



Faculty Senate

Minutes

Wednesday, January 24, 2018

12:15 p.m.

President Catherine Horn called the January 24, 2018 Faculty Senate Meeting to order in the Elizabeth D. Rockwell Pavilion of the M.D. Anderson Library at 12:15 p.m.

MEMBERS PRESENT: (86)

ARCH: E. Kwon, P. Peters, S. Rifaat
BUS: S. Basu, D. Currie, J. Hess, N. Johnson, T. Kong, C. Larson, L. Silva
CLASS: P. Blake, P. Butler J. Babcock, W. Breslin E. Ciszek, J. Cortina, S. Craig, M. Dunkelberger, H. Glass, S. Grigorian, M. Gutiérrez, A. Hernandez, D. Hernandez, M. Ivey, J. Kleiniheider, D. O'Connor, D. Papell, R. Ramos, G. San Miguel
CON: S. Lee
COTA: R. Bush, F. Fernando, J. Mueller, A. Noble, S. Wallace
EDU: C. Arbona, S. Culpepper, W. Fan, C. Horn, M. Lee, L. McKinney
ENGR: P. Cirino, J. Conrad, K. Grigoriadis, M. Nikolaou, D. Shattuck, G. Song
GCSW: S. Jennings
HON: S. Long
HRM: J. Bowen, J. Draper, J. Madera, C. Morosan
LIB: K. Creelman, C. Gola, A. Malone, S. Thompson
NSM: E. Bittner, R. Capuano, R. Forrest, R. George, S. Gilbertson, S. Huang, R. Lee, V. Lubchenko, J. May, D. Pattison, C. Ratti, Z. Ren, S. Shah
OPT: D. Currie, V. Das, K. Fern, R. Manny, J. Porter, D. Powell
PHA: G. Cuny, R. Ghose, T. Hussain, B. McConnell
RES FAC: M. Laughlin
TECH: B. Detillier, M. El Nahas, F. Merchant, M. Moges, G. Zouridakis

MEMBERS ABSENT: (48)

ARCH: D. Froehlich (w/n), W. Truitt
BUS: V. Patrick-Ralhan (w/n), O. Miljanić, M. Murray (w/n), G. Smith (w/n), S. Werner
CLASS: E. Alemán, C. Alfano, J. Clark, S. Fishman, J. Fix, D. Foss, L. Reed, C. Sharp, C. Spitzmueller (w/n)
COTA: C. Boone (w/n), K. Rigdon
EDU: J. Freiberg, J. Gonzalez, K. Hassett, L. Hutchinson
ENGR: S. Brankovic (w/n), Y. Kulkarni, K. Larin (w/n), S. Shevkopyas, C. Wilson, J. Wolfe,
GCSW: R. Gearing, P. Leung, M. Sampson
HON: C. LeVeaux-Haley
HRM: D.C. Taylor
LAW: B. Evans, D. Fagundes, J. Heppard, L. Hoffman, P. Linzer (w/n)
NSM: K. Bassler, S. Dryer (w/n), T. Lapen, M. Papadakis, A. Quaini (w/n), S. Xu
PHA: S. Salim, V. Tam
TECH: S. Ezell

VACANT SEATS: (5) CLASS-PSYC – 1 seat / LAW – 2 seats / OPT – 1 seat/ NSM-BIO – 1 seat

VISITORS: Jim McShan (Sr. Vice Chancellor/Vice President, Administration & Finance), Paula Myrick Short (Sr. Vice Chancellor/Vice President, Academic Affairs/Provost), Mark Clarke (Associate Provost for Faculty Development & Faculty Affairs), Mea Warren (Assistant Librarian), Lenora McWilliams (Assistant Professor, College of Nursing), Sarah Makahani (Student, College of Nursing), Jessica Walker (Student, College of Nursing), Serena Jackson (Student, College of Nursing), Taylor Davis-Van Atta (Assistant Librarian), Ariana Santiago (Assistant Librarian), Lindsay Ellis (Reporter, Houston Chronicle)

MINUTES: The minutes of the December 13, 2017 Faculty Senate meeting were approved.

