

The meeting of the 2016-2017 Faculty Senate was called to order at 3:30 p.m. by President Nancy Reincke. The following senators were present for all or part of the meeting: Dan Alexander, Klaus Bartschat, Maria Clapham, David Courard-Hauri, Renee Cramer, Debra DeLaet, Carrie Dunham-LaGree, Bengu Erguner-Tekinalp, Royce Fichtner, Lourdes Gutierrez-Najera, Jennifer Harvey, Adina Klipatrick, Jerrid Kruse, Karen Leroux, Craig Owens, Chuck Phillips, Dorothy Pisarski, Nancy Reincke, Craige Wrenn, David Wright

Absent: Grady McGrannahan, Lou Ann Simpson, Darcie Vandegrift, Melissa Weresh

The September minutes were accepted as amended. Klaus Bartschat was not present at the September meeting

President Martin Report:

At the recent Board of Trustees (BOT) meeting, the Campus Master Plan was a main topic. The most recent Campus Master Plan was finalized in 2005. President Martin stated those goals and objectives are still relevant. A ten year plan will be developed. Several buildings and campus areas will have outside consultants prepared presentations. The areas include Olmsted and Hubbell plus Meredith Hall. As these reports are received the Faculty Senate, Student Senate and All Staff Council will be informed and asked for their impressions. One outcome will be to define the needs and prepare to review resources.

Last year, the BOT's main topic throughout the year was reviewing the tuition pricing structure.

Senator Courard-Hauri asked what portions of the Climate Action Plan were included. President Martin replied that plan was developed after 2005 Master Plan. There is a Sustainability Committee which will be involved in determining what level of certification is appropriate for the buildings being built and any renovations.

President Martin continued with indicating that the Academic and Tuition Commitments are being well received so far. The trends at this point are strong for Fall 2017 in both applications and campus visits.

Another topic during the Board of Trustees meetings was the current effort to develop a new peer list for institutional level planning. Kevin Saunders, Director of Institutional Research and Assessment, is helping with this effort. Five schools will be identified at the institution level. Also, a set of aspirant schools, which is harder to define, is under development. When asked, he indicated a different list of schools will be used for benchmarking faculty salaries. The lists are expected to be made available to campus once the President's Council reviews the Board of Trustee comments.

Provost Mattison Report:

Provost Mattison indicated it was exciting to experience her first Board of Trustee meeting with responsibilities. She stated the BOT Academic Affairs Committee is led by a thoughtful Greg Johansen. Last year she'd experienced a lack of understanding of tenure and how it sits with academic freedom. Thus a template is being developed to help them understand the process and review which precedes the individual's name being presented to the BOT for approval. Provost Mattison was pleased to note this group did not want to be a simple rubber stamp.

President Reincke asked the Provost if she found it unnerving that the first question to her from a BOT member concerned firing a tenured professor. The Provost responded that it is somewhat expected noting the work world of the BOT members. The Drake Academic Charter is clear on the process to release a tenured professor including the appropriate definitions for moral turpitude, in case that was a needed element for the firing decision.

The Academic Affairs meetings included an intimate talk by the student who received the inaugural Catalyst Scholarship. Provost Mattison included a summarization of that talk in her remarks to the full board.

Provost Mattison stated she has started meeting with the academic department chairs from across the academic units. The next meeting will be about assessment and student evaluations. These are not popular topics but important. With help from Kevin Saunders, one goal of this effort is to make the exercises meaningful through sharing existing practices at the department level and encouraging conversations among chairs regarding strategies for success.

She acknowledged student evaluations do not need to be exactly the same for each discipline yet they will have the same principles. These principles or the philosophy involves seven elements:

- Provide meaningful and timely feedback for the faculty
- Be secure in administration
- Provide students a voice for feedback
- Be valuable in the Promotion and Tenure process
- Valid measure of student learning
- Minimize as much as possible discrimination against women and minorities
- Allow faculty to try innovative teaching methodology without punishment

Concerning issues of compensation, she has talked to President Reincke and suggested the group focus on one or two issues for this year. She is interested in hearing what is the committee's top concern. President Reincke noted the faculty will drive the process and will ask the Provost's Office for cooperation as their discussion progress. Three topics do seem to have risen to the top: a) equity, especially gender equity, b) compensation for outside of classroom work and c) merit vs market monies.

President Reincke –

Kenia Calderon Student Senate Equity & Inclusion Senator, presented remarks concerning Student Senate activities. A recent topic was an effort to allow students to take caucus day and the day of the election off to ensure students had a chance to participate. For this year, gaining excused absences is their goal. The purpose is to make it easier for students to participate.

President Reincke indicated Senate Executive Committee has worked to ensure committees are staffed and have received their charges for this year. Jenny Tran-Johnson, 2016-2017 All Staff Council President, has joined the Executive Committee meetings.

Craige Wrenn, Ad Hoc Curriculum Committee Chair, indicated a set of proposed revised general education outcomes are expected for November 2016. The committee will then work to provide a curriculum by April 2017. He indicated the November draft will not be in an identical form as the outcomes from last spring.

President Reincke announced an ad hoc group has been assembled to look at compensation. There are seven full time faculty and one staff member who teaches who have agreed to serve. Craig Owens will chair. At this time, not all individuals have accepted service on this committee. Once complete, the membership will be announced.

Finally, she indicated that Keith Summerville was not available for today's Senate meeting and may be on the agenda at another time.

