

**Loyola University Chicago**  
**Faculty Council**  
**August 22, 2003**

To: Members of the Corporate Faculty  
From: Dr. Kevin Henson, Secretary, Faculty Council (2002-2003)  
Dr. Nicholas Lash, Secretary, Faculty Council (2003-2004)  
Subject: Faculty Council Retreat held at Chicago Botanic Gardens, 8.22.03

**I. Retreat called to order by Dr. Dell'Angela, Chair at 9:30 AM**

- Dr. Murphy offered an opening reflection and prayer.

**II. Chair's Opening Comments**

- Dr. Dell'Angela emphasized the importance of members signing up for and actively participating in the work of FC committees, posed the general question of how FC will interact with various UPCs (University Policy Committees) over the coming year, and invited members to write additional items on the "idea generation" posters placed around the room (e.g., "Issues for FC to address in 03-04," "FC could be more effective if...").
- Dr. Dell'Angela offered a history of FC's retreats:
  - 2001: Father Piderat had just departed after a contentious and embattled couple of years. The university was facing a \$36 million deficit. Fear about the very survival of the university was in the air. The FC had just ratified a new Faculty Senate Constitution. Issues of Academic Freedom were high on our agenda, particularly around the release of *Ecclesiastes Accordia* (For an interesting report on the state of Academic Freedom and Religion see *Academe*, [www.aaup.org/publications/Academe/03mj](http://www.aaup.org/publications/Academe/03mj)). Many were wondering if the medical center would be sold. The question on almost everyone's mind was, "Who is Fr. Garanzini and what is he going to do to us?" FC had begun inviting administrators to talk with us about how to work together. These meetings were sometimes tense, but productive. Some consensus developed about the necessity of creating/repairing a "climate of trust," even if it would be difficult. FC had just planned a conference on the Jesuit Mission in Higher Education. We began talking about *shared governance* rather than *faculty governance*. Father Garanzini worked with FC on moving forward on a goal of shared governance.
  - 2002: Provost Facione had just arrived and many changes were in the offing. The academic calendar changes occupied much of FC's energies. The White Paper on Shared Governance (Copies accessible from the President's webpage: <http://www.luc.edu/resources/president/>) was released. The University was still facing significant financial problems. Enrollment was up. Infrastructure and building use issues were being considered. The Faculty Handbook was being discussed. FC was facing conducting a number of Dean Evaluations and a proposed Gender Equity

Study. Provost Facione was introduced at the retreat and FC listened to a Power Point presentation on the Provost's "philosophy." And, by the end of the year the university had UPCs.

- 2003: This year the retreat will focus on FC's structures and processes.
  - FC Identity/Role Issues: The issue of what the administration expects of FC has been raised. Is FC a "reliable representative body"? A "conduit" to the faculty? A one person, one vote voice through on-line polling (e.g., a Perot-style town electronic meeting conduit)? Who does FC report to? Are we simply another "affinity group" within the university? (Some members pointed out that we are not just an "affinity group"; we are an elected body. A proposal to set this clear was suggested for the September business meeting of FC. Many members said that they were not interested in just being a "sounding board" for the administration's ideas. Other members pointed out that FC does have an important role on the UCC (University Coordinating Committee); FC can take a role in driving issues to UPCs (University Policy Committees).
  - FC Effective Communication/Representation Issues: How can FC effectively represent our constituencies? How can FC effectively communicate with our constituents? How can FC have an effective voice? Should FC's role be to take information to the faculty, deliberate, form a perspective, and communicate that perspective back to the UPCs? How do we take a concrete issue to the faculty?
  - Additional Questions Raised: How can FC influence the UPC structure? What has become of the Faculty Senate Constitution passed by the faculty two years ago?

### **III. Chair's Report on the Provost's Retreat**

- Dr. Dell'Angela reported that the metaphor in use for Loyola at the Provost's retreat was that the Queen Mary had been stopped and turned around, but that she wasn't going anywhere yet. The university's financial situation is better—from huge deficit to a small (\$2 million) predicted surplus in 2 years. What should the university do with a surplus? Who or what do we want to be as a university? Where do we put our energies and resources? (Another metaphor in use was, "We don't want to fix potholes in a road to nowhere.") Some members noted that a \$2 million surplus does not give us a wide margin nor does it mean that the endowment has recovered to pre-Piderat administration levels. Strategic Agenda for University Report. Further Information:
  - <http://www.luc.edu/publications/loyolamag/features.htm>
  - <http://www.luc.edu/resources/president/>
  - <http://www.luc.edu/depts/acadaff/index.html>).