Report from and Discussion with the Faculty Senate President: [Cathy Horn](#)

President Horn welcomed everyone to the first meeting of the spring 2018 semester. She acknowledged guests including Lindsay Ellis (reporter from Houston Chronicle), several graduate students from the College of Nursing and her parents. Dr. Horn addressed points of information including the following:

- College of Medicine – The Board of Regents passed the recommendation to initiate the College of Medicine. Since that time, the Executive Committee requested questions from their committees to discuss with President Khator, Provost Short and VP of Research Elnashai. Dr. Horn noted that their December meeting was very constructive and a summary would be prepared for the committee chairs to disseminate to their members. Dr. Horn added that the MD proposal had been under review of the GPSC and updates were forthcoming.
- Compensation – The mid-year merit raises were tabulated in late fall and would go into effect in February 2018. Dr. Horn suggested that part of the merit raises could be spent on the Faculty and Staff campaign as contributions, whatever the amount, showing the engagement of the faculty and staff. Mr. McShan added that the tax tables had been updated with the new 2018 tax law, which would adjust withholdings.
- Renovations - Sr. VP McShan would be giving updates on the renovations efforts later in the meeting.
- Research in Germany – There will be an event on February 14th at the Student Center to learn about fellowships and summer opportunities.

Report from and Discussion with the University of Houston System Chancellor and University of Houston President: [Renu Khator](#) (Unable to attend)

Report from and Discussion with the University of Houston System Senior Vice Chancellor and University of Houston Senior Vice President for Academic Affairs and Provost: [Paula Myrick Short](#)

Provost Short stated that, since President Khator was unable to attend, she would be presenting President Horn with a gift in recognition of her extraordinary leadership of the Faculty Senate. Dr. Short noted that, personally, it had been an absolute joy and delight to work with Dr. Horn recognizing her leadership abilities and her representation of the faculty in shared governance.

Provost Short shared President Horn's accomplishments as part of the Faculty Senate noting that Dr. Horn: was elected to the Faculty Senate in August of 2013 as part of the GPSC committee representing the College of Education; served as the GPSC chair (2014-2015); served as Faculty Senate President Elect (2016-2017); served as Faculty Senate President (2017- 2018); conducted a faculty-wide survey to determine Senate priorities in 2017; unified that faculty focus on the top issues as defined by the survey and integrated that work into the Faculty Senate committee priorities; organized and lead the immediate post-Harvey support network by providing information and clean up support to the faculty. (Provost Short noted that she worked with Pres. Horn during that time and stated that Dr. Horn was working 24/7 to ensure that planning was in place and being executed and that communications were received. Provost Short added that both she and

President Khator thought President Horn's efforts were extraordinary.); championed and promoted the Center for Faculty Success and the Faculty Engagement office. (Provost Short added that UH had been working with the NSF Advance grant for over three years to encourage women and women of color in the STEM area and that Dr. Horn had been a tireless advocate. Dr. Short added that the recent NSF site visit was a success and she thanked everyone for their work with special thanks to Dr. Horn and the Faculty Senate.); coordinated the updating of the Faculty Senate bylaws for Grievance Committee members to include the NTT policy implementation that began during her term; worked to ensure Senate representation on various facilities and renovation work groups and committees; began an active dialogue with UH IT to improve communications and services to faculty; initiated the Faculty Handbook update and would lead its completion as the Faculty Governance Committee Chair; developed strategies for productive communications between Senate committees and the administration; updated the Faculty Senate logo to be consistent with the UH seal; and, updated and restructured the Faculty Senate web site. Provost Short then present President Horn with her gift of appreciation.

Provost Short gave updates as listed below.

- Special guest Johnny C. Taylor, Jr. would be presenting a lecture as part of the Rockwell Lecture Series of Lectures on Leadership and Ethics on February 9th from 6 – 7:30 p.m. at the UH Student Center Theater. Mr. Taylor was currently the President/CEO of the Society for Human Resource Management (SHRM). Provost Short gave handouts to the Senators and encouraged all to attend both the reception and presentation.
- Provost Short invited everyone to attend the Cougar Chairs Leadership Academy class graduation on Friday, January 26th along with a reception with guest luncheon speaker Dr. Shirley Raines, President Emeritus from the University of Memphis (UM). Dr. Raines served twelve years as the first female President of the UM.
- Provost Short announced she would be requesting third year funding for the Faculty Competitive Salary Adjustment Initiative, an initiative she had worked on collaboratively with the Faculty Senate. She added she had and would continue to have conversations with faculty to ensure that everyone knew how the initiative worked and what drove it noting that the policies had been developed by faculty committees.

