

**FACULTY COUNCIL**  
**Tuesday, October 10, 2023**  
**3:30 – 5:15 pm**  
**Executive Boardroom (2390), University Capitol Centre**

**MINUTES**

Councilors Present: D. Anderson, R. Curto, L. Durairaj, A. Farag, N. Greyser, J. Gutierrez, J. Kline, J. Koch, T. Mangum, M. McQuistan, J. Sa-Aadu, M. Schroeder, D. Shane.

Officers Present: M. Charlton, E. Gillan, A. Rodríguez-Rodríguez, C. Sheerin.

Councilors Excused: C. Fox, C. Just, M. Santillan, A. Shibli-Rahhal.

Councilors Absent: E. Welder.

Guests: L. Geist (Office of the Provost), N. Grosland (Faculty Athletics Representative), L. Hollingworth (Faculty Athletics Representative), S. Reddy (*Daily Iowan*), S. Sanders (College of Liberal Arts and Sciences), L. Zaper (Faculty Senate Office).

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

II. Approvals

- A. Meeting Agenda – Professor Anderson moved and Professor Curto seconded that the agenda be approved. The motion carried unanimously.
- B. Faculty Council Minutes (August 29, 2023) – Professor McQuistan moved and Professor Farag seconded that the minutes be approved. The motion carried unanimously.
- C. Draft Faculty Senate Agenda (October 24, 2023) – President Gillan indicated that changes may be made to the draft agenda prior to the Senate meeting. Professor Kline moved and Professor Durairaj seconded that the draft agenda be approved. The motion carried unanimously.
- D. Committee Appointments (Caroline Sheerin, Chair, Committee on Committees) – Professor Durairaj moved and Professor Kline seconded that the committee appointment be approved. The motion carried unanimously.
  - Allison Levine (Rehabilitation & Counselor Education) to fill the unexpired term of Sarah Averill (Radiology) on the Charter Committee on Diversity, Equity, and Inclusion, 2023-25

III. New Business

- *Faculty Athletics Representatives Nicole Grosland and Liz Hollingworth*

Professor Grosland and Professor Hollingworth indicated that they have each been serving as the UI Faculty Athletics Representatives for approximately eight years. Professor Grosland explained that the Faculty Athletics Representatives (FARs) serve as the liaison between the

Office of the President and the Athletics Department and also between the UI and the Big Ten Conference and the National Collegiate Athletic Association (NCAA). The FARs regularly attend Big Ten meetings and work with the organization to propose, write, and revise policies pertaining to student athletes. One such policy covers class days missed due to athletic competitions. The UI, Big Ten, and NCAA all have rules around class days student athletes can miss. Student athletes' academic performance is reviewed closely once they reach the eight-day limit for missed classes. The FARs also have the responsibility of approving student athletes' requests to compete in outside competitions. And, FARs monitor grade changes to ensure that exceptions are not being made for student athletes. Each team is given one day off from athletics every week during their sport's season; the FARs ensure compliance with this rule. FARs also conduct interviews with representatives of each sport at the end of the semester to ask and answer questions and to hear about concerns. President Gillan observed, based on the FAR Handbook distributed earlier to Councilors, that UI invests a considerable amount of authority in the FARs. Professor Hollingworth noted that the FARs have an "open door" to President Wilson. They also attend the weekly Athletics Department senior staff meetings.

Professor McQuistan asked how often student athletes meet their eight-day limit for missed classes. Professor Hollingworth responded that this depends on the sport. President Gillan wondered if this limit would be met more often now that the Big Ten has expanded to include west coast institutions. Professor Hollingworth commented that this topic has been extensively researched and discussed within the Big Ten. Iowa is fortunate to be centrally located, she noted, and will not face the challenges that schools on the coasts will have in traveling to competitions. To save travel time, some teams will likely be assigned to compete at neutral sites in the middle of the country. For other teams, pre-season games might now take place closer to home than previously. Charter flights may also be available. Professor Schroeder asked what benefits UI might receive from the recent Big Ten expansion. Professor Hollingworth responded that one major benefit is that the Big Ten Network will now be seen on the west coast, thus giving UI exposure to large, new markets. In response to a question, Professor Hollingworth described the Presidential Committee on Athletics (PCA). The PCA is a university committee focused primarily on the UI. Members are UI faculty, staff, and students. PCA subcommittees work on academic achievement, student athlete well-being, and diversity, equity, and inclusion.

