

**IOWA STATE UNIVERSITY FACULTY SENATE
EXECUTIVE BOARD MEETING MINUTES
APRIL 30, 2019
3:00-5:00 P.M.
107 LAB OF MECHANICS**

Present: Al Shihabi, D. (COD); Andreasen, C. (FDAR and CVM); Butler, A. (Secretary); Day, T. (Past President); Faber, C. (J&A); Freeman, S. (CALs); Martin, P. (President); Perkins, J. (Business); Ryan, S. (COE); Sponseller, B. (Governance); Sturm, J. (President-Elect); VanDerZanden, A.M. (Associate Provost); Wickert, J. (SVPP)

Substitute: Williams, C.

Guests: Graves, B.; Marcketti, S.

I. Call to Order

President Martin called meeting to order at 3:00 p.m. when a quorum was reached.

II. Consent Agenda

A. Agenda Executive Board Meeting April 30, 2019

B. Minutes Executive Board Meeting April 16, 2019

Senator Butler moved to adopt the consent agenda. Senator Perkins seconded. The motion was adopted.

III. Special Order – Joint Task Force on Teaching Assessment and Evaluation Recommendations, Sara Marcketti and Jonathan Sturm

President-Elect Sturm said that TF studied current research, best practices, and what other universities are implementing and enacting. The consensus was that at ISU the evaluation of teaching should be holistic, incorporating multiple sources of input or data. He hopes that next year will afford opportunities for practical reconsidering of how teaching is evaluated, not just philosophical discussion.

President-Elect Sturm added that he hoped that ISU adopts more formative ways of evaluating, because the best way to improve teaching is to provide formative feedback. The TF report identifies three areas of recommendation: the evaluation tool; FH language to stipulate different aspects of how teaching is evaluated; and the recommendation that every department have rubrics in place in the next two to four years. President-Elect Sturm plans to charge FS councils (FDAR and Governance) to implement the early phases.

CELT Director Marcketti added that TF brought in experts on evaluation of teaching, and they were especially helpful for thinking about the rubric process.

Associate Provost VanDerZanden commended TF for exploring what is relevant to ISU. She thought TF made sensible recommendations for phasing in the changes. She thought it was important to allot time to “socialize” faculty to the changes, to understand their

roles and impact, and for administrators (including chairs) to understand the broader impact.

Senator Butler expressed surprise by some of the recommendations. The outside speakers emphasized that student ratings of teaching are unreliable, but had made the point that other measures of teaching are also unreliable. She expressed concern that adding more kinds of evaluation tools would just add more work. She also raised concerns about using rubrics to evaluate teaching: there are many different pedagogical styles and goals that would be difficult to accommodate with a single rubric, and it would be a significant investment of time by departments to create rubrics. She also worried about faculty modifying their teaching for the sake of the rubric, not necessarily for the sake of effective learning.

CELT Director Marcketti replied that other universities have experimented with different kinds of evaluation of teaching, including Kansas University, Boston University, and University of Colorado. Kansas in particular has adopted teaching rubrics, having departments customize them to their own needs and reflect their own practices. Rubrics do not need to be prescriptive.

Senator Ryan expressed concern about the claim in the TF's report saying that a majority of academic departments use two questions to evaluate teaching: overall rating of instructor and of course. However, in COE, only overall rating of instructor is considered by every department.

Senator Williams pointed out that when student evaluations moved online, the participation rate dropped considerably. Teaching evaluation scores also dropped. When paper evaluations were distributed in class, students would give the same score for all of the questions.

CELT Director Marcketti said that the external speaker from Wake Forest University provided evidence of the effects of implicit bias in student ratings. For this reason, it does not make sense to rely on a single measure.

Senator Butler expressed concern about the demand for continued improvement, expressed in President-Elect Sturm's opening remarks. We no longer use "superior" ratings in evaluations. So if faculty are evaluated as "satisfactory" or "meeting expectations" in their reviews, they are performing as we want them to. Why does TF recommend that we invest so much effort into reviewing and evaluating faculty who are doing what we ask of them?

