

FACULTY COUNCIL
Minutes
Wednesday, November 20th, 2019
3:00-5:00 PM – CLC 206, WTC; IC 332, LSC; SSOM 429, HSD

Members Present: Borys, D.; Brown, J.; Caughie, P.; Conley, J.; Dahari, H.; Davis, T.; Dentato, M.; Dong, Q.; Graham, D.; Holschen, J.; Johnson, B.; Jules, T.; Kang, H.; Langman, L.; Lash, N.; Martin, C.; Miller, H.; Mirza, K.; Moore, K.; Moran, G.; Pierre, D.; Pope, L.; Ridosh, M.; Roberts, E.; Shoenberger, A.; Uprichard, S.

Meeting was called to order at 3:05pm by the Chair (Jules).

1. Approval of October 30th, 2019 minutes. Moved (Lash); seconded (Conley). Motion passed (18-0-0).
2. Update on the resolution from October (Chair): Shortly before this meeting I received a response from Pres. Rooney to the resolution we passed at the October meeting. I have just circulated this response to you. (see Appendix 1.)
 - **Motion** (Caughie; 2nd Johnson): see Appendix 2.
 - Discussion: decision to revive the Benefits Advisory Committee; questions concerning the staffing (and transparency of the process of staffing) of the revived Benefits Advisory Committee; questions about the evidence backing up the statistics cited in the president’s letter; the administration’s excessive focus on finances (especially on cutting expenses), rather than in growing revenue and endowment and in program development; that we are losing our attractiveness and competitiveness in attracting new young faculty candidates by decisions such as these; what relation will the revived Benefits Advisory Committee have to the finance committee that had been making the decisions about Aetna and Blue Cross. At present there is no cost to the administration for making decisions that are deeply unpopular with faculty and staff; how can we impose a cost? Is there a middle ground between a vote of no confidence and giving the administration a pass? Can Council develop a “counter-narrative”? Motion withdrawn.
 - **Motion** (Shoenberger; 2nd Johnson): That Council Communications Committee draft a response letter to Pres. Rooney, circulate drafts for comment, and then send the final approved version to the President and to all faculty over the Council listserv. Passed 23-0-2.
3. “The Greater Good” document (Chair) (see Appendix 3): This document was commissioned and designed by the Council of Deans at their retreat this past summer. As it states, is intended to guide the universities overall strategic planning over the course of the next decade. (It is also the document that will shape the 2025 Strategic Plan.)
 - Discussion: Connection between “VTIP Replenishment Plan” and this document. [Discussion cut short for time; will return to further discussion of the document at the next council meeting.]

4. Presentation by Benjamin Johnson, FC member and Lakeside Campuses AAUP Chapter president

- Founded in 1915, after prominent professors were fired for expressing their views on topics such as immigration and labor unions, today the AAUP has hundreds of chapters at colleges and universities across the country. The mission of the AAUP is “to advance academic freedom and shared governance; to define fundamental professional values and standards for higher education; to promote the economic security of faculty, academic professionals, graduate students, post-doctoral fellows, and all those engaged in teaching and research in higher education; to help the higher education community organize to make our goals a reality; and to ensure higher education’s contribution to the common good.” At some universities they form CBUs, but at most they are faculty associations that advocate for faculty prerogatives. The national organization supports local chapters, and provides support and conducts investigations of events of national significance, and can and does issue censures of university administrations. It also carries out interventions in legal cases and lobbies Congress and state legislatures when necessary to secure faculty rights. Loyola’s chapter is located on the Lakeside Campuses (there is presently no active chapter at SSOM.) Current membership on our listserv is about 200.

