

University Senate
General Assembly
Meeting Minutes
February 19, 2021

Senators Present: Minerva Ahumada, Francis Alonzo, Suzanne Bost, Anthony Deldin, Jenna Drenten, William Duffy, Eilene Edejer, Sarita Heer, Lee Hood, Ashley Howdeshell, Diane Jokinen, Dan Killelea, Kristin Krueger, Patricia Lee, Steven Todd, Susan Uprichard, Maria Wathen, Anne Divita Kopacz, Tobyn Friar, Kevin Newman, Kathleen Steinfels, Ella Doyle, Teresa Fister, Martin Flores, Charles Hwang, Selam Kahsay, Jacob Palmer, Krislyn Zhorne, Thomas Kelly, Michael Kaufman, Nancy Tuchman, Norberto Grywacz (*ex. officio*), Tavis Jules (*ex. officio*), Kevin Kennedy (*ex. officio*)

Absent: Laura Brentner, Bill Adams

Guests: Vice Provost, Academic Strategy, Michael Kaufman Strategic Planning Steering Committee Member Seth Green, and Joan Holden, APRN, ANP-BC, Director, Loyola Wellness Center

Quorum (31/33): Voting members present at start of meeting; quorum is **satisfied**.

Chair Uprichard called public meeting to order at 3:00 PM.

- I. **Review of preliminary agenda and call for motions to amend**
No calls to amend.
- II. **Review of minutes from the January 22, 2021 meeting**
No calls to amend the minutes. The minutes are then unanimously approved as amended.
- III. **Update: Shared Governance Task Force Report**
Chair Uprichard: The next meeting of the Shared Governance Task Force will be on February 24th to review the comments submitted on the draft. Chair Uprichard will post the comments made by Senate. It is likely that Senate will see a final draft before it is sent to the administration.
- IV. **Discussion Item: Strategic Planning**
Vice Provost Michael Kaufman and Strategic Planning Steering Committee member Seth Green
Chair Uprichard introduces the topic.
Strategic Planning was, like everything else, interrupted by the pandemic, but Vice Provost Kaufman and Strategic Planning Steering Committee member

Seth Green are here to present the working draft and get feedback from the Senate.

Vice Provost Michael Kaufman: Thank you, Susan. Our goal to today is give a short overview, but devote most of our time getting your feedback. We want to stress this is an inclusive process. Starting in Fall 2018, more than 950 Loyolans have met in groups to plan and discuss the future of Loyola. This process also includes the lessons learned from the pandemic.

Please visit <https://www.luc.edu/strategicplanning/> to see all of the work being done.

From our community-wide conversations, a set of enduring values emerged.

- Care for the whole person
- Extraordinary academics and research
- Community-centered engagement
- Global connections and partnerships
- Operational excellence – includes shared governance, transparent communication, and transparent fiscal responsibility
- Care for our world

These values are intertwined and as a Steering Group we realized that though diversity, racial justice, and social justice were not among this set, they permeate all six of the values listed. We wanted to make it clear that all six of these values are informed by, guided by, and advanced by our commitment to diversity.

We created guiding principles that connect all our enduring values and guide our accomplishment of those values.

Six Guiding Principles

- Our vital Jesuit, Catholic mission and identity
- The supreme spiritual, moral, social, economic, cultural, political, and educational value of diversity, equity, inclusion, anti-racism, and racial justice
- The student experience throughout the life-cycle, including safety, well-being, formation, mental health, belonging, and success
- Meaningful relationships
- Shared governance, effective communication, and transparent fiscal stewardship
- Design thinking

These guiding principles informing our enduring values have helped us create priorities for each of our values.

Each enduring value has four priorities, so 24 priorities in total.

While we will not cover all of these priorities here today, an example would be

- Care for the Whole Person
 - Priority One: Through initiatives, policies, practices, and clear communication of expectations, promote an environment where diversity, equity, and inclusion are further reinforced to foster a culture of respect for all and the cultivation of positives relationships with one another.

Seth Green: We wanted to spend some time today talking about the priorities for the value of Operational Excellence as Senate has already undertaken some of this work.

