IOWA STATE UNIVERSITY FACULTY SENATE
EXECUTIVE BOARD MEETING MINUTES
SEPTEMBER 8, 2015
3:00-5:00 P.M.
107 LAB OF MECHANICS

Present: Bigelow, T. (Academic Affairs); Bratsch-Prince, D. (Associate Provost); Butler, A. (Secretary); Day, T. (Veterinary Medicine); Derrick, T. (FDAR); Freeman, S. (CALS); Looney, M. (LAS); Martin, P. (RPA); Mennecke, B. (Business); Rippke, S. (Parliamentarian); Russell, D. (Human Sciences); Schaefer, V. (Engineering); Schalinske, K. (Past President); Selby, M. (Governance); Sturm, J. (President-Elect); Stone, L. (Design); Wallace, R. (President); Wickert, J. (Senior Vice President and Provost)

I.   Call to Order
President Wallace called the meeting to order at 3:01 p.m.

II.   Consent Agenda
A. Agenda, Executive Board Meeting September 8, 2015
B. Minutes, Executive Board Meeting April 28, 2015
The word "Studies" was changed to "Students" in Agenda item (VI)(F). Senator Schaefer moved to accept the consent agenda so modified. Senator Butler seconded. The motion passed without dissension.

III.   Special Order: Update on Information Technology – Michael Lohrbach
Michael Lohrbach, Director of Infrastructure and Shared Services, spoke to EB about changes and activities in Information Technology Services (ITS), in advance of Interim VP Jim Kurtenbach's visit to FS next week.

Director Lohrbach said that ITS's goal is to work with FS to enhance communication in both directions. This will enable them to ensure that the technology system aids and enhances the teaching and outreach missions for the university. There are many old systems in use at the university, and a number of circumstances – most importantly, security – have created the need for updates.

ITS is in the process of encrypting systems. Doing so will bring ISU into compliance with the control requirements for the state audit. Faculty and staff are being asked to join their computers and systems to the ISU domain. Many systems are already joined, but not all. A core team of IT staff and administration has provided recommendations on how best to accomplish this, and they have communication the plan to the rest of IT staff throughout campus. This involves an automated system that verifies that a user's system is encrypted. A nice feature of this process is that it will provide an audit trail without requiring IT staff to physically visit each user. Director Lohrbach asked EB members to reach out to IT staff and encourage their colleagues to reach out to IT staff to have their systems encrypted.

Senator Selby asked whether personally owned computers should also be encrypted. Director Lohrbach replied that the encryption process is focused on university owned computers. However the new data classification policy is focused on data, so if classified

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data (e.g., class information, student ID numbers, grades, etc.) are on a personally owned computer, the data should be moved or encrypted.

Senator Martin asked what effects this will have on faculty day-to-day operations. Director Lohbach replied that there should be a negligible difference. If your system was not domain-joined, you will go through a different system when you log in. You will use your e-mail user ID and password. The encryption process is not visible to the user, and it does not require an additional login. To install the encryption software, an IT staff member will need to access your computer for approximately 30 minutes.

President-Elect Sturm asked whether using wifi at home presented a problem. Director Lohrbach replied that e-mail is encrypted in transit. A lot of solutions on campus require VPN. Blackboard is encrypted with SSL. President-Elect Sturm jokingly suggested that personal information could be safely sent in ISU e-mail. Director Lohrbach replied that he would not recommend that, because users cannot control what recipients do with the e-mail, especially if the user has a typographical error in the e-mail address. ISU is renegotiating contracts for e-mail service with Microsoft and Gmail.

Senator Stone asked whether mobile devices are also encrypted. Director Lohrbach said that they are if they require a passcode.

President Wallace asked for an update on the acquisition of and RFP for new administrative software contracts. Director Lohrbach replied that meetings are taking place with the consulting group, Huron. October is the target. President Wallace asked for confirmation that the consultants project software transition beginning on January 1, 2016 and phasing in over the summer. Director Lohrbach confirmed this and said that the entire process may take two to four years.

IV.   **Announcements and Remarks**
    A. President
    President Wallace said that there are a few committee appointments that need to be made, including some leadership positions.

