

FACULTY SENATE
Tuesday, September 12, 2017
3:30 – 5:15 pm
Senate Chamber, Old Capitol

MINUTES

- Senators Present: F. Ahmad, L. Allen, J. Ankrum, C. Barnhardt, C. Benson, C. Bradley, J. Buckley, R. Curto, S. Daack-Hirsch, A. Deshpande, A. Durnev, A. Gerke, E. Gillan, L. Glass, D. Gooblar, D. Hall, A. Hosmanek, A. Jung, C. Kletzing, A. Kwitek, B. Kyles, K. Lamping, M. Lehan Mackin, J. Logsdon, T. Long, U. Mallik, T. Marshall, K. Messingham, T. Midtrod, J. Moore, M. Nikolas, R. Oral, T. Peters, L. Ponto, E. Prussing, J. Reinhardt, E. Sander, A. Stapleton, J. Streit, K. Tachau, C. Thomas, S. Vigmostad, E. Wasserman, J. Welburn, D. Wesemann, D. Whaley, D. Wurster.
- Officers Present: R. Ganim, P. Snyder, T. Vaughn, R. Williams.
- Senators Excused: P. Brophy, D. Caplan, J. Colgan, K. Culp, F. Durham, E. Finzel, M. Foley Nicpon, T. Gallanis, A. Hooks, J. Kolker, L. MacGillivray, G. Ryan, J. Szot, S. Vos, J. Yockey.
- Senators Absent: R. Balakrishnan, J. Barker, R. Boudreau, B. Dixon, B. Elias, K. Glenn, I. Grumbach, S. Harwani, L. Ostedgaard, G. Russell, R. Sah, D. Segaloff, M. Voigt.
- Guests: J. Keller (Graduate College), K. Kregel (Office of the Provost), E. Thomas Lewis (UI Center for Advancement), L. Marshall (UI Center for Advancement), F. Mitros (Emeritus Faculty Council), T. Rice (Des Moines Programs), L. Zaper (Faculty Senate Office).

I. Call to Order – President Snyder called the meeting to order at 3:30 pm. At this first Faculty Senate meeting of the year, he introduced himself and the other officers.

II. Approvals

- A. Meeting Agenda – Professor Kletzing moved and Professor Vigmostad seconded that the agenda be approved. The motion carried unanimously.
- B. Faculty Senate Minutes (April 25, 2017) – Professor Vigmostad moved and Professor Mallik seconded that the minutes be approved. The motion carried unanimously.
- C. Committee Appointments (Russ Ganim, Chair, Committee on Committees)
 - Warren Darling (Health & Human Physiology) to fill the unexpired term of Marian Wilson Kimber (Music) on the Conflict of Interest in Employment Committee, 2017-18
 - Adam Hooks (English) to fill the unexpired term of John Beldon Scott (Art & Art History) on the Faculty Senate, 2017-19

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

III. New Business

- *New Advancement Model (Lynette Marshall, President and CEO, UI Foundation)*

Ms. Marshall indicated that she would be speaking about the merger of the University of Iowa Alumni Association with the UI Foundation, entities that both have a long history at the university. Ms. Marshall noted that Erin Thomas Lewis, who had accompanied her to the meeting today, was tasked with managing the merger project. The original purpose of the Alumni Association, she explained, was *to advance the cause of education and to that end promote the welfare of the University of Iowa*. Ms. Marshall commented that we must assure that in the future, we still have a structure and organization that is serving the institution and the alumni in ways that advance the interests of the university. Not only are these two separate nonprofit entities being aligned, but their missions, which already had similarities, are being even more closely aligned, as well. We will not only be focusing on alumni engagement; outreach efforts must be extended to include friends, faculty and staff, fans, patrons of the arts, and those who care deeply about our world-class health care. Reminding the group of the comprehensive campaign, *For Iowa, Forever More*, that concluded last December, Ms. Marshall noted that of the \$2 billion given, only about 30% of it came from alumni.

Supplying some background to the merger between the UI Foundation and the UI Alumni Association, Ms. Marshall commented that this is becoming an increasingly common phenomenon at universities nationwide. Of more than 500 universities surveyed in 2016 by an alumni relations consulting group, 68% of those institutions had already combined their development and alumni engagement efforts. According to the Association of Governing Boards, diminished state funding, along with a combined decrease in alumni response to activities and to traditional alumni association engagement efforts, have caused universities to take this step. Many private institutions have been using this model for generations. This past year, only about 5% of alumni were dues-paying members of the Alumni Association.