Priorities for Operational Excellence

- Recruit and retain diverse faculty and staff and provide opportunities for all to advance professionally
- Maintain Loyola's strong fiscal position by investing in mission-driven academic programs
- Implement universal design principles of accessibility
- Implement high performing comprehensive advancement programs

The Operational Excellence sub-group was focused on building a culture transparency and collaboration. There is a focus in each of these priorities to ensure that everyone on campus knows what is happening and has true opportunities to help the university make key decisions.

Vice Provost Kaufman: To translate our values and priorities into actions, we have created three audacious exemplars for each priority, 72 in total. These exemplars are just entry points to achieve our values and priorities. One exemplar is sufficient, equitable, and sustainable financial assistance for students.

This will be an open and iterative process. This plan will not just sit on a shelf, but will be dynamic and consistently revisited over the lifespan of the plan.

The plan going forward is to have additional stakeholder meetings regarding the version of the plan and gather feedback. We hope to present the final plan to the Board of Trustees, which they will hopefully adopt in June.

We are open to your feedback here tonight or via email at any time.

Discussion:



Sen. Killelea: I was just seeking a clarification on the statement you made about improving the Carnegie ranking. What do you mean by that?

Vice Provost Kaufman: In Provost Norberto's goal to have Loyola become an R1 institution, there are many steps along the way that we could improve on. This ranking deals with our research capabilities.

Chair Uprichard: The goals from expanding research are ambitious and will be costly to achieve. Can you share any additional information about the funding, where it falls in the priorities, and how it will be achieved?

Vice Provost Kaufman: This is a document about vision and we believe that vision is important to establish before we move to tactics. My feeling is that Dr. Rooney will appoint an implementation committee that will begin in earnest to do the harder work of how we actually achieve these goals. This will be challenging, especially in the face of demographic change and the effects of the pandemic. This document does help guide us on how to use our scarce resources and how to establish strategy that reflects our priorities.

Chair Uprichard: As the Senate, we are glad to see shared governance and transparency as goals. Those goals will also help us propel the research and reach those expansion goals.

Vice Provost Kaufman: Shared governance and transparency will make us a better university and creates a better and more nimble decision-making structure.

Chair Uprichard: You mentioned an implementation committee to help enact this plan.

Vice Provost Kaufman: I'm sort of guessing at that, though it seems like the next logical step. I do not have confirmation of that, but does seem logical.

Sen. Tuchman: Good to see the capital campaign includes research growth.

Vice Provost Kaufman: We are extremely tuition-dependent, more so than most. Enhancement of Advancement is key to generate additional revenue streams.

Chair Uprichard: How is the Rule of Law Institute distinct from the Law School?

Vice Provost Kaufman: The Law School has had a program for 11 years called PROLAW, which is a joint advanced degree program, Master's of Jurisprudence and LLM degree, at the Rome Center targeted towards international students. This program targeted students in developing countries who would then take



these skills in the rule of law and build institutions in their countries from the ground up. An incredibly generous non-alum donation was given to create this program here in the United States as we've seen the fragility of our democracy and that will be The Rule of Law Institute. This is not located in the Law School, but will be a university institute.

Sen. Ahumada: Can you clarify why Arrupe is in the exemplars in just a financial way, and not recognizing the other great work and contributions of Arrupe in any other areas of the draft plan?

Vice Provost: Thank you for that comment. It certainly was not intentional to frame Arrupe College in financial manner only. It was called out because it will be the target of a capital campaign as it is a goal of Arrupe to ensure that Arrupe students have the ability to continue their education if they choose and that will require the university to have financial resources. But we should go back in the plan and call out Arrupe in other areas you see as important, because it was not our intention to just frame Arrupe in financial terms.

Sen. Ahumada: There are so many strengths in Arrupe and we don't want to have our students represented in this plan only in terms of finances, though it is important to have resources and funding.

Vice Provost Kaufman: You are absolutely right and thank you for calling this to my attention.

