



IOWA STATE UNIVERSITY
Faculty Senate

EXECUTIVE BOARD MINUTES

Tuesday, March 1, 2022 – 3:00-5:00 p.m.

107 Lab of Mechanics

Present: Al Shihabi, D. (FDAR); Bennett-George, S. (Academic Affairs); Butler, A. (Secretary); Faber, C. (Past President); Frank, M. (Governance); Freeman, S. (J&A); Hanson, V. (CHS); Knief, A. (Parliamentarian); Muecke, M. (COD); Oberhauser, A. (RPA); Parsa, R. (COB); Perkins, J. (President-Elect); VanDerZanden, A.M. (Associate Provost); Wallace, R. (LAS); Wheeler, A. (President); Wickert, J. (Senior VP and Provost)

Guests: Constant, K. (VP and CIO); Mickelson, S. (Sr. Policy Advisor); Schmittmann, B. (LAS Dean)

1. Call to Order

President Wheeler called the meeting to order at 3:02 p.m.

President Wheeler welcomed Senator Matthew Frank, who will serve as interim chair of Governance Council. Senator Steve Freeman will become interim chair of J&A Council.

2. Consent Agenda

EB Agenda March 1, 2022

EB Minutes February 8, 2022

The consent agenda was adopted without dissent.

3. Special Order: Reimagining LAS – Beate Schmittmann, Dean College of LAS

Dean Schmittmann described the circumstances that led to the current situation, including a 20% drop in enrollment from 2016. 90% of LAS's budget comes from tuition revenue. There has been an increase in allocated expenses and some increase in faculty and staff salaries. Dean Schmittmann added that today's freshmen bring more credits to college than years ago. In 2008, the average was 7.6 credits. In 2019, it was 17.2 credits.

Dean Schmittmann said that LAS began FY22 with an \$11.4 million debt on a \$105 million budget. This situation was addressed because of good reserves from one-time funds and unrestricted Foundation funds. Working with financial planners in the college and the Provost's Office, the college projects that the \$11.4 million deficit will grow to \$15 million by FY25. Dean Schmittmann said that we need to implement larger cost-cutting and restructuring measures.

Dean Schmittmann said that we want to protect and support growing programs that have a national reach and attract students. So the cuts need to be differential targets. The “Reimagining LAS” initiative involves rethinking the college, not just cutting budgets. This needs to be a student-centered process. Where is student and employer demand? Such growth opportunities (e.g., in Artificial Intelligence, Climate Science) may help to offset costs.

LAS decided that 41% could be handled centrally, and 48% by departments (\$7.1M). There is still \$1.5M of outstanding departmental debt from a previous budget cut. Dean Schmittmann said that all departments were assessed on financially-relevant metrics, including majors and SCHs and changes since 2016, as well as research impact. This yielded a budget score, by which budget targets (ranging from 0% to 25%) were allocated to departments. (Dean Schmittmann noted that the budget cuts will not affect the three ROTC programs. LAS’s support for them is articulated in an agreement with the government.) The Provost’s Office has committed bridge funds to help LAS get through the three years.

Dean Schmittmann emphasized that all decisions will be made through established policies and shared governance procedures in FH, college, university, and Regent policies. The college cannot decide to eliminate a program. Restructuring that works in one program might not work for another. Dean Schmittmann emphasized that this is not fiscal exigency, and we are not terminating tenured faculty. We will continue to assess faculty for promotion and tenure and term faculty advancement. Term faculty are an important group of people who help deliver SCHs in a cost-effective way. Some faculty may decide to retire. Others may decide to leave, for example, if the Ph.D. program no longer exists and they want to be in a department with a Ph.D. program.

Provost Wickert stressed that this is not financial exigency. This is a longstanding issue in LAS. Provost Wickert commended Dean Schmittmann for tackling it. Provost Wickert said that the problem goes back to the 2009 recession, and these structural issues were masked by growing enrollment. Reductions do not take effect July 1, 2022. There is time to plan and be thoughtful.