    B. President-Elect
    President-Elect Sturm announced the date of the Faculty Spring Conference: April 26 in the Memorial Union. The two topics will be Responsible Conduct of Research (RCR) and Open Access (OA) research data and publications. Topics in RCR include data stewardship, the process through IRB, what ethical research is. The goal is to raise awareness and make improvements in RCR at ISU. Topics in OA include figuring out ways to have OA publication recognized especially for promotion and tenure on campus. President-Elect Sturm said that two possible keynote speakers had been identified: Nicholas Steneck (Michigan) on RCR and Sandra Titus (Director of Intramural Research at the Office of Research Integrity). President-Elect Sturm solicited names of other excellent speakers on these themes. Senator Day thought that a speaker from Bioinformatics or computational biology would be a good choice for OA.

    President-Elect Sturm announced that the comment period is open on a draft policy concerning e-cigarettes on campus. There is also a policy under discussion that prohibits

use of remote control drone devices on campus unless they are specifically required for identified research agendas. Senator Freeman asked whether teaching uses would be allowed too. President-Elect Sturm replied that, as far as he understood the policy, those uses would be allowed too. The goal of the policy is to avoid injury, ensure privacy, and comply with FAA policies.

Senator Bigelow recommended that the policy make clear what the approval process is for applications to use remote control drone devices and that the process not be onerous. A number of research areas use small remote control vehicles ten to twenty feet off the ground. Parliamentarian Rippke confirmed that the policy will be available for public comment soon. She added that there is another policy concerning administrative use of video on campus. In public places there shall be clear signage indicating the use of cameras.

C. Senior Vice President and Provost
Provost Wickert was en route to a BOR meeting. President Wallace called him via cell phone.

Enrollment
Associate Provost Bratsch-Prince said that a firm number on enrollments has not been reached, but it is approximately 36,000.

Capital Projects and State Allocations
The Student Innovation Center building project has begun. Associate Provost Bratsch-Prince is co-chair with Professor Marwan Ghandour. This is a broad project, crossing all constituencies on campus and not owned by any single college or program. Every college can influence what this space looks like and how it is used. The doors are projected to open in Fall 2019. Associate Provost Bratsch-Prince added that it is unusual to have two capital projects funded and underway at the same time. ISU President Leath and the ISU Foundation have secured $20 million from a private donor. $20 million more needs to be raised. ISU President Leath has done an incredible job advocating for ISU.

BOR has requested a 3% increase in the budget for FY 2017 from the state legislature. We did not receive this increase last year, so this will be a "tough sell." Senator Freeman noted that the *Des Moines Register* reported that BOR asked for an increase for The University of Iowa. Does this mean that performance-based funding is off the table? Provost Wickert said that all indications are that BOR will not pursue performance-based funding this legislative cycle, because the proposal did not get much traction in the legislature last year. BOR is requesting $4.5 million for UI, $7 million for UNI, and $8.7 million for ISU.

Tuition Increase for Resident Students
Associate Provost Bratsch-Prince said that BOR made a request for a 3% increase for resident undergraduate tuition for Spring 2016. For FY 2017, there is a request for a 3% tuition increase for all other students. Senator Freeman asked what the net cost is for students and whether it would affect calculation of instate financial aid. Associate Provost Bratsch-Prince replied that the cost would be approximately $100, and it would not require recalculation of financial aid.

Differential Tuition for International Students
Associate Provost Bratsch-Prince said that a proposal for differential tuition for international students also would likely be approved. The number of international students has increased, and the cost of services for international students (student services, academic services, admissions, advising, etc.) is greater than that for domestic students. The total differential tuition would be $1500, to be phased in over three years.

Senator Selby asked for confirmation that this would affect undergraduate international students only. Provost Wickert said that it would affect undergraduate and graduate international students. He added that students on assistantships are categorized as residential students.

Associate Provost Bratsch-Prince observed that several peer institutions have differential tuition for international students. We can learn from their practices. Provost Wickert has met with ISU Student Government, Graduate and Professional Student Senate, International Students and Scholars Office, as well as particular student groups. All of these groups have expressed understanding of the proposed tuition increase. They think that there are ways that their educational and student experience could be improved, and they understand that ISU delivers a better value for the price than peer institutions.