How should AAUP and FC work together? (1) we share a common purpose: to protect and enhance academic freedom and shared governance, not just for our own sake, but so that Loyola might do what it is supposed to do, as an educational and research institution. (2) The AAUP has a connection to the national organization, with its rich store of policy recommendations, professional standards, and guidelines, which can contribute substantially to decision-making about faculty related issues on this campus. (3) On the other hand, the AAUP has no formal standing within the University, no power to nominate people to positions on committees, etc. (4) in speaking with the presidents of other chapters at other universities, I find that there seem to be various models of how their faculty senates and the AAUP chapter interact. Typically, one body tends to be more accommodationist, the other less so, and this can be useful in dealing with administrations. (5) as president, I certainly want to consult carefully with the Council, and if anything the chapter is doing is not respectful of the Council’s prerogatives and standing, I’d like you to make that clear to me.

- Discussion: Sometimes there will be “crossed wires”: faculty will receive emails about campus issues from AAUP and from Faculty Council, and be confused as to the authorship and nature of the communication. Johnson: I’m aware of this. As some of the members of the national organization have told me, in some way my job ought to be to arrange things so that the chapter has to do less, and the duly constituted governing organizations like the Council do more.
- Discussion: Are we missing an opportunity at incoming faculty orientation to make clear to new faculty the roles of the Council and the AAUP chapter? Johnson: this year I wrote to all incoming faculty to apprise

them of the existence of the chapter, give them a late to the national organization, and tell them about our advocacy role in campus — basically, to acquaint them with the existence of our organization. But I would be happy to do such a letter in collaboration with Faculty Council, to help inform faculty and make clear in their minds our different roles.

- Discussion: It is perhaps more important that the AAUP chapter work more closely with Faculty Council than with the University Senate, which has a much broader constituency, and which is charged with dealing with issues that concern the University as a whole — students, staff, faculty, and administrators. Faculty Council and the AAUP have the faculty as their constituencies.
- Discussion: Does the Faculty Council have a member of the AAUP chapter *ex officio*? Miller: not *de jure* but *de facto*, yes. Perhaps it would be worth exploring giving an *ex officio* Council seat to an AAUP chapter officer.

5. Presentation by Wayne Magdziarz, LUC CFO. (See presentation Powerpoint.)

- Discussion: About the VTIP buyout: do you have any sense of how many tenure-track faculty will accept the offer? WM: I have no idea, and present. But there is no edict from above, from any office, mandating that the program hit a particular number.
- Discussion: The Council of Deans' "VTIP Realignment Plan" document pledges that all positions vacated by acceptances will be "retained": it does not say that they will be retained as tenure-track. What proportion of these tenure-track lines will remain tenure-track, and what will be converted into full- or part-time nontenure track? WM: Loyola would not be doing this plan if it did not hope to realize financial savings from it. There will be discussions between the deans and the Provost's office over each of these lines; they will be the ones to decide such issues.
- Discussion: What is the condition of the Advancement Office? Is it going to help us improve our endowment, and elicit greater alumni contact and support? WM: Karen Paciero was hired last August to head the department, and has been building a good team. Loyola's current endowment of about \$650M is clearly far too small for such a highly ranked institution—it should be at least \$1.5B.

6. Motion to adjourn, 5:04pm (Moran); second (Johnson).

Respectfully submitted by
Hugh Miller, PhD, Secretary

Appendix 1

Dr. Tavis D. Jules, EdD
Chair, Faculty Council
Associate Professor – School of Education
Loyola University Chicago
820 N. Michigan Ave
Chicago, IL
60611

Faculty Council Resolution on Aetna Healthcare Transition

Dear Tavis,

I received the Faculty Council's resolution on October 31, 2019 expressing the council's "consternation and shock" regarding the University's decision to change its health plan provider from Blue Cross and Blue Shield of Illinois to Aetna and the way this decision was made.

The University and Human Resources has received much feedback on this change. We have heard from faculty and staff concerned about coverage for their doctor or health provider not in Aetna's network and will now be covered at a lower rate, as well as from many other faculty and staff whose doctor or health provider were not in the Blue Cross's network but are in Aetna's network and who will now be covered at a higher rate. Our analysis indicates that 96 percent of the prior year's medical claims previously covered in the Blue Cross network will be covered in the Aetna Network and over 800 providers previously out of the Blue Cross network are in the Aetna network and so claims will be covered at the higher in-network level.