#### **IV. Chair's Report on the President's Retreat**

- Dr. Dell'Angela reported that Father Garanzini asked the community to take a new perspective going forward. He asked his staff and other university leaders to read "*Heroic Leadership*." ([http://www.chrislowney.com/heroic\\_leadership.htm](http://www.chrislowney.com/heroic_leadership.htm))
  - The four essential pillars of Lowney's Heroic Leadership are:
    - Self-awareness
    - Ingenuity
    - Love
    - Heroism
- Administrators want to know where faculty stands on things. They understand that the larger community has to get behind the goals of the Strategic Agenda for it to succeed.
- Father Garanzini, who spent the first couple of years understanding and fixing financial problems, signaled that now is the time to concentrate on the university's academic mission.

#### **V. Chair's Report on the President's Retreat**

- A brief discussion of the chair's reports followed: Some expressed frustration that the administration seems to want FC to conduct "public relations" for administrative plans handed down from above. Some expressed anger that "shared governance" is a chimera, pointing to published administrator comments that the university *cannot be a democracy*. Some expressed frustrations at "being treated and feeling like a replaceable widget." Some expressed frustration that administration came before FC to tell us what they had already decided to do—"chat is fine, but we accomplished very little." Others, going back to the issue of FC's role in the new governance system, said that without power and/or a power base we are simply a sounding board. Others noted that the power base is the faculty body.

#### **VI. Reflections on Faculty Council Role and Functions, Break-Out Groups, Dr. Haworth**

#### **VII. Lunch**

#### **VIII. The retreat reconvened after lunch at 12:40.**

#### **IX. Discussion of the North Central Association Reaccreditation Process of Loyola University Chicago in 2003-2004.**

Dr. Dell'Angela discussed the NCA's Reaccreditation Process including Loyola's self-study and the on-site visit by the NCA. A pamphlet, "To Chronicle and Celebrate," discussing the process was distributed to Faculty Council (FC) members ([www.luc.edu/nca/](http://www.luc.edu/nca/)). This year there will be a shift in emphasis in the process. The self-study will focus on whether Loyola is meeting its goals and what steps it is taking to improve itself. What is very important is not that the university is perfect, but that it be dynamic and improving. Hence, the self-study should be a beneficial

process for LUC. Dr. Timothy O'Connell, is the Coordinator of the self-study, and he is seeking input from the FC and the faculty at large. He requests that the FC communicate his request for input to the faculty at large. After the self-study is submitted, the NCA will send a team in April 11-13 for an on-site visit. One of the visit's purposes is to determine the self-study's accuracy. The NAC may ask questions of any administrators, faculty, students or staff.

## **X. Summarization of the Break Out Sessions**

Dr. Haworth's summarized the Break Out Sessions.

1. The FC is the voice of the faculty.
  - Identify, document, and resolve issues.
  - Initiate and receive issues from faculty and administration.
  - Serve as faculty liaisons to UPCs.
2. Improve Communication (Currently a weakness of the FC).
  - Streamline communication processes and structures using technology to enhance effectiveness.
  - Become more pro-active in articulating the role of the FC and serving as a representative to its constituents.
  - Sponsor open form to identify, discuss and act on issues.
  - Find other channels of communication.
3. Coalition (Power) Building
  - Improve communication with the schools, colleges, academic councils, SSOM, faculty senate, and AAUP.
4. Committee Restructuring
  - Perhaps there should be fewer committees.
  - Perhaps committees should be realigned among UPC lines.
  - Form study groups on issues to identify and suggest actions.
  - Serve as liaisons to UPCs.
  - Form task forces to improve communication and increase usage of technology.

## **XI. Discussion of a draft of a paper by Fr. Garanzini (7.18.03) on Strategic Planning at LUC for the next 3 years**

Dr. Dell'Angela and Dr. Murphy shared information about the draft paper the ideas of which will form the foundation for Fr. Garanzini's State of the University address. <http://www.luc.edu/resources/president/state090303.html> It was suggested that ideas in this paper if implemented would also have an important role in budget allocation, determining faculty lines, etc. Important issues for faculty to be aware of include "centers of excellence" and a renewed focus on identifying our strengths and building upon them. This is especially important as LUC starts to run budget surpluses. This also raised the issue of whether there is anything special about LUC that distinguishes it from its competitors. Dr. Dell'Angela shared 5 questions that Father Garanzini asked those at the leadership retreat last week to consider. These were offered as

examples of the complexity of the issues to which FC will be asked to contribute faculty perspective.

