

FACULTY COUNCIL
Minutes
Wednesday, October 26, 2016
3:00-5:00 PM – CLC 727, WTC; IC 332, LSC; Cuneo 499, SSOM

Members Present: Battaglia, G.; Bohanon, H.; Bryn, M.; Classen, T.; Conley, J.; Donnelly, M.; Gillespie, L.; Graham, D.; Holschen, J.; Lash, N.; Lowe, R.; Melian, E.; Miller, H.; Morris, P.; Ruppman, T.; Shoenberger, A.; Shriberg, D.; Singh, S.; Uprichard, S.

1. Meeting was called to order at 3:06pm by Chair.
2. Approval of September minutes. Minor emendations moved by G. Battaglia. Moved as amended: Ruppman. Seconded: Morris. Motion passed (12-0-0).
3. Chair's Report
 - I'm currently updating the webpage to include the final drafts of all recent minutes. In addition, a staff member has pointed out to me that there are gender-specific pronouns referring to the President in the FC Constitution that will need amending in the light of a woman President.
 - FC committees are staffed. Academic Affairs will be focusing on the overload pay policy. AA will begin by gathering information from various schools and units to get a sense of variations of policy and policy implementation on overload pay across the University. (We have a policy, ratified in 2004, which seems to apply across the University; but there are reports of great variations in adherence to it.) This may be a substantial task, so perhaps individual members of Council might help by approaching the deans of their respective schools on behalf of the Academic Affairs Committee. Faculty Affairs is working on the IDEA implementation.
 - Question: Is there a university-wide policy on the filling (and renewing) of endowed chairs? TC: perhaps a question for Provost in January.
 - The Title IX resolution from April I am forwarding to Tom Kelly and/or the Provost.
4. HSD (Holschen, Battaglia): Faculty have received a memo detailing membership and contact info for the members of the search committee for the new Vice Provost for Research, along with timelines. We've also gotten an email saying that the chair of the search committee for the new Dean, Dr. Terry Light, former chair of orthopedic surgery, will be the new interim dean of SSOM.
5. University Senate (Classen): US is currently debating amending the bylaws change how agendas for Senate meetings are set; student representatives would like to see a provision that allows for agenda changes to be made "on the fly," so to speak — i.e., right up until just before the beginning of the meeting, or even during a meeting by vote.

- A resolution on Dean hiring was also passed, and I propose we draft our own (see Appendix 1). Discussion. TC: I will draft a final resolution for the November meeting.

6. New Issues

- Discounts for Health Insurance Premiums (see 2016 vs 2017 Comparison sheet)
 - There are two more dates for the screening at each campus. Other change related to the surcharge for spouses.
- Concerns over IT Policy (see handout of Malisch's response to Dordal's concerns)
 - Concerns about what we have agreed to. Question about what the code is that accepts credit card payments. Faculty are required to agree/acknowledge, yet we don't know what it's actually about. There is a governance issue, as it contradicts the Faculty Handbook. Faculty may be in violation of a policy that they don't understand and should not have to adhere to. Question about whether we should have independent council review faculty contracts at HSD. There's no option to negotiate the contracts. There was a recent change stating that if you lose your role at the medical school, you also lose your position at the hospital.

7. Visit from President Jo Ann Rooney, 4 – 5 pm. President Rooney arrived around 4:15, as her previous event ran over. She invited discussion on the following topics which had been provided to her:

- Goals/Strategies for Advancement, reducing dependence on tuition:
 - She began discussing Advancement, with praise for the staff in that area. However, there has been some leadership turnover and advancement depends greatly on relationship building and there's been a bit of a gap in the relationship building because of the leadership turnover. We reach 5.8% of our alums. That is not the percent donating, just the percent we have connection with, so there is room for improvement. Part of the challenge is the approach, and not just asking for donations, but also asking for involvement (teaching a class, offering an internship, funding scholarships, etc.). Dr. Rooney has been involved in a few outreach missions already. Some scholarships are not funded, and that's an area that donors can connect with students.
 - Endowment: Dr. Rooney is striving for more transparency on numbers with the endowment. Total endowment is two pieces: permanent/restricted endowment (money invested) \$250 million and quasi-endowment, also \$250 million. It's counted in the total, but is used only like an endowment. The quasi-endowment is not listed on your financial statement. The permanent/restricted endowment campaign will begin in 2020. The new leadership will begin with

that. There is another new hire at HSD which is a dual-hire who negotiates the way the endowed funds will be allocated. Amy Day is that person and she will report to both Lakeside and HSD campuses. Through Dan Post on the hospital side. We may have a new senior person here (using a search firm for a national search) by the 1st quarter next year.