President Martin replied that conducting reviews or recommending changes does not imply that the faculty member has done anything wrong.

CELT Director Marcketti said that the organizing question was around student and course evaluations. Are we relying on them too much to evaluate faculty performance in

teaching? What are the best practices? TF's recommendations were borne from the scholarly literature and best practices.

President Martin said that any changes we adopt should work for faculty, not against. Evaluation of teaching should be part of the faculty development charge, to help faculty who ask whether there is something they could do to improve their teaching. Evaluation of teaching should not be restricted to judgments in performance evaluations. If faculty are already doing a good job, it doesn't mean they can't do a better job. But they don't need to reinvent their teaching either. How we frame these changes might make a difference to faculty reception.

CELT Director Marcketti said that the goal was to improve transparency and equity about what is being evaluated in their scholarly teaching.

Senator Perkins agreed that the demand for continuous improvement is misplaced. In the parallel case of state reporting, once a program hits their expressed goal, they have to come up with some new goal to improve. This has diminishing returns for programs that are already performing well.

Associate Provost VanDerZanden said that the continuous improvement legislation is focused on learning outcomes more specifically. TF is offering a holistic look at overall teaching effectiveness, not just accomplishment of student learning outcomes.

Senator Perkins replied that these are similar. TF's goal is not just to evaluate but to provide feedback. Then it asks me to do something with that feedback. But making a change might not add value.

Associate Provost VanDerZanden said that teaching evaluations can ask questions beyond just learning outcomes. Does the instructor help students to connect the content to practical and real world experiences? Do they create an inclusive learning environment? Of course, if students don't accomplish learning outcomes, that's a problem. But overall teaching effectiveness goes beyond learning outcomes.

President Martin reminded EB members that the TF was formed in response to faculty concern that they were being evaluated on the basis of one or two student rating numbers alone. TF was asked whether there was a better way to evaluate teaching. He emphasized that their task was to propose a better system, not just create more work. Our question is whether their proposal addresses the original faculty concern.

Senator Faber observed that the discussion so far focused on cases where teaching is going well. These recommendations make a lot of sense for cases where faculty are not meeting expectations in teaching. We need practices in place to help those instructors identify concrete steps for improvement.

President Martin asked President-Elect Sturm and CELT Director Marcketti whether this report was ready to be presented to FS. EB members agreed that the finished report

should be shared with FS. Perhaps it would make sense to dedicate some FS meeting time for questions and answers.

IV. Special Order – Changes to Graduate Student Assistantships, Bill Graves

Dean Graves said that the Graduate College had numerous conversations in the past months with faculty. There have been changes to the latest plan. In moving to Workday, decisions had to be made about how to provide stipends to GAs. We were told it was best to use period activity pay. But the Graduate College needs to define the periods. The initial number of terms envisioned were five: full calendar year, academic year, spring, fall, and summer. This proposal had good intentions: with fewer options, there'd be greater efficiency, reduced administrative burdens, and more standardization. But this was naïve. We realized that the needs of faculty with respect to GAs are more complex and would not be well served by just five terms. The latest plan has 14 options, adding: two fall, two spring, individual month appointments in the summer, or combinations of two months in the summer. Each term has a range of start dates.

The full fall term begins between August 5 and September 15. This means that if an appointment begins as late as September 15, the GA is paid the full stipend; but if later, the GA is paid a reduced stipend. Some departments wanted appointments to start in July. But the vast majority of departments in hiring units have appointments that begin in late August through for the whole semester. However, there are a small percentage of students who start late. The reasons for this include grants coming in late, a delay in arrival of an international student, or some other legitimate reason.

In the coming year, the Graduate College will be collecting data on how these options are used. How many late starters are there? We will also look to address other concerns from faculty and students concerning equity and complexity. If we need to make adjustments in FY21, we will do that.

Dean Graves distributed a revised version of the FAQ.