Ms. Marshall stated that the University of Iowa will go about combining these two entities in a distinctly Iowa way, based on our values and traditions. The UI Foundation and the UI Alumni Association have worked together for years and even share the same building and resources. Most importantly, they share a vision to strengthen our beloved university. Last week, the UI Alumni Association Board voted overwhelmingly to support the merger, while this morning the UI Foundation Board voted unanimously to support the merger. On January 1, 2018, the merger will become official. The staffing integration of the two organizations has already been completed. An important component of this merger going forward is the enhancement of educational programming and the alignment of it with the core academic mission of the university, focusing on the long life cycle that alumni and friends have in terms of their relationship with the university. This will include expanding opportunities for alumni to contribute to the university's academic mission, helping facilitate the success of our students and fellow alumni by sharing their career experiences and opportunities. We want to empower our alumni and friends to communicate with faculty and staff and we want to have them help us support internship and mentoring opportunities as well as expand the impact of UI research.

Ms. Marshall cited two examples of impactful alumni engagement. She spoke about a recent graduate of the Tippie College of Business who was the first in his family to graduate from college. The student's family did not have many resources, but he received financial, organizational and emotional support from visionary alumni and friends. The student excelled at UI and has now begun his career at a firm in Chicago. He can look to support from our network of alumni and friends in Chicago as he adjusts to his new life and progresses in his career. Ms. Marshall then noted the example of an alumni couple who have spent years in volunteer service to the university, serving on the Foundation, Alumni Association, and collegiate boards; engaging with students in various colleges; and giving an immense amount of their time, expertise, and treasure to the university. They have made a deep and lasting impact on their alma mater. Reminding the group that, in addition to alumni, the university has a large network of friends, Ms. Marshall mentioned two brothers, ages 15 and 11, who sponsor a yearly video game competition to raise money for the Stead Family Children's Hospital in memory of their sister who passed away at the age of five after battling cancer at the hospital.

Concluding her remarks, Ms. Marshall asked for the faculty's assistance, in terms of expertise and ideas, as the university expands its outreach. Professor Gillan asked if the new merged organization would continue to collect dues. Ms. Marshall replied that it would not. President Snyder asked what specifically faculty could do to contribute to the new organization. Ms. Marshall responded that she and her staff are working on expanding educational opportunities for alumni across the life cycle. Plans are still in the early stages, but one project involves increasing the number of offerings in the Senior College. Faculty engagement would be very useful here.

- *Academic Structure 2020 (Tom Rice, Office of the Provost)*

President Snyder reminded the group that last spring then-Provost Barry Butler began a process of reimagining what our academic structure should look like, with the goal of becoming a more forward-looking, nimble university that focuses our limited resources in support of academic excellence. The first phase of this process was led by a committee of four deans, Keller (Graduate College), Clay (Education), Gardial (Business), and Scranton (Engineering). Interim Provost Curry has appointed Tom Rice, former Associate Provost for Faculty and current director of the Iowa Center for Higher Education in Des Moines, to lead the second phase of the process.

Professor Rice indicated that the second phase of the academic organization study would begin shortly and he asked faculty for their advice as work gets underway. He also invited questions from the faculty during the course of the project. The task force of four deans is close to completing a report based on the feedback they received. This report will be made public and will serve as a launching point for the second phase. The report will be centered around a handful of organizational principles that could be used as a blueprint for any organizational changes that might be made on campus. After the release of the report, Professor Rice will form a committee to lead the second phase. This steering committee may eventually form subcommittees or working groups to look at specific issues in depth. After thorough review of the phase one report, as well as of the College of Liberal Arts and Sciences collegiate structure

report, his committee will embark on a systematic and comprehensive conversation with the university community about the principles outlined in the phase one report. This conversation will last for much of the fall semester. Professor Rice stressed that he has no preconceived notions about recommendations for structural changes to the university. He envisions the committee presenting to the university community a set of several desirable organizational principles and ideas, some of which may be drawn from the phase one report, along with some recommendations for actions consistent with those principles. Professor Rice anticipated that the work of the committee will be completed sometime early in the spring semester. A final report will be developed by the committee and presented to the Provost and the President at that time.