Sen. Ahumada: We are doing really great work with our students concerning undocumented status, social justice issues, racial justice issues. And for all the talk of the university about racial justice, Arrupe is never featured in that even though the students and staff and faculty take those issues of racial justice very seriously.

Vice Provost Kaufman: I think the university may be overcompensating and saying that Arrupe College is not the only place engaged in racial justice and to put more of the onus on the larger university.

Seth Green: One of the key reasons why we were so eager to have these feedback sessions was to make sure everyone sees themselves represented correctly in this plan and Sen. Ahumada thank you for bringing this up so we can correct it in the plan.

Chair Uprichard: I think that is a really good point for all of the Senators to think about. To read through the draft and do you see yourself or school represented correctly in this plan.

Chair Uprichard: This is a communication comment. Once the Board of Trustees approves this plan could a list of all the examples that can be thought



of under each of those priorities/exemplars, even if they are small programs, be sent out just so others are aware of each other and how they relate to the plan.

Vice Provost Kaufman: This is great comment. I'm hoping for a website that would perform this same function. Please if any feedback or comments come to mind please send that to me or any member of the steering group. Thank you.

Chair Uprichard: Thank you for coming and presenting this draft.

V. Update: CoVID-19 Vaccination Information
Joan Holden, APRN, ANP-BC, Director, Loyola Wellness Center

Chair Uprichard: We've heard so much about wanting to hear more about vaccines, how to get vaccinated, and what the university is doing. I'm so glad Joan Holden agreed to be here with us today. The goal today is to start this conversation. Also wanted to pass on that we are working on a webinar for March 4th which the Senate has been asked to sponsor, to help with this information and educating the community.

Are there any objections to the idea of the Senate sponsoring this webinar?
No objections put forth.

Sen Kelly: I wanted to remind what the university has already communicated about the vaccine. Last Friday we sent out an email about the vaccination and who in the Loyola community has been vaccinated based on the CDC guidelines. About 3000 individuals have been identified as fitting into tier 1A or 1B in the Loyola community. These individuals are mostly working in a health care setting or have been identified as an essential frontline worker.

We are also recommending that everyone who might be eligible for a vaccine to seek out appointments wherever they can as we are not a vaccination site yet, though we are looking to become one. We are lobbying, Phil Hale has done this, to get higher education in the 1C tier. We understand people are frustrated, but with shortages of the vaccine this will take some time and planning.

Sen. Deldin: Has there been any discussion about making the vaccine mandatory for faculty, staff, and/or students?

Sen. Kelly: Nothing can be mandatory at this point as the vaccine is still under emergency use authorization. We have started conversations with the health care advisory group about requiring the influenza vaccine for faculty, staff, and students and we see that as precursor to requiring the vaccine at some point. This is all still in discussion and keep that ongoing. Right now our concern is



getting the vaccine to those who want it and then on the other end, handling the situation of faculty, staff, and students who do not want to take the vaccine.

Sen. Flores: What is the university's plan to combat misinformation about the vaccine? Is there a communication plan?

Sen. Kelly: We have talked about several communication plans to combat this. Seth Green in the Baumhart Center has been running several webinars with public officials about this. The webinar Chair Uprichard mentioned on March 4th is another one of those efforts. These efforts will be ongoing. Also, it looks like tier 1C will not include students and they will be a part of tier 2 probably.

Sen. Flores: Is there a follow-up system for those who have been vaccinated regarding side-effects?

Chair Uprichard: Not via Loyola, but there is a national place to report your side effects.

Joan Holden: I just want to remind everyone about the phases of the vaccination effort. We are in phase 1B right now. We are likely to reach phase 1C at the end of March and phase 2 probably at the end of May. This is all dependent on the availability of the vaccine and that is an issue.

I met with the Chicago Public Health department and we talked about vaccine allocation and how limited the doses are at this moment.

We are encouraging everyone to get the vaccine when they are eligible and wherever they can get an appointment. I know there has been confusion about universities distributing vaccine. The universities themselves are not actual distributing the vaccine, but some have been vaccine sites which Loyola is exploring as a possibility. I know there is still confusion about this, but we just have to follow the guidelines set out by the Chicago Department of Public Health.