Turning to topics in the national arena, Professor Hollingworth briefly commented on name, image, and likeness (NIL) and the transfer portal. She explained that student athletes are now permitted to profit from the usage of their name, image, and likeness; for example, UI women's basketball star Caitlin Clark has signed deals with State Farm and with Hy-Vee. President Gillan asked if there was any assistance available to student athletes as they navigate these new financial opportunities. Professor Hollingworth explained that UI staff cannot advise student athletes on business opportunities. However, UI has hired an outside manager to assist student athletes with potential opportunities. Regarding the transfer portal, Professor Hollingworth indicated that the portal allows a student athlete to seek transfer to another institution. Unfortunately, many student athletes who enter the portal do not get picked up by other institutions and also risk losing their scholarships at their current institutions.

Professor Mangum asked if the unequal distribution of NIL opportunities has caused any jealousy among student athletes. Professor Hollingworth responded that such feelings might be seen on the team level, rather than on the individual level. Professor Kline wondered about the evolving role of collegiate athletics and its relationship to institutions of higher education, which reap considerable financial rewards from their sports teams. Professor Hollingworth reminded the group that there are three divisions among NCAA institutions. Student athletes at institutions in all three divisions have the opportunity to attend college and compete in their sport. UI, however, is one of the “Power Five” Division I universities, the “cream of the crop.” The sports teams at these universities attract an enormous amount of national, lucrative media attention. Councilors noted that athletic events also help sustain the loyalty of alumni. Professor Kline asked if student athletes were provided with insurance to cover the potential later physical consequences of injuries sustained during their college years. It was unclear if such insurance was offered.

- *President’s Report (Ed Gillan)*

President Gillan reminded the group that the Board of Regents, State of Iowa is conducting a review of activity related to diversity, equity, and inclusion on the three Regents campuses. A report on the review is expected in November. Shared governance leaders from all three campuses met with the Regents conducting the review in September. In response to a question, President Gillan explained that this review is being carried out in response to state legislative activity last spring. The UI shared governance bodies have been interacting more frequently this semester, President Gillan continued. For example, tonight, a joint event with all four governance bodies will take place in the Iowa Memorial Union. Although the Undergraduate Student Government and the Graduate and Professional Student Government have long held joint sessions during fall semesters, this will be the first time that Faculty Senate and Staff Council also participate in the event. Each president will speak on a theme relevant to their organization’s goals this year. All members of each organization have been invited.

Faculty Senate is responsible for conducting reviews of the central administrative offices, President Gillan explained. A review of the Office of the Vice President for Research is currently underway. Faculty members can expect to receive a survey soon about their interactions with this office. A review of the Office of the President is scheduled to get underway later this semester. He encouraged those with an interest in serving on this review committee to contact him.

- *Dean Sara Sanders, College of Liberal Arts and Sciences*

Dean Sanders began her presentation by noting that both the collegiate leadership team members and the staff members in the Dean’s office are all relatively new in their positions. The leadership structure in the college is therefore in the process of being rebuilt. Dean Sanders expressed pride in the accomplishments of her team thus far. She also praised the work of the college’s departmental executive officers and of the [Executive Committee](#). However, significant challenges continue to confront the college, she noted.

The college is closely guided by its latest [strategic plan](#) as it moves forward, Dean Sanders emphasized. One pillar of the plan is *research and discovery*. Dean Sanders noted that in the

last fiscal year, the college had received \$118 million in total research funding. After the first quarter of this fiscal year, the college had already received \$36 million in total research funding. These funding numbers are considerably higher than in the past. The college continues to strengthen its Grant Support Office in order to provide resources to faculty pursuing research funding. Dean Sanders observed that research funding continues to rise even as tenure-track faculty numbers are dropping. There is concern, however, that as enrollments go up, there will not be enough faculty members to teach our students, who include those coming to the College of Liberal Arts and Sciences (CLAS) from across campus to take required courses.

Dean Sanders reiterated that, with university enrollment climbing, it is imperative that CLAS be able to serve these students. Beginning with the 2020-21 academic year, however, faculty departures have increasingly outpaced tenure-track faculty hires. An average of 55-60 tenure-track faculty are lost per year. This trend is projected to continue over the next several years. Turning to financial matters, Dean Sanders commented that the college's budget deficit, currently about \$24 million, is significant and well-known. The collegiate leadership has demonstrated that the CLAS budget annually falls about \$10 million short. The budget model currently in place on campus impacts CLAS negatively. While the college continues seeking ways to cut costs, we must remember that small class sizes are not only necessary for many disciplines but also are a central component of the university's marketing strategy.

