Secretary Sheerin added that all faculty members are vulnerable to some form of retaliation. Professor Anderson also noted that service is expected for ITF and there are limited ways for them to gain this service. More opportunities to serve on Senate would help. And, as a representative body, the Senate should provide adequate

representation for all of the university's faculty tracks. President Rodríguez-Rodríguez observed that change happens quickly at the university. Perhaps it is best to adjust the caps on a periodic basis, to reflect how each college is evolving. Professor Shibli-Rahhal commented that, in respect to lifting the caps entirely and letting collegiate faculty elect whomever they wish, some tracks may not receive the same level of respect from administrators, thus precipitating equity concerns. Vice President Gillan speculated that there was likely concern about the dilution of the tenure-track voice at the time that the clinical track was implemented, but that dilution has not come to pass. He emphasized that the Senate should truly be representative of all of the faculty tracks that it includes. Professor Greyser proposed that the Senate institute floors instead of caps, i.e., a minimum number of faculty members from each track. Vice President Gillan commented that since service on the Senate is voluntary, it may be difficult each year to elect the required number of people from the different tracks. Professor Curto observed that collegiate voters have likely already taken candidates' tracks into account when casting votes.

Professor Mangum questioned opposition to the expansion of representation in the Senate when there appears to be no accompanying opposition to the current composition of the faculty, which is increasingly comprised of faculty on tracks other than the tenure track. The latter is certainly the larger concern. Noting that, years ago, numerous administrators were present at Council and Senate meetings, but that this is no longer the case, she wondered whether shared governance has lost some of its value to the university. Professor Mangum suggested that the Senate sponsor a forum on the value and meaning of shared governance, with an emphasis on engagement with shared governance by administrators.

Professor Yockey, former Senate president and current chair of the Senate's Rules and Bylaws Committee, noted that the Senate constitution states that any change to the cap on clinical-track representation in the Senate would require a three-fifths vote of the Senate. Amendments to the Senate constitution also require approval from the majority of faculty voting in a faculty referendum, from the University President, and from the Board of Regents, State of Iowa; however, it appears that Board of Regents approval may no longer be required. Professor Yockey added that the research track and the instructional track are not mentioned in the constitution. Vice President Gillan commented that next steps may involve a review of the caps by the Rules and Bylaws Committee.

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

V. Announcements

- The next Faculty Senate meeting will be Tuesday, October 25, 3:30 – 5:15 pm, Senate Chamber, Old Capitol.
- The next Faculty Council meeting will be Tuesday, November 15, 3:30-5:15 pm, Executive Boardroom (2390), University Capitol Centre.

VI. Adjournment – Professor Mangum moved and Professor Anderson seconded that the meeting be adjourned. The motion carried unanimously. In the absence of President Rodríguez-Rodríguez (who had left the meeting to preside over faculty awards at the annual Faculty Staff Awards Celebration), Vice President Gillan adjourned the meeting at 5:15 pm.