Senator Bigelow asked whether the new tuition would remain at the university level or go to individual colleges. Associate Provost Bratsch-Prince said it would follow the RMM. Provost Wickert added that these funds would not go into a lock box for international students and scholars office. There would be discretion for how to use it. The library or IT could request additional funding.

Senator Mennecke asked whether the differential tuition for international students is expected to have a negative impact on enrollment. Associate Provost Bratsch-Prince replied that no change in enrollment has been observed at peer institutions that have raised international tuition. Indeed, Purdue, Illinois, and Ohio State have all seen increases in international enrollment. Provost Wickert added that compared to our peer universities (including UI), ISU costs less with respect to non-resident tuition.

Senator Martin asked whether the tuition differential would affect students who are already enrolled. Provost Wickert confirmed that it would affect all international students.

Dean Search for College of Human Sciences
Associate Provost Bratsch-Prince announced that Dean of the College of Human Sciences Pam White is stepping down. She has overseen the merger of two colleges and the creation of the School of Education. Cathann Kress and Wendy Wintersteen are co-chairs for the search for a new dean. A call will be issued for nominations for people to serve on the search committee.

No Mid-Year Merit Salary Increase and Impact of Veterans Benefit
Associate Provost Bratsch-Prince said that there will not be any mid-year merit raises. The primary explanation is the impact of BOR's decision to extend resident tuition to

veterans and their dependents at university. The Provost's Office agrees that this is the right thing to do, but the impact is a loss of $8 million in tuition revenue. President Wallace noted that students have until October 15 to sign up for the benefit. Senator Selby asked whether most of the people included in the benefit at ISU are dependents and spouses and not veterans. Associate Provost Bratsch-Prince confirmed that that is the case.

Senator Martin asked how the $8 million lost revenue compares to the 3% tuition increase for resident undergraduate tuition. Provost Wickert replied that the anticipated revenue from the tuition increase is $1.65 million per semester. He added that with the final breakdown of residents and non-residents, the administration will revisit tuition projections for all colleges and units.

Senator Bigelow asked whether the expanded inclusion of dependents resulted in increased enrollment. President Wallace replied that that has not been determined yet. Associate Provost Bratsch-Prince said that it did not bring a windfall of additional students. Anecdotal evidence suggests that students who were already here learned that they were eligible. President-Elect Sturm noted that the scope is so broad that veterans who were dishonorably discharged are eligible for the benefit.

AIB Campus and Academic Programming in Des Moines
Associate Provost Bratsch-Prince said that the Provost's Office sense is that programming in and for Des Moines developed by BOR institutions will happen in the not-too-distant future. The purchase of AIB campus by The University of Iowa has transformed into the Regents Regional Resource Center. BOR is working to determine demand for programs and the optimal location for delivery of those programs. ISU supports hiring a consultant to help gather data on this.

Senator Bigelow thought it would be interesting to know how many students drive from Des Moines to Ames who could benefit from having labs (for example) in Des Moines. Associate Provost Bratsch-Prince thought that that would be a reasonable question for a consultant to consider.

Associate Provost Bratsch-Prince added that UI may begin to offer programs in Des Moines next year. ISU would like to be more cautious. Senator Stone asked whether only ISU would conduct a market study. Associate Provost Bratsch-Prince said that the market study is BOR-initiated and will inform all three universities. Senator Freeman asked whether there is a long-term plan for UI faculty to teach in Des Moines, or whether adjuncts would be hired to deliver "University of Iowa" courses. Associate Provost Bratsch-Prince could not answer on behalf of UI, but said that ISU wants ISU faculty expertise in Des Moines. First we need to determine what kind of programming we want to offer.

BOR Review of Academic Programs
Associate Provost Bratsch-Prince said that BOR will begin to review academic programs (that is, majors both graduate and undergraduate, but not minors or certificate programs) that were created 5 years ago in 2010. Their audit aims to assess whether those programs

are meeting needs and enrolling students. In the Provost's Office's review, one program does not have any students in it.