- Tuition Dependency: We need to be less dependent on tuition, but endowment isn't always the way to reduce that. The amount we can take out of the endowment is only a fraction of what we need for the operational budget. Programmatic funding around research is also helpful. We will be hiring some people to help coordinate that. We will continue to look for partnerships and corporate support. 70% tuition dependency will give us much more flexibility. We are at about 85% or 90% dependent right now. There are additional things we can do, like having commercial space in Lewis Towers and the new hotel at LSC, but there are legal restrictions on that as well. If you look at our peers, we are much lower. We are working on it, but it will take a while. Dr. Rooney wasn't surprised at this, but perhaps had not appreciated the level to which the advancement team needed to be rebuilt.
 - Q: Will there be school-level initiatives? A: Yes, the new leadership will be asked to look across all schools and ask how we can bring alumni from those schools together, how we can get them involved. There will be a combination of the overall strategy and school-level strategy.
 - Q: I used to see advertising for Loyola internationally, particularly for the medical center, but now I seem to only see it locally. Will we be getting back into that? A: I'm not sure what the shift was, but I think that is something we'll be looking at. We have centers in Rome, Beijing, Vietnam and we are not using those channels to promote Loyola. Arrupe College is getting some good international press. We're going to work on some more joint-programming. There are biology students working with faculty at the Medical Center. We need to find out how to do more of those. There are logistical problems, but those are solvable. We have 13 colleges and schools, but one university and one mission. We need to promote more internally, and support it financially.
- Thoughts on whether you see Loyola as moving towards an R1 or teaching institution – what are plans for PhD programs (role of the Grad School)?
 - Dr. Rooney has gotten a lot of comments that people think we are focusing more on our undergrad programs. But we are not, and cannot, focus solely on that. But many of our new proposals are focusing on graduate programs. Graduate enrollment has dropped

and there's been a lag between those decreases and the new programs we develop. There have been some new programs in the Law School and the Business School. More proposals are being developed. We need to find what a healthy balance is, between research and teaching. We don't need to aspire to be an R1 school. We are research-intensive.

- How to reach ideals of Plan 2020 – increasing faculty diversity, Winifred Williams' role in your cabinet (& Exec Council on Diversity)?
 - Dr. Rooney plans to share more about her thoughts on how we need to increase our diversity, which is not just recruiting, but also retention. We are falling short on retention, of students and of faculty. It's not just about salaries. We are in a competitive salary range. There are other challenges. We've got some initiatives in the works. Winifred Williams did not report to the President, and Dr. Rooney felt it was important for that reporting line to happen because our people are our number one asset. The Chief Diversity Officer should report directly to [the President] to keep things aligned and supported. The other piece is within Academic Affairs, which focuses on faculty. These need to be coordinated. Provost Callaghan and Provost Pelissero are focused on retention, not just from freshman to sophomore but through graduation. Dr. Rooney going to talk more about this on Nov. 4, so she didn't want to give too much away. We are looking at how we do search committees, and how and where to recruit to enhance our diversity. Some have said this isn't in the strategic plan, but Dr. Rooney disagrees. It's across the board in our strategic plan. This is the world our students expect. We need to reflect the world we live in.
 - Q: Is communicating the importance of diversity part of this? I've heard some comments that we are at a certain level of diversity, which implies we don't have more work to do. A: Yes, communication is key. I will talk more about this, and share some numbers. We do need to celebrate the work we've done, but also acknowledge that we are deficient in some key areas. We need to be open about what our numbers are, what we spend. I want to involve people in it, so they understand why we are making certain choices. I know this is a different way of budgeting.
 - Q: When we try to recruit from outside the city, and don't offer some assistance to the spouse, we are at a severe disadvantage in recruiting. Other institutions are doing that. A: I think what we are doing is minimal and mixed. We need to have a policy that search committees can use. And if we are doing something, we need to communicate it better. We talk about "cura personalis" and "cura apostolic." Care of

the people and care of the work. We know that if the support systems around a new hire are sufficient, then retention is greater.

- Q: I feel like the idea behind both student and faculty recruitment is not focused on reflecting our city or country, but focused more on diversity, which is interpreted differently. Do you have a strategy for that? A: We acknowledge there is not consistency. We are not at the point to have a strategy yet, but we will get there. This is why I want this office to report up to me, so I can keep asking these questions, so I can make sure the initiatives are across the board. I also want to examine what is working and what's not. If it isn't working, we need to stop doing it.
- Q: Students report that they are working a lot of hours per week, particularly minority students, and often that is why they cannot succeed. What can we do to support them financially? A: It's true that students who have economic issues may not have supports, and it may not be prudent for them to take out loans.
- Q: We struggle here for rankings, and we struggle for diversity. It's more difficult to teach in a classroom that's struggling for rankings when I have a diverse classroom in which I know they aren't going to succeed academically. I know this is not PC to say, but 90% of my honor students are white. There's something about teaching students how to study. A: We are learning some lessons from Arrupe College that we can use in our traditional programs. The retention rate is 80 to 82 percent. Some students are homeless, students are given one-on-one instructional work. They are given supports that enable them to succeed. The first class is about to graduate and go on to four-year degrees. It's a learning lab. But we do have to acknowledge how our students are coming in. And look at if there are similar issues in the graduate programs. It's not just all about money. It will take resources and retooling.
- Q: I've never had the sense that my opinion as a faculty member is necessarily desired, and I don't necessarily want input on everything. But, we do need to look at student retention and how faculty can contribute to that. A: You need to mentor and support students. The feedback I've gotten is that faculty are asked for ideas, but there's no mechanism for putting those ideas forward. I understand it's hard to feel motivated and creative if there is not feedback on that. I really want there to be much more transparency to create