Report from and Discussion with the University of Houston System Interim Vice Chancellor and University of Houston Interim Vice President for Administration and Finance: [Jim McShan](#)

VP McShan presented an update on the space study and core projects. He explained that Paulien & Associates, Inc. had been hired to complete a comprehensive space study that included evaluation and recommendations including best practices regarding utilization, scheduling methods, space management and how space would be allocated. Mr. McShan added that the outcome would be improved facilities with sufficient classroom space for UH students and a space allocation system where everyone would know what spaces were available for maximum use.

Mr. McShan explained the space principles developed with the committee and administration to allocate and manage academic and research space included the following:

- a) Space was a limited University resource and was not owned by divisions, departments, or current occupants. (Allocation)
- b) Space was allocated according to University priorities. (Allocation)
- c) Space needs would be evaluated using quantitative and functional considerations. (Allocation)
- d) The highest and best use of University space was for credit-producing instruction. Instructional space was allocated based on student learning. (Allocation)
- e) Research space was allocated based on productivity. (Allocation)
- f) There was a commitment to shared governance in the allocation and management process. (Both Allocation and Management).
- g) With the exception of discipline specific learning spaces and laboratories, all general purpose classroom were centrally managed and monitored. (Management)
- h) Auxiliary spaces were self-funded and excluded from these guidelines. (Both Allocation and Management).

Jim McShan clarified that 64% of classrooms were currently centrally scheduled and the rest were scheduled by colleges. The goal was not to take the space from the colleges but to work with them to optimize use of available space. The

program would be developed so that, after a certain date if the college did not use the space, then the central office would use it for what was needed or reconfigure the spaces that were currently available.

VP McShan stated that the core project building selection included Agnes Arnold, Roy Cullen, Old Science, McElhinney, S&R I and SERC. The Old Science building would be the first to begin construction in the fall of 2018 to be completed in 2019 and would be a swing space for colleges with major renovations. The core project and selected building decisions were based on the buildings with the highest student impact as well as high deferred maintenance costs. Dr. McShan stated that the budget was \$100M and that HEAF funding would also be used.

Mr. McShan stated that Broaddus & Associates was currently contracted to create a program (strategic plan) for the renovation of Agnes Arnold, Roy Cullen, McElhinney and S&R I. He explained that the consultant had been meeting with the space committee as well as the deans of the colleges who are currently impacted by the renovations. VP McShan noted that they were working out a schedule which would be finalized next week. He added that there was an FPC website page dedicated to the Core Projects and they would be giving regular Dean, Faculty Senate, Staff Council and Building Coordinator meeting updates. Jim McShan stated to contact him or David Oliver for additional information. He then listed the Core Project Steering Committee members, noting that Christa Rieck, Interim Exec. Director of Facilities Planning, would be handling the day-to-day operations.

Mr. McShan closed by discussing the integration of space study and core projects noting that the focus, as they were working with the Deans, would be on general purpose classrooms size and the need to optimize Core Project impacts. He added that they would be conducting as much research as possible on new pedagogy with active learning classrooms and collaborative learning.

A senator asked about the schedule five years from now to which Mr. McShan stated that the information would be forthcoming within a week. Another senator inquired regarding the percentage of unused classroom space by the colleges and at what time would that space be centrally scheduled. VP McShan responded that they wished to give the colleges and department chairs as much flexibility as possible and that no firm date has been set. A senator inquired regarding the plan for laboratory resources that were not portable and ultra clean laboratories. Dr. Horn explained that that topic had been part of the discussion. A senator asked about the moving of the Pharmacy faculty. Jim McShan explained there was also a Life Science project ongoing where Provost Short and Dr. Elnashai had been soliciting proposals for four different locations and that S&R 2 was one of them. Mr. McShan added that S&R 2 would be renovated to meet the needs of the projects selected. He explained that work would also be taking place in the decommissioned Melcher pool, the Student Health Center and the TMC building. Dr. Short added that there was a committee devoted to the Life Sciences project that was currently working on these projects.