Sen. Kelly: Can you talk about where we are at with testing and those who are fully vaccinated?

Joan Holden: We originally thought once you were fully vaccinated you would be exempt from testing, but it is now recommended that we keep testing those individuals who have received the vaccine. So we expect everyone to still be in the surveillance testing program. Also if you have received both doses of the vaccine and you test positive, we are then asking those people to submit to gene sequencing to identify variants.

Sen. Tuchman: If you are vaccinated can you still be a source for infection for others?



Chair Uprichard: At this point we honestly don't know. It is an open question and continued surveillance is really key. We will be following the research.

Sen. Kelly: I just want to make a plug for testing. We have ramped up our capacity and it will allow us to open up more, so please stay in compliance and you could potentially be denied campus access if you fall out of compliance.

Sen. Tuchman: We've had two faculty who were given stern warnings because of not testing. They actually were testing but there was glitch in linking their tests to the faculty id. I have 15 faculty who are teaching face-to-face and I meet with them once a week and most are reporting that students are very willing to comply because they want to stay on campus.

Chair Uprichard: If somebody gets an email saying that they are being seen as non-compliant, but they have been testing, who should they contact?

Joan Holden: Please email covid19testing@luc.edu to get that sorted out.

Sen. Kelly: We are hoping to have more classes in the summer with a student experience, but we will still be testing and following protocols. This will probably continue into the fall too.

Chair Uprichard: There is a possible plan to put a website together that could be a one-stop shop for vaccine information. Especially since the information is constantly changing. I'll keep everyone informed about that and any other vaccine information.

Thank you, Joan for joining us.

VI. Informational Item: Research Infrastructure Report *Academic Affairs and Research Committee*

Chair Uprichard: The Academic Affairs and Research Committee decided to do a deep dive into the research infrastructure support here at Loyola and found a lot of information to report back. Sen. Jokinen will be presenting.

Sen. Jokinen: We are here to share some information because between the President's restructuring for One Loyola, the Provost's R1 aspirations, the push for more interdisciplinary programming and research, and the pandemic all effect research.

Does our current research infrastructure have the capacity to support these expanded goals?



The feeling on the committee is that it does not and capacity is already stretched beyond its limits. That infrastructure is not resourced enough currently to provide all the services faculty and researchers need now.

We found a report that was done in 2019, it was an Academic Program Review that went through the Office of Institutional Effectiveness when Provost Callahan was still in place. It was a very detailed look at what our current infrastructure is and it covered the concerns the committee had been discussing.

It delved into the conflicting systems on different campuses and the roadblocks that existed when trying to do collaborative research across campuses. The under-resourcing of those offices dealing with research support and the inability to provide services were also dealt with in this report. The report also contained recommendations. This means administration is fully aware of these issues.

We met with the Vice Provost for Research Dr. Singh and got a brief overview of what his goals and plans are for research. He was able to detail some restructuring that was already being put into place and the funding needed to put all this into place. He has formed a Research Advisory Council that has a broad representation across the university in terms of research. This group will be helping guide some of this restructuring. It looks like there are measures in place to move some of these issues forward.

We also met with Dean Barman at the Graduate School given that graduate students are such a critical piece of the research at the university and discussed the needs and infrastructure in the Graduate School. Again it seems like there is movement happening to address these issues.

We just wanted to inform the Senate of this report and that we have seen some movement to address these issues.

Chair Uprichard: I know the Research Advisory Council is fairly new and the membership was appointed by the Deans based on the best voices from the schools and departments to address these issues. Money is definitely a challenge here, but also the diversity of needs across the departments is an issue.

What did you see were the biggest challenges? Were there any underlying questions?

Sen. Jokinen: We only had 30-minute meetings with Dr. Singh and Dean Barman and so we got a broad overview. Dr. Singh did say restructuring was going to happen to address these issues, but not many specifics.



Chair Uprichard: We could always have Dr. Singh come to Senate to present, especially once this Research Advisory Council has met a few times so there might be some clarity on the next moves.

I know there are questions about students and was wondering Dean Barman said in that regard.