**XII. Discussion the PROCESS by which FC might implement the four points (shown previously) raised during the break out sessions.**

**A. Improving Communication:**

- How can technology be utilized to improve the effectiveness and accessibility of communication?
  - Construct or gain access to e-mail lists for all faculty units.
  - Assign FC members specific faculty groups to represent.
  - Personal visits to constituent groups.
  - Prepare Executive Summaries of FC minutes.
  - Produce/Distribute one-page summary/brochure of FC:
    1. What the FC is,
    2. How it is constituted,
    3. The FC is the voice of the faculty.
- Determine how FC will communicate with faculty and other faculty groups.
  1. Present FC information to *Phoenix*.
  2. More rapid communication from FC Executive Committee to full council.
  3. Prior to FC meetings, distribute discussion topics, materials, and list of invited guests.
  4. Provide monthly reports to departments.
  5. Provide reports to schools.
  6. Organize open forums such as after President's State of the University speech.
- Relationship of FC to other groups
- Encourage faculty to contact FC members.
  1. Provide link for faculty to respond.
  2. To facilitate contacting FC members, post their pictures on FC website.

It was also decided to establish two Communication Task Forces. Task Force One will work to organize open forums after Fr. Garanzini's State of the University Address. Task Force Members: Dr. Lundy (Chair), Dr. Murphy, Dr. Haworth, Dr. Castro, Dr. Cichon, and Dr. Bowen.

Task Force Two will work to solve technological communication problems (e.g., access to faculty/unit e-mail lists, occasional broadcast messages from FC akin to university "Announcement" messages: Task Force Members: Dr. Henson, Dr. McDonald, and Ms. Cochrane.

**B. Coalition Building.**

- The discussion included improving communication with UPCs. It was determined that the following links between the following UPCs and FC committees should be established: <http://www.luc.edu/governance>
  1. Academic Affairs (UPC) and the Education Committee (FC)
  2. Faculty Affairs (UPC) and the Faculty Status Committee (FC)
  3. Student Affairs (UPC) and the Committee on Committees (FC)
  4. Strategic Planning (UPC) and the Administrative Committee (FC)
  5. Budget and Finance (UPC) and the Facilities and Resources Utilization Committees (FC)
  6. Research (UPC) and Research Committee (FC)
  
- It was further suggested that FC should also establish relationships with the following academic councils and committees:
  1. Education Committees
  2. CAS
  3. Business
  4. Medical Council
  5. Deans' Council: Executive Committee
  6. AAUP: Faculty Status
  7. Board of Trustees: Executive Committee

FC Meetings would include any pertinent information stemming from any of the above.

- It was also suggested that FC would interact with the following affinity groups:
  1. SSOM Faculty Senate
  2. Academic Councils
  3. AAUP (lakeside and SSOM)
  4. Lakeside student government
  5. Graduate student organizations
  6. Nontenure track instructors (e.g., English)
  7. Staff Council
  8. Board of Trustee Committees
  9. Program Chairs (e.g., WOST)

### **XIII. The Retreat was adjourned at 3:30 PM.**

Respectfully submitted,

Nicholas A. Lash, Secretary to Faculty Council (2003-2004)  
 Kevin Henson, Secretary to Faculty Council (2002-2003).

## **Members Present**

**Arts and Sciences:** Dr. Robert Birely (History), Dr. Bren Murphy (Communications), Dr. David Schweickart (Philosophy), Dr. Ian Boussy (Biology), Dr. Leslie Fung (Chemistry), Dr. Janis Fine (Education), Dr. Jennifer Haworth (Education), Dr. Kevin Henson (Sociology), Dr. Judith Wittner (Sociology), Dr. Gerry McDonald (Math/ Computer Science), Dr. Prudence Moylan (History), Dr. Marta Lundy (Social Work), Dr. Richard Bowen (Psychology), Dr. Brian Lavelle (Classics)

**Professional Schools:** Dr. Harvey Boller (Accounting), Dr. Nicholas Lash (Finance), Dr. Allen Shoenberger (Law); Dr. Karen Egenes (Nursing), Dr. Luke Van de Kar (Pharmacology), Dr. Kim Dell'Angela (Pediatrics), Dr. Thomas DeStefani (Pediatrics), Dr. Robert Flanigan (Urology), Dr. William Schmidt (Institute of Pastoral Studies).