A point was made that FS should be concerned about the lopsided shared governance in this process: a hand-selected group of faculty populate the college budget advisory group, who had no decision-making authority and are not tasked with curricular decision-making. Yet the large cuts to certain departments have curricular implications and are not simple budget decisions. Second, the most severe cuts are primarily to departments that support the DEI mission of the college, to which FS re-committed general education. Third, it was pointed out that the RMM divides revenue by college, and colleges by departments. With these cuts, departments are being divided against each other, preventing departments within and across colleges from cooperating on interdisciplinary projects. This division incentivizes duplication of courses.

Dean Schmittmann pointed out that Sociology and World Languages and Cultures also support DEI teaching and received comparatively small cuts.

In response, other EB members pointed out that departments get to decide how to respond to the budget cuts. They may decide to increase the number of sections offered, instead of cutting

curricula. Dean Schmittmann acknowledged that some budget cuts are so steep that they determine the nature of the decision-making, even if not the specific details.

A concern was raised about the treatment of term faculty during this process. Care should be taken not to scare term faculty with blanket notices of non-renewal as a hedge against budget shortfalls.

The question was asked whether there is anything FS can do to help. Dean Schmittmann asked senators to exercise care as they review curricular and degree proposals from other colleges and start to review DEI courses to use the expertise in LAS and prevent duplication. She also encouraged senators in other colleges to send their students to LAS's courses and not community colleges.

Provost Wickert advised faculty to be sensitive to DFW rates in courses and prioritize student success for the sake of retention and maintaining enrollments.

Given that most of LAS's expenses are salaries, it was pointed out that faculty anticipate impacts on teaching loads, salaries, and job security. But increased costs affect the entire university. Why are these cuts centered on LAS?

Provost Wickert pointed out that his office is providing \$4 million for three years as bridge funds, and Dean Schmittmann expressed gratitude for this support. Dean Schmittmann pointed out that workload and program considerations go hand in hand. Continuing the program will require scaling back personnel. And when faculty leave and departments receive new resources, they will need to think carefully about whether to reinvest those resources as replacement, or to invest them in existing strengths or growth areas.

It was pointed out that cuts are not centered on LAS. CALS, for example, has been working hard to prevent themselves from getting to this point, while trying to address long-term issues.

Another point was made that EB should discuss LAS's restructuring, but FS should not dictate or interfere. Any program changes will come through FS; academic restructuring will come through FS.

It was suggested that students need regular opportunities to develop and improve their writing skills, not just one-off courses in ENGL 150 and 250. Others concurred, saying that their students had weak skills in reading, writing, and communication. Others added healthy debate and media literacy. Dean Schmittmann said that English is developing a package of courses for students to build communications excellence beyond the general education coursework. It would enable students to think about how to write given their career aspirations: entrepreneur, business owner, and other different environments.

4. Special Order: Student Workday - Kristen Constant, VP and CIO, and Steve Mickelson, Senior Policy Advisor

President Wheeler asked the guests to provide an update on Workday Student.

Professor Mickelson said that things are going great with Phase 2. He reminded EB members about the age and state of disrepair of the current systems. In the “Discovery Phase,” team members discovered that the process of student recordkeeping is very decentralized, and there are differences for each college, and in some cases, within each college. Workday Student is a software package, but it can be customized, and we are working with Huron Consulting to build those custom features. We are currently in the “Architect and Configure” stage. We are getting close to the “Smoke Testing” stage, in which future users can see how we’ve customized the software and can provide feedback about what works and what changes they’d like.

Professor Mickelson said that there is faculty representation on the group: Past President Faber. Her responsibility is to help determine whether there are decisions that require FS input, or whether the decisions can be made by a provost or director.

VP Constant said that lessons learned during Phase 1 (Human Capital Management, Finance, and Payroll) are being applied to Phase 2 (Workday Student). The software may require changes to how we do things, but the changes will yield more efficient and effective ways. Many of our old processes were the result of having a paper-based system. She repeated that there will be lots of opportunities for feedback.

President Wheeler asked about the rollout. Professor Mickelson said that, unlike Phase 1, Workday Student will be rolled out over time, following the lifecycle of students. Some things will be rolled out in June 2023.

