

April, 2018 Dean's Meeting Notes
Taken by Blake Rupe (Blake-Rupe@uiowa.edu)

- I. Called to begin meeting at 12:03 pm
- II. Introductions around table (23 people present)
- III. Dean Weber introduced himself – He was a student from 1984 to 1993, then did his post-doc and research. He became a faculty member in 1996, then director of IIHR in 2004 where he served for 13 years. He joined the Deans' office in Fall 2017. He hopes to evolve his leadership and what he learned at IIHR in his new role.

Question 1: How have you gone about learning about your new role? What have you learned about your new role?

A: Dean Weber has been meeting with leaders in all aspects of the College to learn about what mechanisms and levers exist within the college and how he can help. He's focused more now on the Strategic plan to advance the college. Working on the plan are 4 committees focusing on different areas of the college, that are composed of co-chairs and members of the faculty, staff, and external individuals working together. They are using the University's strategic plan as a roadmap for the Engineering strategic plan. They have done a SWOT analysis of the college, and just presented their findings to the college advisory board in April. The committee timelines are short – they started around one month ago (March 2018), received feedback, are completing a draft of their findings which will be submitted to the Dean's office at the end of the semester. The Dean's Office, in consultation with the committee co-chairs, will spend the summer working on a final version, which they will present to the faculty, staff and students in the fall semester and to the advisory board at their meeting in the Fall. From there, they might work down to unit strategic plans.

Dean Weber assured the staff that he is hoping to integrate and measure high-impact of undergraduate and graduate students. The student success committee (one of the 4 committees) looked at enrollment and enrollment plans and targets in their analysis. Additionally, the engineering faculty council (EFC) is looking at the curriculum and core requirements to make sure the College doing what is being done is what's best for our students.

Question 2: Can you discuss more about the Budget Model and those discussions?

A: The University is moving to a metrics-based plan that they're calling the collegiate economic analysis (CEA). The methodology for the CEA is locked down for FY19 and FY20. If there is an increase or a reduction in funds (both tuition and state appropriations) the CEA is used to allocate those resources to the colleges. One element of the CEA is the attribution of tuition for each college. The College will be getting 100% attribution to the college of enrollment for students, but for those classes taken outside of the college that college will transfer \$201/fee hour to the college that the students are taking the classes in. Likewise, this is also a good time for us to evaluate the budget/resources and the College is having those conversations now. Our student/faculty ratio is fairly high in comparison to other colleges. In the past, our resources didn't exactly match the increase in enrollment that happened. Now the new model could help with this.

Question 3: What about our programs that aren't tuition/revenue based – how are we considering those funds in the new budget model?

A: These expenses are attributed to the college based on the undergrad and graduate head count as well as faculty and staff headcount. The money for these are given from the state appropriations. The committees mentioned above look at those numbers and inform the state of the costs associated with them. Within our college, the model is programmatically based. One change that the college is looking at is in allocations for our teaching assistants, using a metrics-based assessment on student headcount for the TAs for departments.

Question 4: How well has the College responded to the Review that was conducted? What are we accomplishing versus what could we improve?

A: The biggest point made is that Dean Weber would like to integrate the research centers more into the College. We'd like to see better and more ideas regarding communicating what we are doing and what we are, as that will help include and describe the importance of our research centers.

The biggest challenge that Dean Weber is seeing is in faculty recruiting, especially regarding startup packages and salaries. We struggle with competitive offers for salaries and startups. The OVPR and Provost funding is almost gone which makes recruitment packages we can offer almost entirely College funded. We're working on affiliations to make sure greater initiatives are being made. We have lost a lot of #1 choices of hires because of this.

Question 5: How can we keep research and support staff salary competitive within the market. How can we keep their salaries up?

A: The expectation is to maintain rates for each position and role, to inform the state for appropriations. April checks regularly, and we do have some staff with salaries that are at the lower end of the market range and ideally, we'd like to see those increased. There's no answer to this question but rather an acknowledgement that it exists and we are aware.

Question 6: The TIER process and internal operations – are we still evaluating the success of TIER? How?

A: The College is looking at how to streamline all processes. TIER is a separate initiative but does count. The College is making tough priority decisions within the college separate to TIER. Danny (CTO) is working on how to initiate this in IT. Jan and April are working on the HR/Finance side. Shared Services staff are being evaluated and April is looking at efficiencies and metrics from the TIER services in the College.

Question 7: Is department feedback being taken?

A: Dean Weber invites feedback for shared services and IT TIER feedback to be given to appropriate chain of command.

Jan Waterhouse (HR) mentioned that the Talent Acquisition system is being rolled out to replace Jobs@UIowa. The new system will start in the Fall and will be a much better system. Jan is accepting feedback regarding processes and efficiencies within the college.

Question 8: How do you solicit feedback from the team? From Staff?

A: It would be most helpful for Dean Weber if we take all issues and feedback through appropriate leadership channels. ESAC is an appropriate channel for expressing staff concerns.

Question 9: What are we doing about undergrad retention rates?

We do better than other colleges and the University in relation to our peers. But student involvement and student health are very important and we need to consider student health to be a focus going forward. Our numbers are good but they can be better.

Question 10: What do you hope to get out of these meetings?

A: Dean Weber hopes to get feedback, and answer any and all questions or comments you may have.

Question 11: Are new changes being met with any resistance?

A: Change is hard and in some instances yes – but Dean Weber is hoping to be thoughtful and respectful to all those impacted by changes needed to make the College a better place.

Question 12: What will be the biggest change in the next year?

A: Working through the critical tasks presented in the strategic plan as well as the curriculum changes that will happen over the next few years.

Question 13: Are we receiving feedback from employers about what they are looking for in our graduates?

A: It would be great to speak more often with industry to get their feedback. It would also be great to implement an assessment and evaluation of our college from the students to talk about feedback and inform change within the college.

Question 14: Tell us more about the dedication.

A: The Dedication is tomorrow and all of the Dean's office are on pins and needles about it!

The meeting was adjourned at 1:01 pm.