Importantly, we have also heard from many faculty and staff who appreciate that the medical premiums did not increase because of this change. With all that said, there is no doubt that information on various aspects of the changeover could have been communicated more effectively. I recognize that change to personal benefits affects people and families in a very personal way and naturally evokes questions and anxieties. We can and should improve on the ways we communicate change and prepare the campus community for such changes.

Although the University will not reconsider the change to Aetna and its advantages for so many, we have responded to faculty and staff feedback. Most notably, Human Resources announced last week that we have extended the open enrollment period through Friday, November 22, 2019, and we have worked with Aetna to increase the Transition of Care (TOC) benefits from 90 to 180 days. These are examples of meaningful measures we have taken to allow faculty and staff the time and opportunity to consider their options for doctors or health providers in and out of Aetna's network.

A number of changes to benefits that we have made in the last several years had their impetus from the Financial Working Groups established during my first year (see <https://www.luc.edu/finance/financialplanningworkinggroups/>). Then-Dean Vicki Keogh, PhD along with a group of faculty, staff and administrators, made multi-year recommendations for the University's consideration and implementation. In a practical sense, this group replaced and improved upon the work of the prior Benefits Advisory Committee. You might recall some of

the benefit changes that resulted from this collaborative effort: the addition of a high-deductible medical plan option, increased new-hire waiting period for the Defined Contribution Retirement Plan, changing prescription drug benefits, and additional parental leave benefits. Although beyond the scope and work of this group, they identified a future opportunity to go to market to seek out improved quality and lower costs in medical insurance vendors in the future. The group recommended these changes and enhancements and some were implemented by Human Resources.

Human Resources also announced last week that they will be reconstituting and expanding the HR Benefits Advisory Group (see attached message). This body will offer additional opportunities for faculty and staff to engage with Human Resource leaders on improving communication and awareness of our benefit plans and to discuss necessary or potential changes to benefits that ensure that we continue to steward our finite resources and provide a competitive and comprehensive benefit program for Loyola faculty and staff.

I am optimistic that the work of the task force on shared governance, which includes past and present leadership of faculty council, will help us better refine the delicate balance between faculty, staff, and student participation in planning and decision-making processes and administrative accountability and authority. This is important. It will help us move forward with greater clarity on the roles of our governance bodies, the various ways faculty, staff, and students provide input to inform decision-making, and foster increased precision and awareness regarding roles, responsibilities, and accountability for governance and decision-making at the University.

Sincerely,

Jo Ann Rooney JD, LLM, EdD

Cc: Susan Uprichard, PhD, Chair of University Senate
Margaret Callahan, PhD, Interim Provost & Sr. VP for Strategy & Innovation
Winifred Williams, PhD, VP, Chief Human Resources Officer & Chief Diversity
& Inclusion Officer

Appendix 2

Whereas Winifred Williams, Vice President of Human Resources, has provided misleading statements and statistics to support her decision to switch health care providers (e.g., telling the University Senate that members of the Benefits Advisory Committee didn't want their names made public when their names are on the website; claiming Loyola employees will see a "reduction in expenses for the same quality service" when many are paying more or are facing a loss of quality services; stating that 96% of providers Loyola employees use are in the Aetna network when anecdotal evidence suggests many are losing their therapists and oncologists);

Whereas in making this decision, Dr. Williams has ignored shared governance processes, failing to staff let alone consult the Benefits Advisory Committee and failing to consult shared governance bodies (Faculty Council, Staff Council, and the University Senate);

Whereas Dr. Williams has displayed a lack of respect for faculty and staff, providing information about high-cost medical issues among Loyola employees in a powerpoint presentation to the University Senate in October 2018, and lambasting Loyola employees who are ill or have sick family members for their "take take take" attitude toward health care;

Whereas the change in health care providers has been a public relations disaster, angering a majority of faculty and staff and creating bad publicity for the university (e.g., articles in *The Phoenix* and *Inside Higher Education*); and

Whereas this change has created a tremendous burden on Loyola employees, who are paying more for the same coverage or the same for poorer coverage; who are forced to leave doctors and therapists with whom they and their family members have built relationships of trust over many years; and who were given no voice in whether to pay more to stay with a premier local provider or switch to an inferior one;

The Faculty Council expresses a vote of no confidence in Dr. Williams and urges the President to replace her.