Report from and Discussion with the University of Houston System Vice Chancellor and University of Houston Vice President for Research & Technology Transfer: [Amr Elnashai](#) (Unable to attend)

Presentation of Special Award: [Cathy Horn](#)

President Horn welcomed the group of new senators and the new, again, senators who had rejoined the Senate this spring. She explained that part of the Senate's tradition was to recognize the leadership of Faculty Senate Presidents who have made the choice to step out of the Senate and move on to other endeavors. She invited Dr. Jonathan Snow to the podium stating that Dr. Snow was Faculty Senate President during the 2016 year when she was his president-elect. She mentioned that one of the most important qualities she believed about Dr. Snow was that he lived every day the example of what it was to be a real academic, which she appreciated. She went on to say that Dr. Snow was always inquisitive and put the academy with a very quintessential big "A" at the center of his thoughts. Dr. Horn added that, in the day-to-day rhythm of practical life, sometimes faculty lose sight of that. She noted that was one of the many things that his lived practices reminded all faculty of doing. President Horn thanked Dr. Snow for his service and wished him well on his future endeavors as she presented him with a crystal gavel as a token of gratitude from the Faculty Senate.

Farewell Address by the 2017 Faculty Senate President: [Cathy Horn](#)

President Horn began by taking the opportunity to offer a few parting thank you's including: first, and fundamentally, to her family - John, Ryan, Harper and her amazing chosen family who had been an everyday demonstration of unconditional

love; second, to Jeanette, Jill, and the members of the 2017 executive committee - Dr. Horn noted that she was particularly grateful for this group who, at their family table, lived the truth of constructive challenge toward collective impact; third, to the full Senate, as a whole and in its parts – Dr. Horn noted that she cherished the ways they all had made her a better person and had given her the privilege of leaving that day even more and ever more hopeful for our common destiny; fourth, to the President Khator, Provost Short, and their respective cabinets – Dr. Horn stated that their leadership, as these groups represented, was the hard work of listening, learning, pushing and producing. Dr. Horn offer special thanks to President Khator and Provost Short for being wise and wonderful women; and, finally, to Dan – Dr. Horn stated that thanks would never be enough and added that Dr. O'Connor would be in for such an amazing year. President Horn closed stating “With that, as Kendrick Lamar - in his G rated version would admonish – “I’m going to sit down and be humble.”

Presentation of Gavel Plaque: [Dan O'Connor](#)

President Elect O'Connor began his presentation of the gavel plaque to President Horn by noting that Dr. Horn was extremely smart and passionate about her work. Over the past year, he explained that they had spent a great deal of time together and he had a fairly unique perspective on how rare of a leader she was. He stated that President Horn was a rare leader who: did not shrink from confrontation but preferred to start with a constructive conversation; spent time building bridges rather than complaining about how far apart the shores were or trying to divert the river; had the humility to respect the views of others and to believe those views from her own perspective and contribute to making good decisions; not only, instinctively knew the right thing to do but would roll up her sleeves and go straight to work doing it without hesitation, without fault and without conceit. Dr. O'Connor stated that Dr. Horn had been that kind of leader and more. Dr. O'Connor explained that Dr. Horn was the kind of leader that brought Groundhog Day cupcakes to meetings and exchanged homemade cookies for plastic eggs donated for the Staff Council spring egg hunt. He added that Dr. Horn was genuinely always happy to see everybody and was respected by everyone. She had a rigorous one hundred hugs a day workout routine. Dr. O'Connor added that the first question Dr. Horn asked when meeting someone was what superpower they wished they had. He noted that Dr. Horn claimed she wanted to be invisible as her superpower but she would never be invisible. He stated that Provost Short had already mentioned Dr. Horn's accomplishments but he wanted to add how she had initiated setting priorities in the Senate and integrated those priorities into the work across committees to address them and that that would pay dividends for many years to come by making the Senate more efficient and influential. Dr. O'Connor echoed Provost Short's comments about Dr. Horn during Harvey which he noted was very remarkable. He stated that many people were involved in their work but Dr. Horn was working 24 hours a day and was a role model for how a leader should be – not only leading from the top but being on the ground and making things happen.