VP Constant confirmed that the group is working with the Registrar’s Office on access to student records and EAB replacements. They also confirmed that there will be a change to course numbers, from three digits to four. VP Constant said that Study Abroad needs to be maintained in the legacy system for now, because Workday Student does not have the functionality. So there will be a period in which both systems are used, and VP Constant acknowledged that this five-year transition period will be “messy.”

Professor Mickelson confirmed that CIM and CIMX and other such functionality (including EAB and possibly Salesforce) will mostly be in Workday. The Catalog is published. Professor Mickelson said that the group has asked for customization on these other functionalities and will be able to make a decision about whether what Workday is able to provide will be right. We’d like to put as much as we can in Workday, but some things might not be ready for the first stage of rollout. Currently there are 19 “blockers” (functionality that Workday does not currently support). Of these, Workday says that they definitely can provide four; we intend to work with them on 10, but they will not be available until after we go live; and the others, Workday is not interested in developing, because developing them will not help Workday meet the needs of other clients.

A concern was raised about the availability of training with Phase 1. Users found it hard to locate the relevant training documents. VP Constant said that the mistake with Phase 1 was to rely on consultants for communication. With Phase 2, we’re building an in-house team to help people adjust. There will be lots of opportunities for User Acceptance testing, and the group will ensure

that there are representatives from every area. Professor Mickelson added that the training material is being developed as we build configurations.

A question was asked about Canvas. Professor Mickelson said that Canvas will not go away. Workday will be able to enforce prerequisites. Instructors may find after the 50th request for permission of instructor that they do not want to require it. But we also need to know who is responsible for approving requests: the instructor, an advisor, or someone else in the office.

VP Constant said that the Chairs Group advised created faculty-specific training materials, which focus on tasks that faculty need to know and omitting things they do not need to know. This would be similar to the WorkCyte information updates that are designed specifically for faculty audiences.

A question was asked the ease of use of Workday Student for students, given that many of them rely primarily on iPhones for computing tasks. VP Constant said that the software is created for “mobile natives.” Workday has invested heavily to upgrade their user interface and accessibility. Professor Mickelson said that they try to minimize the number of clicks required to navigate the software.

5. Unfinished Business

5.1. Name Change: B.S. in Agricultural and Rural Policy Studies [21-9] – Bennett-George
EB members confirmed that conversations continue to take place between the associate deans of LAS and CALS, to ensure that any curricular changes beyond the name change will involve input from both colleges and their affected departments.

Senator Bennett-George emphasized that the proposal is simply for a name change, not a curricular change. For that reason, there are fewer accompanying materials than with the first reading.

6. New Business

6.1. Defending Academic Freedom to Teach About Race and Gender Justice and Critical Race Theory Resolution - Butler

President Wheeler offered as background that EDI Committee and FDAR Council discussed the resolution in principle, but not in article. She asked Secretary Butler why this resolution was important now.

Secretary Butler said that there had been a heated discussion last semester about the US Diversity requirement. In doing so, we stated that we are strongly committed to educating all undergraduate students on race and gender justice. Although FS voted not to rescind EB’s amendment, it was not at all clear that senators were happy with the university’s interpretation of HF 802, which is now law. The audience for this resolution is us: it affirms that education is not training and there is no potential for confusion, as our legal interpretation alleges. Education is not indoctrination, as the legislature alleges. This resolution is a robust affirmation of academic freedom, and support for those teaching in DEI, who are feeling especially chilled by the law and our interpretation of the law.

A concern was raised that public discussion of this resolution would invite unwanted attention. It raises the question of how many people feel threatened or feel they cannot teach what they want to teach. It would be better to have these numbers in hand before making such a resolution public. A less specific resolution, affirming our commitment to academic freedom would be unobjectionable. Might it benefit from being sent to FDAR Council or FS EDI Committee?

Senator Al Shihabi said that she has looked at the resolution twice. Before the last meeting, the resolution was voted down by EDI Committee and FDAR Council. When Secretary Butler sent the revision, Senator Al Shihabi sent it to all EDI Committee members and FDAR Council members. She asked them: would you change your vote based on this? The result was that no one on EDI or FDAR was in support of this (but a couple of people abstained, one in FDAR for reasons not dealing with this, and two on EDI). Senator Al Shihabi reported that all of the people on EDI Committee and FDAR Council believe that academic freedom is essential. The general consensus is that the language is inflammatory, ill-timed, and unnecessary at this point in time and likely counterproductive. Faculty on EDI and FDAR prefer to focus on more positive and constructive approaches to try to build and strengthen relationships with businesses, employers, and legislators. Senator Al Shihabi read some statements she received.