President-Elect Sturm asked whether it would work to treat all summer appointments as month-by-month appointments. Dean Graves said that they looked at peer institutions. The majority use term appointments, with standard dates for fall and spring semester. To be competitive, we need to provide assurance to students that they will receive money. Currently, students will get an offer to work in a lab, and there will be guaranteed money for the first three months, but there might not be funding after that.

Senator Ryan asked whether students would still be paid monthly if on stipend.

Dean Graves replied that in Workday, if the appointment starts any time in August and ends in December, the payment will be divided into five equal monthly payments.

Senator Williams said that there are challenges for federal contracts paid by people time. There could be room for some flexibility in how the federal agency is invoiced for time. For example, some international students go home at various times, according to the

cheapest airline ticket prices, not appointment end dates. In such cases, perhaps we could define terms in half-months.

Dean Graves replied that there still is opportunity to offer quarter and three-quarter appointments.

Senator Williams replied that those appointments affect tuition rates.

President Martin said that sometimes grants or contracts are not finalized in advance to make an appointment at the start of the semester. If it is, then that's easy. But if the money is made available in October or November, we want to be able to hire the student.

Dean Graves said that if the grant is between September 16 and October 20, or after October 20, there would be different reduced stipend amounts.

President Martin replied that he was talking about peer comparisons, which would affect offers for next term.

Senator Sponseller said that there is a risk in making an offer. Faculty may wish to hedge their bets, either by reducing offer or hiring a post-doc. This would lead to reduction in graduate assistantships.

Senator Williams said that when he files with a federal agency, there needs to be accurate accounting. In Fall 2019, the semester ends December 21 with commencement. This forces the student to take vacation, and they cannot get fully compensated for work done over winter break.

Dean Graves replied that the December end dates may be between December 20 and 31. He added that multiple accounts can be used. If, for accounting reasons, you can't use the grant, you can use a different account.

Senator Freeman said that if the appointment ends on December 20, the amount of the stipend doesn't change.

Dean Graves said that was right. He said that historically, in the Graduate College, there was a practice to nickel and dime students, starting their appointments as late as possible and terminating their appointments as early as possible. This added complexity for administrative staff to manage the variation.

Past President Day asked whether Dean Graves talked to VPR Nusser. On some summer grants, they might be "itchy" about using federal research dollars for just one month. They might pay the student for June and July even though the student leaves early in July, planning on getting a week back later.

Senator Williams noted that there is variation according to country. For example, students from Iran cannot have any communication.

Dean Graves said he had talked to VPR Nusser, Becky Musselman, and Erin Johnson. They reviewed language to make sure it is consistent with what we need to be compliant.

Provost Wickert suggested having Dean Graves speak to FS. President Martin noted that there is a packed FS agenda. Past President Day thought it was a good idea for Dean Graves to provide history of the changes, so that faculty don't think they were just tossed out there. Senator Al Shihabi thought it would be especially useful to let faculty know how stipends affect students' acceptances of offers.

V. Announcements and Remarks

A. President

President Martin thanked all EB members for their work over the year.

President Martin announced that there was FS roundtable discussion about CEAH, including representatives from RPA, RPP, and EB officers. The organizing questions concerned the current state of CEAH and its future direction. Following that discussion, President Martin met with President Wintersteen and emphasized the importance of the arts and humanities. On Monday, President Martin will meet with VPR Nusser to share some ideas, but no action items. The hope is to increase the visibility of the center across campus.

Senator Williams said that he is hopeful that RPP will make recommendations to bring forward to RPA for their next RPA meeting.

B. President-Elect

President-Elect Sturm reminder EB members of the next meeting at 3 p.m. on May 14 to talk about agendas for next year, setting up the retreat (August 19, 8-1 at Hunziker House in Reiman Gardens), and identify initial topics for discussion

Next year, President-Elect Sturm plans to continue agenda items, including diversity in the curriculum, evaluation of teaching, and CEAH.