Dr. O'Connor stated that President Horn was a very close friend now after this past year. He explained that Dr. Horn let him sit at her big family table with her remarkable husband Jon, her daughter Ryan (who was a very talented student at HSPVA) and her youngest daughter Harper (who was a very old soul in a middle schooler's body with the superpower ability to see right through you). Dr. O'Connor stated that he respected and admired President Horn deeply and appreciated the privilege of working closely with her this past year. He added that he would rely on her counsel and would always value their friendship. He closed by stating he looked forward to what she would be doing next because he was sure that it would be important, impactful and impressive. Dr. O'Connor then presented President Horn with a mounted gavel with the inscription: “A true leader, respected by all for her intelligence, integrity, reliability, and humility. Laurus ad Praesidem digna laurus.”

Passing of the Senate Gavel: [Cathy Horn](#)

President Horn stated, in the peaceful transition of power, she officially bequeathed the gavel to Dr. Dan O'Connor, the new Faculty Senate President.

Inaugural Address by the 2018 Faculty Senate President: [Dan O'Connor](#)

President O'Connor began by stating, with a transition in leadership, there was often a transition in styles, although hopefully, not a transition in values. In general terms, his approach to his work could be summarized by a few simple

principles. Dr. O'Connor stated that he believed that the organization he served should benefit more from his service rather than him receiving any individual benefit, because when the organization benefits, many individuals benefit, including himself. President O'Connor stated that he believed that effective and successful collaboration meant that when the Faculty Senate worked together that they would accomplish much more than faculty would be doing by working individually. He believed that that the Faculty Senate should discuss and deliberate, including and respecting all voices, and be purposeful about seeking complete and accurate information upon which to make rational decisions noting that, in the end, the discussions must lead to action if the Faculty Senate would be influential. Last, he believed that it was much more difficult to build than it was to destroy, but only building could create and shape the future. President O'Connor added that these principles guided his decisions and actions and he believed they were consistent with the values of the University and the Senate, and he would continue to follow them as Faculty Senate President.

President O'Connor explained that shared governance entailed the Faculty Senate working with administration and other campus stakeholders in setting priorities and formulating policy. This year, his aimed to increase the Senate's influence and advocacy for priorities and policies that support the UH faculty and the existing programs, academic units, and students. To that end, Dr. O'Connor added that he plan to apply three approaches as seen below.

1. **Agenda & Communication:** Last year, through President Horn's leadership, the Faculty Senate identified its priorities by surveying the entire UH faculty. President O'Connor stated that he planned to continue to focus the Senate's agenda and efforts on those priorities, as well as the usual business of the Senate and issues that would arise during the year. In keeping with this past year, the Senate's agenda would continue to be clearly and consistently communicated by the Executive Committee and all Senate Committees to Administration and the other campus stakeholders.
2. **Action & Collaboration:** Pres. O'Connor noted that the Senate must take positive, proactive steps to support policy and budget decisions that were consistent with the Senate's agenda and the University's mission and values. In collaboration with administration, the Senate must frame discussions about decisions around issues that are important to faculty considering faculty was one of the stakeholders on campus but an important one in terms of our agenda, including proposing our own policy changes, budget priorities, and strategies.
3. **Accountability & Credibility:** Strong Senate credibility would allow the Senate to hold all university stakeholders, including themselves, accountable for decisions. For the Faculty Senate voice to be credible as representative of the faculty, it must support an environment in which all voices are given opportunity to be heard, and all viewpoints are given appropriate consideration with respect and decorum. A few forceful voices must not be allowed to stifle open discussion and communication.

President O'Connor stated that some specific examples for this year about which he had already spoken with some committee chairs regarding included:

- **FAC:** Revision of teaching relief policy; continued contribution to workload policy and implementation; and evaluation of equity relative to resource allocation and related processes;
- **BFC:** More direct participation in development of the university's budget; continued proactive involvement in planning the extensive renovation projects ongoing on campus; work with UH IT to enhance faculty instructional and scholarship support;
- **CGRC:** Proactive participation in the development of UH's legislative agenda as we enter the 2019 legislative session; more explicit engagement and participation in UH's community initiatives.

President O'Connor closed noting that he was excited to be entering this new year with so many large and important activities happening at UH. He thanked the previous leaders noting that the Faculty Senate enjoyed real participation in university governance and as such the Faculty Senate was well-positioned to continue to influence the evolution and future of the university. President O'Connor thanked everyone for their willingness to serve, and stated he looked forward to working with all of them over the coming year.

New Business

Adjournment 1:00 p.m.