Among the college's priorities for this academic year is the implementation of new unit criteria, Dean Sanders continued. This involves defining what is and what is not a department. As a result, some departments that are no longer sustainable as stand-alone entities will need to fold into programs and be absorbed by other units. This process will foster opportunities for new configurations to be created around the academic areas of communication, environmental studies, and social and cultural analysis. Although few cost savings will be realized in the process, these new larger entities will likely be more successful in attracting students. Also underway in the college is a revision of its Manual of Policy and Procedure (MOPP). To help address budgetary concerns, expanded relationships with both the UI Center for Advancement and the newly-reinstituted CLAS Advisory Board are being explored, along with the development of an alumni focus. Dean Sanders concluded her presentation by stating that, in spite of the many challenges facing CLAS, she remains optimistic about the college's future.

Noting the college's difficult financial situation, Professor Kline asked whether there had been any consideration of creating a parallel online program, similar to that established by [Arizona State University](#). Dean Sanders indicated that this topic had indeed been discussed; however, the current UI budget model does not provide an incentive for this type of initiative. Any tuition received by CLAS from an online program would be shared out, not remain entirely in the college. There are also not enough CLAS faculty to teach in a collegiate online program, although some departments do have online components that could be expanded under the right circumstances. The investment required to increase the college's online presence is not readily available, either, due to the college's deficit.

Professor McQuistan asked for further clarification of the reasons for the college's continual substantial loss of tenure-track faculty members. Dean Sanders responded that, because of the deficit, she cannot allocate money to faculty lines to replace faculty members who leave. Many of

these departing faculty members are lured away by higher salaries at other institutions. The college has needed to focus its hiring on strategic areas. Dean Sanders emphasized that this ongoing problem has led to the making of many difficult decisions, along with continued conversations with central administrators. Professor Greyser asked Dean Sanders to comment on some of the many exceptional educational opportunities that are taking place in the college. Dean Sanders reminded the group that CLAS has many robust programs. For example, our writing programs and our research programs within the sciences are outstanding and well-known. Our students also have the opportunity to engage in hands-on, experiential learning, whether in a science lab, through community engagement, or in an immersion experience. CLAS is able to give students the sense of being in a small community where they can develop their talents and work closely with faculty members, even though they are at a large Big Ten university.

Professor Farag asked why the indirect cost portion of the grants received did not offset the college's deficit. Dean Sanders responded that not all of the grants have indirect costs. Also, a significant portion of the indirect costs that the college does receive are shared across the institution. She reiterated that the university's budget model does not work as well for CLAS as it might for the professional colleges. She added that if CLAS fails in its mission because of lack of resources, the other colleges will be negatively impacted, as well. Professor Gutierrez asked if new faculty members would come to UI if the money was available to hire them. Dean Sanders said that they absolutely would. Faculty members would flock to programs such as English and physics. The college strategically invests in faculty lines in areas with the most student demand, with the result that other areas, also fundamental to the college, do not receive adequate resources. This situation impacts the morale of faculty already here. Vice President Sheerin asked how the abovementioned implementation of new unit criteria affected faculty. Dean Sanders responded that the impact on faculty was minimal and that there has been no negative pushback. President Gillan asked if there was any concern about a potential upcoming wave of retirements. Dean Sanders acknowledged that this was definitely a concern in some departments, especially in those that teach large numbers of students.

- *President's Report, Continued (Ed Gillan)*

At President Gillan's request, Past President Rodríguez-Rodríguez, co-chair of the committee that is reviewing and potentially revising the [Consensual Relationships Involving Students](#) policy, gave a brief update. She indicated that a proposed revised policy has been created by the co-chairs (the other co-chair is Tiffini Stevenson Earl, Director of Equity Investigations and ADA Coordinator, Office of Institutional Equity) and is currently being reviewed by various university constituents. A series of open forums to gather additional feedback on the draft revision will likely be held later this semester. The committee hopes to further revise the draft document, based on this feedback, by the end of the semester.

Revision continues on the [Faculty Dispute Procedures](#). President Gillan reminded Councilors that a work group comprised of himself, Faculty Senate Faculty Policies and Compensation Committee Chair Professor Witt, former Faculty Senate President Professor Daack-Hirsch, Associate Provost for Faculty Geist, Deputy General Counsel Lukas, Deputy Counsel Byrd, and Deputy Counsel Shust, has been reviewing the dispute procedures since

spring of last year. As a result of this extensive review, there will likely be two separate dispute processes, one for the tenure track and one for the “specialty tracks” (clinical, research, and instructional). He added that, just as the Council had heard from CLAS Dean Sanders today, he would seek to bring Vice President for Medical Affairs and Carver College of Medicine (CCOM) Dean Jamieson to the Council at a later date. CLAS and CCOM are, by far, the two largest colleges in the university.