Senator Parsa moved to keep the resolution off the FS agenda. Senator Wallace seconded. The vote was adopted, with one dissent and two abstentions.

7. Announcements

7.1. President

President Wheeler observed that we are approaching the two-year anniversary after classes were moved online for the COVID pandemic.

President Wheeler reported that there was a peaceful protest against violence in Ukraine in the Free Speech Zone. She called for special attention to respect and non-aggression in relationships and friendships within the campus community.

President Wheeler noted that the US Government ended the China Initiative. She thought there might be an announcement in FS's Good of the Order about this.

President Wheeler said that there will be the second online faculty development workshop on March 22 from 9:00 to 10:30 a.m. The focus will be interpersonal relationships and conducting inclusive meetings.

President Wheeler announced that the permanent U.S. Diversity Committee will begin meeting this week. Senator Reddy-Best will be chair. President-Elect Perkins pointed out that there will be a planning meeting with Chair Reddy-Best, President-Elect Perkins, and Senator Gillette prior to that first meeting.

President Wheeler said that the proposal to help adoptive parents with the costs of adoption is moving forward in HR.

President Wheeler reminded EB members that the annual photo will take place in the minutes before the March FS meeting.

Senator Wallace asked about the status of a resolution concerning student voting on Election Day sent by Senator Kedrowski. President Wheeler said that she did not receive it, as it was sent to an e-mail address associated with the LAS Caucus and that did not include her. Ms. Angstrom had received it and has just informed her. Senator Wallace asked if it would be put on the April FS meeting agenda. President Wheeler said it would.

7.2. President-Elect

President-Elect Perkins said that he would like Council chairs to provide feedback about committee assignments. Do the committees need more people? Are the committees inactive, and if so, should they be?

President-Elect Perkins said that he received an e-mail requesting that FS adopt a resolution about Ukraine. EB members recommended people to contact about writing such a resolution.

7.3. Past President

Past President Faber said that the ad hoc Faculty Handbook editing group is still working, meeting twice a week. Past President Faber recommended that such review take place every five years. After this first round, the task should not be so time-intensive.

7.4. Senior Vice President and Provost

War in Ukraine

Provost Wickert said that there will be a letter from ISU President Wintersteen in this week's *Inside Iowa State* about solidarity with Ukraine against unprovoked Russian aggression and senseless destruction. It will be accompanied by profiles of faculty, staff, and students of Ukrainian heritage. There will be a side bar on how to make donations to reputable relief organizations.

Provost Wickert said that it is important to bear in mind that there are faculty, students, and post-docs from Russia on campus. In many cases, they fled Russia. Although ISU has longstanding collaborations with universities in Ukraine, there are no ISU students currently in Ukraine.

Promotion and Tenure

Provost Wickert sent his recommendations on 79 cases to ISU President Wintersteen for review. The letters from his office will be sent tomorrow morning. In a week, candidates will receive a letter from ISU President Wintersteen. BOR will vote on cases at the April 6-7 meeting. Following their vote, e-mail letters will be immediately sent to candidates.

Free Speech Training

Provost Wickert reported that at ISU, 50% of faculty and staff have completed BOR's mandatory free speech training, in contrast to 17% at UI and 36% at UNI. In contrast, 13% of ISU students have completed the training, in contrast to 19% at UNI and 20% at UI.

25 Year Club Celebration

Provost Wickert said that it was an enjoyable function. Two faculty members (in LAS and CHS) celebrated 50 years. It was pointed out that Ms. Angstrom celebrated 35 years at ISU.

Ombuds Office

Provost Wickert announced that Laura Smythe has been hired to be the permanent ombudsperson on campus. Her appointment will begin virtually on April 18, and she will be on campus beginning July 1.

Accreditation Review

Provost Wickert said that there was a really nice accreditation review for RN-to-BSN program in Food Science and Human Nutrition. The feedback was extremely positive.