President-Elect Sturm complimented President Martin's strategy of charging councils at beginning of year, and asking council chairs to identify issues on their radars, including updates on this year's agenda items.

C. Past-President

None

D. Senior Vice President and Provost

External Reviews

Associate Provost VanDerZanden said that two external program reviews were completed. She thought that good input was provided by faculty.

Legislative Items

Provost Wickert said that there will be a first reading on tuition at BOR special meeting. The legislature appropriated \$4M to ISU, out of \$12M divided equally by BOR to the three public universities. BOR had requested \$18M: \$7M for ISU, \$7M for UI, and \$4M for UNI. We are unhappy with this division, because it was not proportional to the requests. We have more than twice as many students as UNI, yet they got all of their request.

Because the state did not fund the entire request, UI and and ISU proposed to increase residential undergraduate tuition by 3.9%. ISU Non-residential and graduate residential tuition will increase by 4.9%. UI non-residential tuition will increase by 1%. UNI will hold tuition flat. We are emphasizing that in absolute dollars, the increase at ISU is less than the increase at UI (which is \$7K more expensive than ISU). ISU is the most affordable university in the state for non-residential students at a major research university. There's a billboard at mile marker 244 (in Iowa City) on I-35 asking whether students would be willing to drive 2.5 hours to save \$7K per year.

The Iowa bill to eliminate tenure died. But the bill to permit tasers did make it out of the legislative session. This bill will prohibit universities from having policies that would ban handheld tasers on campus. (Universities are still permitted to ban projectile tasers.) This bill will become law unless the governor vetoes.

The bill legalizing sports betting on collegiate sports is destined to pass.

President Martin asked whether BOR will vote on the recommendations for promotion and tenure. Provost Wickert said yes, and letters of congratulation will be sent out tomorrow.

New Appointments

Sam Easterling has been appointed the next dean of COE. Hilary Seio will serve as the interim dean of the Library. VPR Nusser will begin her second term, following administrative review.

President-Elect Sturm asked whether Interim Dean Seio will be eligible to apply for dean. Provost Wickert said that anyone can apply for any job.

E. Council Chair Reports

FDAR: Senator Andreasen said that the council continues to discuss policies concerning emeritus faculty. They will follow up on creating website. The committee for Equity, Diversity, and Inclusion is looking to gather information about EDI initiatives on campus and how those initiatives integrate into what's needed on campus. President-Sturm asked how often EDI committee meets. Senator Andreasen said they are very active. She would be happy to forward their activity report.

GOV: Senator Sponseller said that the council will next work to revise FH 8 in order to align it with policies in PLAC.

J&A: Senator Faber said that there is one appeal in process and one coming.

RPA: Senator Williams repeated that RPA had held discussions concerning CEAH. Faculty salaries continue to be a discussion point. RPA has also discussed budget memo #2. The council met with Dean Graves to talk about GA policy and issues.

F. Caucus Chair Reports

CALS: Senator Freeman said that Senator Dekkers will become caucus chair.

COB: Senator Perkins said that there will be a faculty meeting tomorrow. They will also wrap up governance document changes with respect to term faculty.

COD: Senator Al Shihabi said that the caucus drafted a letter to dean (which is under review by individual senators) laying out issues for their next meeting in the fall. Salary continues to be a big issue, as well as the distinction between faculty and administrative roles.

COE: Faculty meeting next week. Minor changes to gov dox. Slightly more major change wrt 3rd year review: feedback not getting ack to candidate well. Havign first reading, then survey to faculty for feedback. Elliot Winer and new caucus will know what to do in fall.

CHS: President Martin reported that governance document changes about term faculty have been approved in all but one department. Another topic concerns summer salary, because the college policy is not followed in all departments.

LAS: President-Elect Sturm said that the caucus met with the dean.

CVM: Senator Andreasen said that the caucus met with dean. They will work to ensure that the governance council in the college meets with the caucus and the dean (which the dean thought was a good idea.) There is a new governance chair in the college.