Sen. Jokinen: There is recognition of wanting to build graduate student participation but she also mentioned they were doing a critical analysis of how many students to bring in and being mindful of not bringing in more Ph.D. students than the job market can sustain. There is a shortfall of students who will be taken into programs in the near term because of the pandemic and budget concerns, and this is concerning because that will not just affect one year of research.

Provost Norberto: I would recommend Dr. Singh and Dean Barman come to Senate to report out and give some details, but I can give some highlights.

Dr. Singh started in the summer of 2020 and one of the first things he did was create the Research Advisory Council since there is a great diversity of research here at Loyola. The group was appointed by the Deans but also with a strong eye towards diversity of study areas.

One key accomplishment was to get Office of Research Services and Sponsored Program Accounting coordinating together. Another big step is to fund Dr. Singh's office to create bridge grants and increase the number of postdocs. So there is movement but it is just beginning.

For Dean Barman, there is an issue with Ph.D. student numbers due to deficit we incurred because of pandemic, but the plan is to carefully consider the number of Ph.D. students and adjust the stipends. We are looking at funds for summer support too.

Chair Uprichard: In the strategic plan the Carnegie rating was mentioned and reaching R1 status is highly dependent on graduating Ph.D. students, but we have to consider those numbers to ensure those students succeed after graduation.

Sen. Wathen: When we bring graduate students in, to build on what Dean Barman spoke about in the meeting, we want to give them a competitive compensation package so that we can recruit students who might otherwise choose a different university.

Provost Norberto: One issue that is important and that requires more conversation is the differentiation between Master's students and Ph.D.

students. When we say graduate students in terms of research we are usually referencing Ph.D. students, but that is not always the case in every department.

Sen. Krueger: What can be done to address the need for lab space on the Lake Shore Campus?

Provost Norberto: This is a very good question. Dean Schraeder of CAS is very aware of this issue and is working with Advancement to address this and make a plan.

Chair Uprichard: There have been conversations in the past about how the science programs at the Lake Shore Campus and the Health Sciences Campus can integrate their programs. One thing the pandemic has done is to teach us all more about remote learning and hopefully with these lessons learned could help with the issue of the campuses being so far apart and bring more students together as well as expanded lab space on the Lake Shore Campus.

Provost Norberto: One idea I am excited to hear more about is the creation of interdisciplinary Ph.D. program and that has come to us recently. UC Berkeley has one of these programs.

Chair Uprichard: Thank you, everyone for this presentation. It is likely that we will invite Dr. Singh and Dean Barman to Senate to have a conversation.

VII. Other Informational Updates:

- i. Tobacco Resolution Passed electronically 22:2:1 and has been submitted**
- ii. We got an email from the President about retirement match restored, good news and also that 25% of the furloughed employees have been brought back**

Move to adjourn by Sen. Heer, seconded Sen. Wathen.

Meeting adjourned at 5:00 PM.

Respectfully Submitted AEH 2/22/21

Senate Meeting Schedule for Academic Year 2020-2021

- **University Senate Schedule:**
 - ~~○ September 18~~ ~~3:00-5:30pm~~ ~~Zoom~~
 - ~~○ October 16~~ ~~3:00-5:00pm~~ ~~Zoom~~
 - ~~○ November 20~~ ~~3:00-5:00pm~~ ~~Zoom~~
 - ~~○ January 22~~ ~~3:00-5:00pm~~ ~~Zoom~~
 - ~~○ February 19~~ ~~3:00-5:00pm~~ ~~Zoom~~
 - **March 19** **3:00-5:00pm** **Zoom**



- April 23 3:00-5:00pm Zoom
- Executive Committee Schedule:
 - ~~September 8 3:00-5:00pm Zoom~~
 - ~~October 5 3:00-5:00pm Zoom~~
 - ~~November 6 3:00-5:00pm Zoom~~
 - ~~January 4 3:00-5:00pm Zoom~~
 - ~~February 10 3:00-5:00pm Zoom~~
 - March 5 3:00-5:00pm Zoom
 - April 9 3:00-5:00pm Zoom