Unfinished Business no items presented

New Business:

The remainder of the Senate meeting was a presentation and general discussion with the Provost's committee which was charged with drafting a position description for the new senior-level administrator who will be responsible for leading and coordinating a holistic institutional commitment to equity and inclusion. Present from the committee for the discussion were Associate Provost Melissa Sturm-Smith, Senator Renee Cramer, Professor Shontavia Johnson, Tony Tyler, Director of Student Engagement Equity & Inclusion, and student Jackie Heymann. Ms. Smith began the discussion with a brief

background of ongoing work of the Strategic Diversity Action Team (SDAT) and last two years of the work which has included the determination to create the position. She stated a key goal is for the position to fundamentally be an institutional change agent. Key questions which the committee desires to learn more about from the Senate's discussion are:

- 1) Does the position, as defined, meet the needs of the campus community?
- 2) Where do you see this position having the greatest impact?
- 3) Is this position structured in a way to achieve institutional change?

Senator Owens opened with noting there needs to be a positive relationship between a new administrative position and what other people end up doing and from that he wondered if additional wording should be added concerning what resources will be available to the position. Senator Harvey first acknowledged the hard work done by the group to this point. She indicated she saw value in hiring from within the existing campus community as the need is to work with faculty right away. She liked the structure of the position. She asked how to make sure the position is transforming the climate not just offering programming.

Senator Alexander asked if the group does see someone from Drake taking the position. He indicated he would be sad if this just shifted already existing personnel and resources. Ms. Johnson stated she has been skeptical about the internal nature of the conversation. She is not sure who the person is right now, on campus to take on the job. Senator Valdovinos stated that an individual from the outside could bring a fresh vision to campus.

President Reincke stated she found it difficult to understand with whom this person would be working with on a routine basis. She is currently having a hard time trying to picture how this work will permeate throughout campus. Ms. Cramer agreed, stating the committee has talked a lot about the skills needed and which resources will be required for success. Senator Clapham asked about the interview structure to fit candidates to the position's vision. Ms. Cramer stated the search committee can ask about what the candidates see "going forward".

In response to a question regarding researching other institutional models, Valparaiso University was cited as having a position with 'teeth' in their description. The position includes a lot of collaboration work bringing together existing committees and interest 'pockets' which exist on campus. Also, in discussions with that campus, the positive outcomes have come from "making it a campus priority".

Senator Erguner-Tekinalp stated she agrees with the need for a position yet there is a balance in making the situation one person's to fix vs this being everyone's responsibility. While not wanting to go backwards, Senator DeLaet wondered if there is too much for a single three year position, which is renewable. She sees this position working with offices and groups in an abundantly focused way. She asked if the position is to advance the balanced scorecard targets also. This is a very big job. President Martin stated he draws a distinction between the job description points and what will be the work plan for the first and second year. He acknowledged the Continuous Improvement Plan will be impacted, in two or more areas, by this work.

Additionally, he shared he had been asked why this position was not reporting to him directly or being a member of the President's Council. The Council is his direct reports plus the Faculty Senate President and he is a firm believer in keeping that group small. The President's Council will have the right person in the room when the agenda topics call for their expertise.

Senator Harvey believed Drake knows what the needs are and there will be challenges with an internal hire but, she continued, the need is for someone who can "hit the ground running". There have been requests which she and Bryan Thomas, Academic Success & Retention Specialist, have fielded inquiries and event requests which they simply cannot fill. Her example: sitting down with 40 white fraternity brothers and talking about whiteness. She likes the three year position statement and the campus needs to look at this as a resource investment. Mr. Thomas stated it is realistic that students will hold this person accountable as they will be a face to what Drake says it believes.

Senator Phillips added his support to considering looking beyond Drake as we should want to get the best person. Senator Kruse shared that as he reviews the primary functions for the position and finds there are many specifics and thus there are more initiatives rather than goals. He wondered if the person needs to have goals and set up their initiatives. Senator Owens

asked if the description includes enough call for vision and leadership vs hiring a technocrat. And he counseled that if a technocrat is needed then an advisory committee will be required.

Senator Gutierrez Najera stated that the more she listened, the more she sees the value of the position being filled from a pool of persons from outside of Drake's current employees. Someone who can take a broad look and is not already tagged as only student or faculty/staff oriented. The position itself will not be open for the person to gain tenure.

Mr. Thomas acknowledged his bias knowing how he and Senator Harvey work with the Crew Scholars program. He suggests candidates from outside Drake could help the overall effort. He knows the value of a joint team (staff and faculty) effort plus utilizing resources where there are grant monies involved. President Reincke agreed that the Crew Scholars effort is vital to guaranteeing students of color have the quality college experience. She continued that this position can work to develop the climate for achievement which was not available to her and others as they learned "how to get things done".

Senator Cramer noted there is already a 70 page document among the three years' worth of work ready for this position to build upon. And reminded the group this is also the Quality Initiative topic for HLC. As the discussion continued, there were voices expressing interest in having a wide enough pool for quality candidates which would lean towards the position being open to internal and external candidates. Yet several persons acknowledged the most likely loss of time and momentum by expanding the search externally. An external hire was cited as adding capacity rather than shifting a resource.

With proper procedural motion, the body agreed to continue past five pm for fifteen minutes

While recognizing she has not been involved in all the previous discussions concerning Climate and Drake's culture, Provost Mattison expressed that his has been a most open and transparent process. She indicated she was not against opening up the search yet the position will remain a three year commitment. When asked, she indicated there is not a monetary savings to hire from within only. Senator Erguner-Tekinalp felt as if Drake is looking for a hero and she expressed concern that such a hero will be hard to find within Drake or outside. Senator Gutierrez Najera cautioned that an internal hire up against grand expectation might be seen as being set up to fail. Senator Harvey and several members of the SDAT committee indicated they are not applying for the position. They expressed interest in supporting the position's success and expanding Drake capacity for meeting grand expectations.

The meeting adjourned at 5:20 p.m.

Secretary, Nancy Geiger