Professor Gillan asked if the phase one report had been filtered through all the deans; he recalled that this had been the intention when Provost Butler first announced this initiative. Professor Rice responded that this was his understanding. Professor Tachau urged that Professor Rice read the book, *The Great Mistake: How We Wrecked Public Universities and How We Can Fix Them*, for insight prior to the committee starting its work. Professor Kletzing suggested that a plan for regular communication from the committee to the faculty throughout the process be developed; he suggested a monthly update. Vice President Ganim commented that the steering committee can play an important role both in conveying information to the faculty and in maintaining the transparency of the process. Professor Mallik asked for clarification regarding how broad the charge to the committee would be. Professor Rice responded that while the committee would primarily focus on structure, it may also consider resources, or other issues, to some degree. President Snyder asked if the charge would be bound by the phase one report. Professor Rice responded that it could be broader than that.

- *AAUP Sanction Removal Committee Update (Sandy Daack-Hirsch, Chair)*

President Snyder explained that in June of 2016, the university was sanctioned by the national American Association of University Professors (AAUP) for issues related to the 2015 presidential search. Last fall the Senate formed a committee to explore a pathway to have this sanction removed.

Professor Daack-Hirsch indicated that the other members of the committee are Russ Ganim (CLAS, Faculty Senate Vice President), Frank Durham (CLAS), Ed Gillan (CLAS), and Justine Kolker (Dentistry). She explained that the committee has been working on a best practices document regarding presidential searches and that the committee hopes to share a draft of this document with the Senate by the end of the semester. The committee will also gather input from the executive committee of the local chapter of the AAUP. The Senate officers have been discussing the committee's progress with President Harreld on a regular basis. Over the summer President Snyder and Professor Daack-Hirsch met with members of the Board of Regents to discuss the implications of the sanction. As a result of this meeting, both Rachel Boon, Chief Academic Officer of the Board of Regents, and Regent Sherry Bates have joined the committee. Regarding the timeline for this process, the committee hopes to present their best practices document to the national AAUP in time for that group to review it prior to their summer 2018 meeting, so that the group can take a vote at that meeting on whether to remove the sanction.

Professor Tachau, a member of the executive committee of the local AAUP chapter, praised the committee's strategy and commented that it would not be enough merely for the current Iowa State University presidential search to end well for the sanction to be removed. Professor Daack-Hirsch noted that the Regents understand this. President Snyder pointed out that Regent Bates served on the recent University of Northern Iowa search committee and now serves on the ISU search committee. Vice President Ganim added that the Senate officers recently met with Regents President Michael Richards and Regents President Pro Tem Patty Cownie and both were very supportive of this process.

- *Controversial Speakers and Campus Climate (Pete Snyder)*

President Snyder commented that in the past few years events on campuses around the country have emphasized the difficulties we face in walking the line between free speech and creating a civil and inclusive environment. Our own campus experienced such an event several years ago when a controversial sculpture appeared on the Pentacrest. Most recently this conflict has played out when controversial speakers have appeared on campuses such as Berkeley and Middlebury. In response to such events, lawmakers in Wisconsin and elsewhere have passed or considered legislation to punish students for disrupting speakers on campus. Following violence that occurred on the University of Virginia campus last month, some universities are refusing to host controversial speakers because of the potential physical harm that may occur. On our own campus, several faculty members have come under attack for their scholarship.

The Senate's Committee on Academic Values has been working on a statement of principles to guide the university's response in case we experience additional events here, President Snyder explained. This document will likely come to the Senate for review later in the fall. The committee is also working with a larger campus group, comprised of other shared governance leaders, administrators, and representatives from Public Safety, to review and update university policies on controversial speakers and events. Senate officers have spoken with central administration regarding faculty members experiencing harassment because of their scholarship. Administrators have expressed unwavering support for free speech and academic freedom. The Provost's Office is compiling a list of resources to support faculty who are targeted in this way. President Snyder urged faculty who do experience such harassment to report it to their DEO and to the Provost's Office.

Professor Tachau commented that faculty experiencing harassment because of their scholarship are also encouraged to contact the AAUP's academic freedom committee. The university's Threat Assessment Team is also an option. A senator asked who makes the decision whether someone can make a speech on campus. President Snyder responded that, most commonly, university organizations invite speakers. The central administration is not always aware of these plans. It is also possible for speakers themselves to rent space. In these latter situations, some campuses are pushing back on granting permission because of the fear of violence. It is likely that lawsuits will arise as a result of these denials.