VI. Unfinished Business

None

VII. New Business

None

VIII. Approval of the May 7, 2019 Faculty Senate Agenda

Past President Day said that Dean Graves should be added to the agenda. Senator Ryan thought it was a timely matter and merited a place on the agenda. Senator Williams said that Dean Graves will meet with others on May 6 and there may still be more changes in response to faculty input. Past President Day added that the information and changes will affect a lot of faculty. Senator Ryan said that this was an aspect of Workday that affects

faculty. Senator Freeman said that the issues have nothing to do with Workday. Senator Ryan replied that the changes are being presented as forced upon us because of Workday. Senator Williams said that GAs came up as an emergency issue in RPA, which was attended by CIO Cain. RPP chair Magrett mentioned that the changes were driven by Workday, but CIO Cain disputed this. She said that we could continue doing what we've been doing. Senator Freeman said that because Dean Graves is willing to modify the policies in light of faculty input indicates that it is not a Workday matter. Senator Freeman added that some faculty abuse assistantships, and that matter should be addressed. For instance, whether an appointment starts on August 5 or September 15, the stipend is the same. Faculty push for August 5 to get more work out of the GA. Senator Williams expressed concern that the policy will not be in shape to present to FS. Past President Day thought that the presentation should just raise awareness about issues. Some faculty are not currently in the conversation.

The motion to add Dean Graves's presentation on graduate assistantships was adopted.

President-Elect Sturm expressed concern that it would not be a short presentation, and therefore other items would have to be postponed.

Senator Butler recommended removing item 6, Associate Provost Bratsch-Prince's presentation on faculty investigations. Senator Freeman moved to amend the motion to postpone it until the first FS agenda in the fall. The amendment was adopted with one dissenting vote. The amended motion was adopted without dissent.

Senator Perkins moved to remove item 5, concerning Workday and WorkCyte. He said that there past presentations have not introduced new information. Senator Butler said that they could be counseled not to repeat old information, but just make themselves available for questions and answers. The motion was adopted with one dissenting vote.

President-Elect Sturm recommended keeping item 7, the presentation from the TF on Teaching Assessment and Evaluation Recommendations. Next year, President-Elect Sturm will be unable to give a presentation, because he will be President. He added that the presentation will be short. Inside Iowa State would like to report on the TF report, but it needs to be a public document first.

Senator Sponseller asked whether there would be an orientation for incoming senators. President Martin said that it is not part of the agenda.

President-Elect Sturm moved to accept the modified agenda. Senator Perkins seconded. The motion was adopted.

IX. Good of the Order

New Senator Orientations

President Martin said that Parliamentarian Rippke will not be at the meeting. The question is whether both orientations (by Governance Council chair and Parliamentarian, each 20-30 minutes) should be moved to the fall, or whether they should be split up.

Senator Sponseller said he had no preference. President Martin asked whether it went well when they were split up last year. Senator Sponseller said that it was fine for him and for senators. Senator Freeman asked about attendance. Senator Sponseller replied that it was low because it comes at a busy time of the year.

Senator Andreasen said that last year new members were supposed to receive PowerPoints. So if they are unable to attend orientation, they will have the handouts for reference. Senator Sponseller was unsure whether they were distributed. Senator Freeman asked whether they are posted to FS webpage. Senator Andreasen said that that was proposed, but not implemented. The proposal was to have the parliamentarian's presentation on the website. Senator Sponseller said that there's need to update FS procedures document, which is currently in Governance Council.

Senator Perkins asked why there is a spring orientation at all. Senator Freeman said it provides overview of council structure and a little parliamentary procedure.

President Martin said that an announcement will be added to the bottom of FS agenda.

Kudos

President-Elect Martin complimented President Martin on an outstanding job as president, saying that his would be a hard act to follow. EB members concurred.

EB members thanked Senator Freeman for years of dedicated service.

X. Adjourn

The meeting adjourned at 4:56 p.m.