Winter session

Associate Provost VanDerZanden said that this past winter session involved 59 courses taught by 59 faculty. The courses enrolled 1600 undergraduate students, in contrast to 1000 at UI (of which, 300 were graduate students and 700 were undergraduate students) and 900 at UNI (most of which were undergraduate students). This is a drop from 2000 students last year, but winter session was also offered for a longer time frame last year. This year, the governor had created two holidays for public employees, adding to the compressed time frame. Otherwise, there were positive comments from students and faculty.

Associate Provost VanDerZanden observed that several faculty who had taught during winter session last year taught again this year. They do so for a variety of reasons, including lightening their spring teaching load or additional compensation.

Associate Provost VanDerZanden said that enrollments will be closely monitored to see whether winter session is “cannibalizing” enrollments from summer session. She offered the preliminary observation that summer courses tend to be introductory courses that students need to take to make progress in their major. In contrast, winter session enrollees tend to be juniors and seniors.

Senator Hansen said that CALS faculty created a Teaching Circle, which is like a learning community, enabling faculty to identify each other for support and information.

Senator Oberhauser said that RPA Council and FS Faculty Compensation Committee raised questions about discrepancy in pay between winter and summer sessions. Associate Provost VanDerZanden said that salary decisions are left to colleges to determine. (Provost Wickert added that FH says that each college is to have a policy on this.) Associate Provost VanDerZanden noted that both sessions offer 3 credit courses, but winter session is four weeks long in contrast to eight or more weeks for summer session. Senator Oberhauser said that it needs to be addressed by whichever body is empowered to address it.

7.5. Council Chairs Reports

AAC: Senator Bennett-George said that she, President-Elect Perkins, and Senator Gillette will meet with Senator Reddy-Best about the U.S. Diversity Committee.

FDAR: Senator Al Shihabi said that the next meeting will be next Wednesday.

GOV: Senator Frank said that the next meeting will be on Thursday.

RPA: Senator Oberhauser said that RPA Council has been busy with ongoing issues concerning pay equity. They will meet with administrators in budgeting and finance in March. There have been discussions within the administration and within Council about RMM. These discussions are relevant to LAS's situation, including LAS's allocation and funds and focus on enrollment. FS Faculty Compensation Committee developed a proposal for salary increases, and it was discussed with administrators. The proposal laid out options, and it was somewhat similar to an across-the-board percentage increase. There was discussion about how merit pay factors into that. RPA Council also met with HR about the proposal to support adoptive parents.

7.6. Caucus Chair Reports

CALS: Senator Hansen said that the caucus participated in Q&A with the dean, and they plan to do so again.

COD: Senator Muecke said that the caucus met with the dean on February 17. They discussed the COACHE survey and whether and how results will be shared with faculty. They discussed faculty communication issues in the college, where problems are not being resolved with frank discussion, but by HR shutting down communication. Third, they are discussing the need for policies about increases, particularly merit increases.

LAS: Senator Wallace said that over the last few days, the dean has met with FS caucus and LAS Representative Assembly about "Reimagining LAS." These meetings have been structured by Q&A. Moving towards the summer, Senator Wallace expects there to be additional town hall style meetings to discuss other broader issues.

Senator Wallace said that he is working to arrange for Regent visits to campus in April. He may send out requests for more volunteers and nominees to host visitors.

President-Elect Perkins announced that Regent Milt Dakovich passed away. Provost Wickert offered a remembrance.

8. Approval of the March 8, 2022 Faculty Senate Agenda

EB members discussed the possibility of holding the meeting online. Secretary Butler supported holding the meeting online and asked that EB members refrain from assuming that senators who attend online are not paying sufficient attention.

Although the Resolution on Academic Freedom was not supported by EB, EB members acknowledged it is possible for Secretary Butler to put it on the agenda at the FS meeting during New Business.

Senator Parsa moved to adopt the FS agenda. President Wheeler seconded. The motion was adopted.

President Wheeler pointed out that ISU President Wintersteen will attend FS meeting in April.

9. Good of the Order

None

10. Adjournment

The meeting adjourned at 5:07 p.m.