Salary Increases from Last Cycle
The budgeted salary increase was 1%. There were other increases associated with market competition, retention, and promotions, 0.3% university-wide. Twenty-five employees did not receive an increase due to unsatisfactory performance. (This affected 16 faculty and 9 P&S employees. Associate Provost Bratsch-Prince noted that the 16 faculty have action plans in place.) A total of 42 (2.5%) faculty and 76 P&S employees received salary increases above 1%, excluding promotion increases. Of those faculty, 36 were given raises for market considerations and 6 for retention. 34 of the P&S employees were in Veterinary Medicine and offered raises to offset the 50% turnover in the last two years. Eight of the P&S raises were for retention. Additionally, 94 faculty receive increases for promotion. All told, a small number of individuals received more than the minimum salary increase.

D. Council Chair Reports
Senator Martin said that RPA had offered proposals for how to distribute the 3% salary increases. In light of the Provost's Report, that issue is moot. The report noted increased faculty frustration that salary increases have been lagging, while faculty are asked to do more and more with fewer rewards. RPA expressed the hope that in future deliberations faculty increases can become a priority again.

D. Caucus Chair Reports
Senator Freeman said that CALS will meet monthly with their dean. For the first time since Faculty Senate was created, the senator from Economics will caucus with LAS.

V. Unfinished Business
A. PRS Changes to the Handbook – [S14-19] Dark
President Wallace said that this motion had been tabled in May until the fall. A number of issues were raised at the last FS meeting. President Wallace asked EB members to comment on how to proceed.

Professor Veronica Dark said certain themes recur. There are key disagreements about the number of categories and whether to use percentages to define proportion of effort. Questions were raised in the April 28 EB meeting and May 5 FS meeting about the role of the PRS in evaluation. Professor Dark found this uncertainty troubling, because the PRS is supposed to be used in all evaluations, including annual, promotion, and post-tenure review.

Professor Dark suggested that at the next FS meeting, senators should be presented with the recommendations and some justification. Then senators should be instructed to discuss the proposals in their departments. When senators report back their findings, EB needs to decide whether the PRS task force should meet again or whether EB will formulate the response themselves.

Senator Freeman said that most of the feedback he received concerned specific categories. He surmised that it would be difficult to pick categories which everyone

would be happy with. Many CALS faculty think that extension and outreach are equivalent and unnecessary to distinguish. Some faculty worried about activities that occupy less than 5% of effort. Do those activities still count and have value? One department chair observed that there is nothing for NTE faculty to negotiate in their PRSs when their only responsibility is teaching.

Senator Bigelow reported that there were concerns in the Engineering caucus about included the PRS template with the letter of intent. Why send a bureaucratic instrument when the prospective faculty member is still deciding whether to accept the offer? Senator Selby replied that faculty are given some time to negotiate their PRS. Professor Dark confirmed that faculty have six weeks. Senator Selby expressed that she thought it was important to have a PRS in place. Senator Schaefer thought that the first priority is to get the prospective faculty member to accept the offer.

Past President Schalinske reported that in Chairs Cabinet it was said a letter of intent cannot be signed until a candidate knows what is in the PRS. Associate Provost Bratsch-Prince observed that most letters of intent already include a draft of a PRS. She does not support requiring people to sign the PRS before understanding it, but she thinks it is helpful to include it to provide the prospective faculty member an idea of the position responsibilities. She has not heard any reports of pressure being exerted on candidates to accept PRSs.

Professor Dark said that these were familiar comments. She offered to present a summary of comments at the FS meeting. Senator Schaefer thought such a summary would be helpful for presenting the matter to his department.

Senator Bigelow expressed concern that even though a lot of feedback has been received, nothing has changed in the proposal. He didn't see the point in another discussion unless there were some indication that something might change. Professor Dark replied that the FS meeting had the item as discussion-only, so no changes could be made by senators at the FS meeting. Senator Freeman observed that the changes would have to come from EB or from the floor of FS. He said that the proposal would not be sent back to the PRS task force unless there were a motion to pull it.

President-Elect Sturm urged caution. Any change to the wording of the policy would affect how faculty are evaluated, and will have lasting impacts on faculty careers.

Senator Selby said that most of the people she talks to do not understand the increased number of categories. For most people, this would involve splitting up service responsibilities.