those kinds of opportunities. I want ideas of things that will work. I don't want more meetings, but informal gatherings to cultivate those ideas. The reception tonight is one of those. What really works: is it programming, is it social? Let me know. I want to kick some of those off. Sometimes they need to be at different campuses. That's just logistics.

- Fostering connections with HSD campus & faculty, future of hospital relationship with Trinity
 - Again, logistics. But also joint programming. We are having more meetings where we make sure we have all campuses represented, whether by video or in person. The two provosts haven't been meeting regularly. They've started doing that. Dr. Rooney is at all three campuses regularly.
 - Q: What is the future of the hospital relationship with Trinity? A: We are co-dependent. We are continuing to figure out the best ways for us to work with clinicians and hospital staff. They are part of the Trinity network and that isn't expected to change. We want to be thoughtful about what initiatives we can provide to Trinity that no one else can. There's been some change in the CEO at Trinity and they don't have the same experience with an academic institution and doesn't know what we can do for them. Are there other connections we can make? What value can we add to the Trinity network? It's a relationship that's very important to us.
 - Q: Last year, Pelissero told us there was a contract in which Trinity was giving money back to the school for training. I'm not sure where the money was going. Is that process going to be renewed? Is Trinity going to continue to own the hospital and for how long? Are there any concerns about them selling to another Catholic hospital system? A: In terms of Trinity spinning off the hospital, no I haven't heard that. There were some concerns last year, but at this stage there are no discussions of any other system acquiring the hospital, or of Trinity spinning off the hospital. If there were any discussions, we'd be in the middle, but there aren't any. In terms of the stream of dollars, the contract is an ongoing/rolling 3 years. That stream will continue. We are each contributing to the faculty and in research. That might be what you're hearing about.
- Ideas on improving evaluation methods of faculty (esp. teaching), goals for compensation at 70th percentile of peers, increasing funds for sabbaticals/research stipends, dealing with demographic transition (retirements) and dependence on part-time faculty?

- Dr. Rooney indicated the need for another session for this topic, but she did share some numbers that the provost is going to be sending out, regarding the ratio of part-time faculty to full-time faculty. (Here she shared some numbers that I missed, and hope the Provost does send out. Perhaps Tim can follow up?) Part time is going down, full time going up, the number of sections is going down. Dr. Rooney is still in the process of knowledge gathering, so she couldn't comment deeply on the percentile of faculty salaries. Are we through the system of merit raises, and what level will we be at? She stated that she would like to come back another time and spend the whole time on this issue. She wants to be part of the process but doesn't know enough now to have a reasonable discussion.
 - Q: Do you see that including HSD? A: It has to. That's why I sit with both of the provosts now. It's so the three are finding commonalities and differences. That's what's challenging. Often the processes are different and often there is no good reason for that. That's why I want to learn more and come back. It's a good discussion I'd like to have. It may just be an issue of sharing data that hasn't been shared before.
8. Meeting was adjourned (hastily and informally) at 5:15pm, as Dr. Rooney was now late for her next event.

Respectfully submitted by
Hugh Miller, PhD, Secretary
Tracy Ruppman, MSLIS, Acting Secretary (second hour)

Appendix 1

Resolution on Dean Hiring Procedures:

- FC advocates that more faculty be included on search committees for upper administrative positions, specifically Deans of schools.
 - Specific request of at least 50% of search committee be faculty (without administrative positions – see Vice Provost at HSD list on next page)?
 - How should dept chairs, center directors, etc. be viewed in terms of representation we advocate?
 - Include external faculty member (from outside school) on search committees?
- Recommend that both tenure-stream and full-time faculty be included on committees? Parttime/adjuncts seem to have little incentive to participate. But should we advocate clinical/FT faculty be included?
- External searches be conducted in all cases.
 - Don't want to advocate that search firm must be hired, but include language on open searches in cases of Dean searches (public candidate visits to campus)

University Senate Recommendation on Dean Hiring: *The University Senate recommends that all hiring processes for deans and institute directors follow the same established and publicized procedures. These procedures should include, minimally, openly posted positions that invite nominations, external and internal; search committees that include faculty, staff and students from the unit; public presentations by the candidates with a Q&A period; evaluation forms for anonymous input from faculty, staff, and students; and regular updates to the college or school on the progress of the search.*