Professor Tachau asked if the university committee mentioned earlier by President Snyder would be considering situations in which individuals from outside the university come to campus to proselytize. She wondered if everyone who comes from outside to speak asks for

permission to do so. It was unclear whether this was the case. Professor Gillan commented that there may be a distinction between speakers inside buildings and speakers out on the campus grounds; the former have the potential to disrupt normal university activities. Professor Tachau observed that speakers outside could also be disruptive at times. She added that policies must be clearly written to show that we are not choosing among viewpoints. Professor Hosmanek commented that recently he heard a speaker outside his academic building saying things that clearly are in violation of our sexual harassment policies. He encouraged the committee to take these types of situations into consideration, as well. President Snyder noted that there are time, place, and manner restrictions on free speech, as well as rules against disrupting university business. Professor Glass asked whether there are any restrictions on hate speech. President Snyder noted that hate speech is protected free speech. Professor Gillan commented that it appears that it is up to individuals to report potential violations of regulations affecting speech on campus.

A senator asked what the university's policy was regarding guns on campus. President Snyder responded that guns are not allowed on campus. Professor Oral asked if policies under consideration by the committee apply to students who may become threatening in the classroom. President Snyder responded that these situations would be handled by Public Safety. Professor Barnhardt commented that recruitment posters for white nationalist groups have appeared on campuses across the country; it would not be unusual if such posters also appeared here. Professor Benson noted that students' views on free speech occasionally differ from those of faculty. He asked how this gap could be bridged. President Snyder commented that this is a difficult situation, but efforts are underway to educate students about free speech. The statement of principles being created by the Committee on Academic Values will be a step in this direction. Vice President Ganim added that a unit on academic freedom and free speech is being developed for student orientation.

- *President's Report (Pete Snyder)*

President Snyder gave a report on various items of interest to senators.

The Faculty Council/Administrative annual retreat took place last month. President Snyder commented that the retreat is always an amazing event at which Faculty Councilors gather with the university president, provost, vice presidents, and deans to discuss a topic of common interest. The retreat illustrates the strength of shared governance on this campus. The theme of this year's retreat was interdisciplinary research and teaching. President Snyder noted that this is a particularly timely topic given the academic organization study underway. The purpose of the retreat was to explore ways in which faculty can more easily work together across disciplines. Several faculty members presented on their interdisciplinary research and teaching. Administrators were very impressed by these faculty members' endeavors. Two themes for Senate focus this year emerged from the retreat: the role and impact of interdisciplinary work in the promotion and tenure processes and the assignment of credit for team-taught courses or courses taught outside one's college. The Senate may create task forces to explore these issues.

President Snyder next updated the group on the Path Forward process. He reminded the group that last year they had heard in considerable detail about the activities of two committees,

the Strategy Implementation Team (SIT) and the Operations Team (OT), and the new processes for strategic planning on campus. This initiative had several successes, perhaps the most important of which was that it was an inclusive process, bringing together faculty, staff, students, and administrators to work together more closely than ever before on budgeting and strategic planning. However, it was also an unwieldy process, the strategic proposals were not well-coordinated, and the proposals were not tied to the strategic plan. The team members talked through some of these issues over the summer and decided to make some changes to the process. As a result, the two teams have merged to form the smaller Path Forward Council, comprised of the four presidents of the shared governance bodies, Dean Scranton from Engineering, Vice President for Student Life Shivers, Senior Vice President for Finance & Operations Lehnertz, Interim Provost Curry, and President Harreld. The Path Forward Council will oversee four working groups focused on the pillars of the strategic plan (student success, research and development, engagement, and campus culture). Each year, the working groups will identify several aspects of the strategic plan to implement. For now, the next step will be to populate the working groups with individuals from across campus as we move through the early stages of this new process. Professor Kletzing asked what the role of the Faculty Staff Budget Committee would be in this new process. President Snyder acknowledged that last year the committee had struggled to find a role for itself in the new budgeting and strategic planning processes. That issue has not yet been resolved, but a role for the committee may emerge as the new Path Forward Council gets established.