The long-serving Investigating Officer for the Faculty Judicial Commission has left the university, so a search is on for his replacement, President Gillan continued. Because of the low frequency of disputes that end up going to a faculty panel, the university is exploring the possibility of contracting with an outside attorney for case management services. Candidates would need to have had extensive experience in an academic environment.

At the September 12 Faculty Senate meeting, Senators reported topics of concern that had emerged from brief conversations among themselves. President Gillan summarized those topics: burnout/morale among faculty; impact of lack of retention of staff on faculty work; staffing shortages at the hospital and CCOM; concerns about staying competitive as an institution; impact of the diversity, equity, and inclusion review on campus programs; recruitment and retention of diverse students, faculty, and staff; impact of LGBTQ-related legislation on patient care, faculty morale, and recruitment and retention of faculty; impact of K-12-related legislation on recruitment and retention of faculty and staff; and the vagueness of language around academic freedom, as it relates to areas of expertise.

- *Councilor Roundtable*

Following up on the Senate list above, President Gillan invited Councilors to share issues and concerns, along with positive developments, specific to their colleges. Professor Curto, of CLAS, observed that, like faculty across campus, CLAS faculty have experienced burnout and low morale after the pandemic. This has become a factor in retention. While some departing faculty members have retired or moved to other institutions, there are faculty members who have left academia altogether. Professor Gutierrez speculated on the impact of budgetary considerations on the education mission of the CCOM. Professor Kline expressed cautious optimism that the CCOM was entering a new era with the recent appointment of the new vice president for medical affairs and dean. Professor Durairaj commented on the trade-offs made between salaries and quality of life. She also suggested that her college look to increasing efficiencies so that more time and attention could be given to patient care. Professor Koch noted that one of the highest priorities in the College of Education is training future professionals to work with diverse populations. The current environment makes this endeavor increasingly difficult. The college is experiencing high enrollments, she added, perhaps because in Iowa, teaching is still a comparatively respected and well-paid profession.

Professor Schroeder reported that the dean of the College of Pharmacy is stepping down. Dean Letendre is the university’s longest-serving dean. Other collegiate leadership positions are also coming open, causing some concern among the faculty about preserving cultural norms and strengths within the college while remaining open to new developments. Professor Mangum, a member of the CLAS Executive Committee, expressed appreciation for Dean Sanders’

willingness to speak openly about and to take on the college's challenges. She raised concerns about the current state climate's impact on faculty recruitment and retention and urged faculty members to pay greater attention to this situation and to speak out regarding the value of higher education. Professor Shane observed that the College of Public Health requires its faculty members to support 50% of their salaries through external funding, thus presenting unique challenges for recruitment and retention. A more flexible arrangement, such as exists at other institutions, might help with recruitment and retention, especially since this very research-focused college has begun incorporating undergraduate programs into its curriculum. Secretary Charlton echoed these concerns about the rigid expectations of all faculty members in the college, regardless of their strengths. She added that some positive reinforcement, especially through low-cost or no-cost efforts, could partly boost morale.

Professor Farag commented that the College of Nursing currently enjoys very high national rankings. She added that the college is undergoing a structural reorganization into divisions, which is having a subsequent effect on tenure, reappointment, and promotion policies, leading to a feeling of uncertainty among faculty members. There are also some vacancies in the collegiate leadership. Professor Farag noted that the college has received an appropriation from the state legislature as part of an effort to increase the number of nurses in the state. Professor Sa-Aadu commented that morale appears high in the Tippie College of Business. He noted that current recruitment efforts in his department, which previously struggled to hire women, have recently led to the hiring of five women. Professor Sa-Aadu praised the dean for her consultative approach to leading the college. Professor Anderson observed that the College of Law has experienced some faculty departures, leading to concerns about inequitable workload distribution among the remaining faculty. She noted that the college is in the midst of its accreditation site visit. In spite of the effort involved in the accreditation process, faculty members have appreciated the opportunity to engage in strategic thinking about the college's future. Professor McQuistan commented that the College of Dentistry has experienced changes in leadership recently, including the departure of a dean after 26 years of service. She reassured Councilors that such changes are manageable. The college is involved in negotiations with the state and federal governments regarding reimbursement for services rendered to patients on Medicaid, she added. Staff shortages are also impacting the speed at which patients can be seen.

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

V. Announcements

- The next Faculty Senate meeting will be Tuesday, October 24, 3:30 – 5:15 pm, Senate Chamber, Old Capitol.
- The next Faculty Council meeting will be Tuesday, November 14, 3:30-5:15 pm, Executive Boardroom (2390), University Capitol Centre.

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