THE GREATER GOOD:
LOYOLA UNIVERSITY CHICAGO'S JESUIT, CATHOLIC ACADEMIC VISION

Our Mission:

“We are Chicago’s Jesuit, Catholic University—a diverse community seeking God in all things and working to expand knowledge in the service of humanity through learning, justice and faith.”

The Universal Apostolic Preferences Guiding Jesuit Universities for the next Decade:

- “to show the way to God through the Spiritual Exercises and discernment;
- to walk with the poor, the outcasts of the world, those whose dignity has been violated, in a mission of reconciliation and justice;
- to accompany young people in the creation of a hope-filled future; and
- to collaborate in the care of our Common Home.”

Guided by these Universal Apostolic Preferences and its Mission, Loyola University Chicago will invite students, faculty, administration, staff, alumni, and community partners to participate in an inclusive discernment process designed to build upon its distinctive strengths, including its:

- vital Jesuit, Catholic mission;
- caring, diverse, and inclusive student-centered community;
- renowned faculty scholars and dedicated educators;
- transdisciplinary centers of excellence and research dedicated to solving complex social problems;
- core humanistic curriculum and experiential learning opportunities;
- leadership in educational innovation, technology, online, and blended learning; and
- partnerships within a dynamic city and global Jesuit community.

The University will work together with its students, faculty, administration, staff, alumni, and community partners to:

- **Enrich, enliven, and make more visible the University’s vital Jesuit, Catholic mission, under the guidance of the Universal Apostolic Preferences.** Specifically, the University will provide substantial financial assistance to enable graduating Ar-rupe students to continue their undergraduate, graduate, and professional education at Loyola; implement the priorities emerging from the Examen process, including student formation; engage in collective discernment in its decision-making; develop collaborative programs in the care of our Common Home, and accompany the poor, the world’s outcasts, and those whose dignity has been violated.

- **Develop a more diverse, equitable, and inclusive student-focused community.** In particular, the University is prepared to devote sufficient resources to increase significantly the diversity of its administrators, staff, faculty, and students, and to incorporate best practices in inclusion and equity throughout the community.
- **Grow innovative, mission-aligned, and revenue enhancing academic programs to serve students at every age and every stage of their lives.** Specifically, the University will develop and implement a culture of continuous organizational growth, a shared governance structure rooted in supportive subsidiarity, a profit sharing algorithm that will incent innovative programs and interdisciplinary and inter-professional collaboration, a strategic plan for online learning, and a Task Force to consider establishing itself as an online platform provider for internal and external academic programs.
- **Develop, appoint, and realign faculty and staff to serve mission-centric research, curriculum, enrollment, and student success for the future.** In particular, the University will enhance professional development and leadership programs for faculty and staff, explore the creation of a Center for Teaching and Learning, and engage in collective discernment about the strategic appointment of faculty and staff who will advance shared goals around mission, diversity, research, enrollment, and student formation and outcomes,
- **Deepen the University's connections with local and global partners.** Specifically, the University will work collaboratively with students, faculty, administration, staff, alumni, and community partners to build upon its engaged learning requirements, grow corporate engagement, implement the Global Loyola strategic plan, and extend its accompaniment into neighborhoods surrounding its campuses.

Based on significant input from students, faculty, administration, staff, alumni, and community partners, the Deans and other University leaders will advance these shared goals by developing mission-aligned and revenue enhancing academic programs. They will also work with the new Office of Strategy and Innovation to support the inclusive process of transitioning from Plan 2020 to the next strategic plan. The University will thereby advance its Mission under the guidance of the Universal Apostolic Preferences, build on its distinctive strengths, serve its students, and move toward the greater good.