Senator Bigelow thought that the policy should clarify the minimum percentage. Senator Selby replied that the minimum is clear; instead, she thought, Senator Bigelow was arguing that the minimum should be changed. Senator Bigelow said that on the present proposal, anything less than 5% does not count. In Engineering, faculty are expected to be involved in professional service, but 5% may be a little heavy for some stages of careers. He thought that if EB wanted to keep the minimum of 5%, all service should be lumped together. Otherwise, percentages less than 5% should be allowed. Against this

latter proposal, Senator Day thought that it would be difficult to articulate the difference in expectation between 60% research and 64% research. Senator Bigelow thought this called into question the whole idea of percentages. He added that the meaning of percentages (especially teaching percentages) varies from college to college. Senator Freeman thought that there needed to be consistency within the unit. Professor Dark concurred, noting that the relevant unit for teaching is the college. She added that the PRS task force adopted the following view: they tried to separate scholarly performance of an activity from scholarship in that activity. With respect to teaching, scholarly performance is scholarly teaching. Percentage of effort is to be determined by the number of classes. 40% for one person should mean approximately the same as another 40% in the unit. With this in place, 50% vs. 40% is meaningful. But across colleges, comparisons of percentages is not meaningful.

EB members offered Professor Dark further questions that her presentation should address. What are PRSs used for? Why do they matter? Why should they be standardized? Associate Provost Bratsch-Prince said that there are 1900 faculty and many different formats of PRSs. Some PRSs hold employees to clear individualized standards, whereas other units have identical PRSs. But PRSs are important for evaluation and promotion, and so it is important to have standards for all PRSs so that performance can be meaningfully evaluated.

Senator Bigelow replied that the proposed changes do not necessarily address these concerns. Senator Freeman concurred, asking how increasing the number of categories fails to address these concerns. Senator Selby offered that it would standardize how people categorize their service activities. With the current categories, "service" or "outreach" may include different things in different units. The finer-grained categories would clarify what counts as institutional service or professional service. Senator Bigelow responded that leaving the categories loosely defined has advantages too. It is easier to take activities and put them into a few number of categories that are broadly defined rather than fit them into a large number of categories that are strictly defined.

Professor Dark thought that the overall point was being lost. The PRS is a generalized job description. It does not need to list every single activity that an employee performs, but it does need to list those activities that occupy a significant percentage of effort which the employee is expected to perform. Senator Freeman replied that the PRS is the basis for evaluations. Professor Dark responded that employees may be recognized for work that goes beyond the PRS, but the PRS specifies minimal expectations. Past President Schalinske observed that that impacts the percentages assigned to the other categories. Professor Dark said that such circumstances should prompt renegotiation of the PRS. Senator Russell said that such negotiations take place with the chair. But no one would take on substantial new responsibilities without a corresponding release from teaching or research.

Professor Dark reiterated that the PRS task force decided that the PRS should not list every single activity performed, only the major expectations. She added that PRSs should be crafted with the rank of the employee in mind. Assistant professors should not be required to perform 80% administrative tasks. The PRS needs to be crafted in good faith by the chair and the employee.

Senator Day observed that faculty perform many tasks that are not enumerated, such as seminars or shuttling guests around town. Senator Freeman noted that no one gets P&T credit for those tasks. Professor Dark said that those activities are part of good department citizenship.

Senator Freeman recommended against presenting the motion for vote at the FS meeting. Instead, he continued, Professor Dark should present a summary and the motion should return to EB. He made a motion to this effect. Senator Mennecke seconded. The motion passed without dissension.

B. Name Change: Culinary Food Science – [S14-25] Bigelow
C. Catalog Changes: Changing Majors while on Probation – [S14-26] Bigelow
Senator Bigelow said that he did not anticipate any objections to either of these motions.

VI.   **New Business**
        A. Update on University Innovation Alliance – Steve Freeman
        Senator Freeman said that the University Innovation Alliance includes eleven research universities. ISU President Leath committed to participating in the alliance one and a half years ago. Senator Freeman is the principal investigator. In February, the group received funding of a couple million dollars per year to be used primarily to increase the success of low income students. This year, the primary focus is using predictive analytics. This program will be in the pilot stage this fall. The rollout for the university-wide program will be in the spring. The current group includes nine departments, from every college except Business.

Currently the group is learning from the experiences of other universities. They visited Georgia State, Arizona State, and Texas. Those universities are using predictive analytics with centralized advising. In contrast, ISU will use predictive analytics to improve student success. After our program is in place for a while, members of the other universities will visit ISU to see how we're using the tools. Participation in this alliance also involves sharing data with the other universities.