Turning to the topic of administrative searches and vacancies on campus, President Snyder noted that Julie Zerwic has been appointed dean of the College of Nursing. The search process is well underway for the Vice President for Medical Affairs, with candidates expected to visit campus in the next few weeks. A search committee has been named to find a new dean for the College of Public Health. Past President Vaughn is serving on this committee. Dean Agrawal from the College of Law has announced her intention to retire at the end of the academic year, so a search will occur for her replacement. Georgina Dodge has stepped down as Chief Diversity Officer to take a position at another institution. Lena Hill, Senior Associate to the President and associate professor of English, will serve as interim CDO, while Monique DiCarlo, the Sexual Assault Response Coordinator, will serve as the Title IX Coordinator.

Professor Kletzing asked when the search for a new dean of the College of Liberal Arts and Sciences would occur. President Snyder responded that the Senate officers have discussed this issue with Interim Provost Curry. Her intention is not to start a search for a permanent dean at this time, but rather to appoint an interim dean until a new provost is selected. Professor Tachau urged the Senate officers to encourage Interim Provost Curry to reconsider this decision. She stressed that since deans serve as intermediaries between the faculty and the administration, the CLAS faculty want a dean as soon as possible. Professor Oral asked if the candidates for Vice President for Medical Affairs would hold public forums. President Snyder confirmed that they would. Professor Glass asked when a search for a new provost would get underway. President Snyder indicated that the timeline for this search has not been decided yet. Professor Tachau observed that this may be an opportunity to prove that, like medieval universities, the UI does not need administrators.

President Snyder noted that the Board of Regents Tuition Task Force, chaired by Regent McKibben, met on each of the three campuses last month to gather feedback on possible tuition increases. President Harreld has proposed 7.08% resident tuition increases and 2.08% nonresident tuition increases for each of the next five years, with the goals of moving UI to the median of its peer group and of obtaining funds to implement our strategic plan. Increases in targeted financial aid are also proposed. The Tuition Task Force's report was presented at the Board of Regents meeting that took place here last week. It is clear that the Board recognizes the need for an increase in resources for the three campuses. The Board will likely ask for an increase in the state appropriation and in tuition. It is important that students and families have tuition increases that are predictable. On September 25 the Board plans to hold a meeting to discuss the state appropriation.

Professor Gillan noted that we will only reach the median if all of our peers hold their tuition increases to zero. Past President Vaughn commented that we have targeted the current midpoint to keep our tuition low compared to the others, while recognizing that we need a certain amount of increased funding to keep faculty salaries where they belong and to accomplish our other goals. He also noted that the total amount of the five-year increase is about \$3,000. President Snyder commented that with savings from increased efficiencies and the tuition increase combined, we would still raise enough extra revenue to accomplish the goals in our strategic plan. Professor Tachau commented that she would prefer to see additional funds go towards hiring more faculty, so that an appropriate faculty to student ratio can be attained. Professor Logsdon observed that it has been the decline in state funding over the years that has brought us into this situation. President Snyder commented that this phenomenon has been occurring across the country. Other demands on state revenue have been taking precedence over funding for higher education. Professor Barnhardt urged that we keep the central administration focused on a commitment to low-income students. The price sensitivity of these students is significant. President Snyder responded that it is the university's intention to increase financial aid with this additional funding in order to maintain accessibility. Vice President Ganim observed that both students and legislators have voiced opposition to the tuition increase, in spite of the promised increase in financial aid. He added that President Harreld has been stressing the importance of maintaining the university's quality and therefore the value of our degrees.

President Snyder indicated that the Senate officers plan to meet with each collegiate delegation individually to learn about the needs and issues in each college. Also, the Provost's Office and the Faculty Senate will be hosting a series of focus groups of associate professors. This is a follow-up to the Working at Iowa survey. The focus groups will be discussing the topics of support, workload allocation, and mentoring, among others. Professor Mallik thanked the Senate officers for encouraging these conversations.

IV. From the Floor – Professor Kletzing commented that he is serving on a committee examining possible usage of the academic and professional record beyond the promotion and tenure process. He suggested that members of that committee be invited to speak to the Senate. President Snyder responded that a presentation has already been scheduled for the October meeting.

V. Announcements

- The next Faculty Council meeting will be Tuesday, October 10, 3:30-5:15 pm, University Capitol Centre 2390.
- The next Faculty Senate meeting will be Tuesday, October 24, 3:30-5:15 pm, Senate Chamber, Old Capitol.

VI. Adjournment – Professor Mallik moved and Professor Tachau seconded that the meeting be adjourned. The motion carried unanimously. President Snyder adjourned the meeting at 4:52 pm.