When the program is rolled out university-wide, the group will not dictate how departments use the predictive analytics. Departments will have to identify their own success markers. They will then have access to ten years of data to help them determine whether their markers of success actually track success.

B. Online Note Selling Question – Bigelow
President Wallace said that a cease and desist order was issued to one particular company that was sending e-mails soliciting notes. There are a number of academic policies that selling notes violates. President Wallace asked University Counsel to compose a summary of recourse for faculty if they discover that notes from their classes have been sold. He had not received a response yet.

Senator Freeman asked whether President Wallace shared this information with ISU Student Government. President Wallace said that he had not yet done so. He did mention

it at the P&S Council meeting. A number of members had reported receiving e-mail solicitations.

C. Cyber Security Minor Proposal – [S15-1] – Bigelow
Senator Bigelow acknowledged that there is high demand for this expertise.

Senator Selby observed that a number of departments from different colleges are affected by this minor. Do they all agree to this? She also observed that no MIS courses were included. Does MIS approve this minor? (Senator Mennecke was not available for comment.) Senator Freeman asked whether the proposal had been vetted by the Computer and Curriculum Coordinating Council. Associate Provost Bratsch-Prince observed that Doug Jacobson is on the council. Senator Selby said that the problem is that a department chair's approval does not guarantee that the department approves. Senator Freeman noted that the letters were not clear about departmental votes.

Senator Butler made a motion to keep the item on the FS agenda on the condition that the table of affected departmental votes be completed. Senator Freeman seconded. He added that even if one department votes against the proposal, FS may still approve the proposal. The point of the table is to record that they were notified of the proposal and had considered it. The motion passed without dissension.

D.   Urban Studies minor Proposal – [S15-2] – Bigelow
Senator Bigelow said that there is reasonable demand for this minor.

E.   Name Change: Art and Visual Culture – [S15-3] – Bigelow
No discussion.

F. International Perspectives Requirement for International Students – [S15-4] - Bigelow
Senator Bigelow said that Academic Affairs Council sent this to EB, who sent it back to the Curriculum Committees for consideration. The College of Design's curriculum committee voted against it. Overall, faculty in the College of Design were supportive of providing these resources to international students. But there was concern about how it would be paid for. The current required undergraduate course that satisfies international perspectives is very popular. College of Design faculty were concerned that this competing course would draw money away from the college.

Senator Bigelow added that another question was whether colleges could develop alternate courses with content appropriate for their own college (akin to University Studies). Doing so might address some of the College of Design's concerns about RMM credits going elsewhere. Senator Selby said that she would not support such a modification. Engineering shouldn't offer their own version of Library or core English communications courses.

Senator Freeman said that the attendance policy (no more than three excused absences) in the supporting documentation violates FH policy. EB had raised that concern on the last reading and it has not been corrected. Senator Bigelow replied that he had not received any update. Senator Selby said that that was reason not to move forward on the motion.

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Senator Freeman asked whether the course had been taught. Senator Bigelow said that it had. Senator Freeman said that the non-compliant attendance policy is a serious concern.

The motion was pulled from the FS agenda.

VII. **Approval of the September 15, 2015 Faculty Senate Agenda**
Agenda item (V)(A) was marked as "discussion only." Parliamentarian Rippke recommended limiting discussion to 20 minutes with speeches of no more than 2 minutes per senator. Doing so would require a two-thirds approval.

President-Elect Sturm moved to accept the modified agenda. Senator Bigelow seconded. The motion passed without dissension.

VIII. **Good of the Order**
Prompted by Senator Butler, President Wallace asked whether there is need or want to send a letter of condolence or support to UI faculty for being locked out of the selection process for their new president. Senator Freeman replied that the faculty were not "locked out." They made their opinion clear, but BOR did not care. He added that such a problem would not arise here, because the president is leader of the faculty and therefore needs to be faculty. This is important because the president confers tenure on faculty: how can someone who cannot get tenure in his own department confer tenure on other faculty?

President-Elect Sturm suggested letting the matter drop. Senator Selby said that she would be uncomfortable issuing a statement. Senator Martin said that EB would need more information about the situation to issue a statement.

IX. **Adjourn**
The meeting adjourned at 5:14 p.m.