



IOWA STATE UNIVERSITY
Faculty Senate

IOWA STATE UNIVERSITY FACULTY SENATE
FACULTY SENATE MEETING MINUTES
FEBRUARY 15, 2022 – 3:30–5:00 P.M.
WEBEX

Present: Al Shihabi, D.; Anderson, M.; Andreasen, C.; Armstrong, P.; Behnken, B.; Beitz, D.; Bennett-George, S.; Beresnev, I.; Bolser, K.; Burrough, E.; Butler, A.; Cardoso, C.; Chang, C.; Chen, H.; Cochran, E.; Cook, K.; Daniels, T.; Davis, R.; Day, T.; Dewell, G.; Dubisar, A.; Faber, C.; Frank, M.; Freeman, S.; Gassmann, A.; Gillette, M.; Gomes, C.; Hanson, V.; Hornbuckle, B.; Janvrin, D.; Kang, S.; Kedrowski, K.; Kovnir, K.; Kreider, B.; Kushkowski, J.; Lonergan, E.; Lutz, R.; Martin, M.; McGrail, M.; Mellata, M.; Micich, A.; Morgan, E.; Muecke, M.; Nair, A.; Oberhauser, A.; Padgett Walsh, C.; Parsa, R.; Perkins, J.; Peterson, D.; Pistolesi, S.; Quam, A.; Rayburn, C.; Reddy-Best, K.; Schaal, M.; Schieltz, J.; Shaw, A.; Smalley, S.; Smiley, A.; Stevens, J.; Svec, C.; Tootle, D.; Townsend, T.; Vary, J.; Wade, N.; Wallace, R.; Wang, Q.; Watanabe, O.; Wheeler, A.; Wilgenbusch, E.; Winer, E.; Wood, A.; Wu, H.; Zerbib, S.

Absent: Berger, D.; Bratlie, K.; Johnson, D.; Napolitano, R.; Robertson, A.; Roe, K.; Rosa, J.; Rosentrater, K.; Williams, C.

Substitutes: Bailey, M. for Hernandez, B.; Tsai, K. for Schrier, T.

Guests: Wickert, J. (SVPP); VanDerZanden, A.M. (Assoc. Provost); Bratsch-Prince, D. (Assoc. Provost); Jordan, T. (Asst. Provost); Knief, A. (Parliamentarian); Roberts, E. (SG); Johnson, C.A. (GPSS); Kealey, K. (ISU Daily); Budlong, J. (Univ. Relations); Bouffard, L. (Sociology); Dorhout, P. (VP for Research); Siekman, T. (Research Office); Colquhoun, B. (Research Office)

1. Call to Order

Seating of Substitute Senators

President Wheeler called the meeting to order at 3:30 p.m.

She thanked President-Elect Perkins for chairing the January FS meeting. She said that EB members decided to hold the meeting virtually this month, because it would bring nearly 100 people together in the Sun Room. In-person meetings continue to be a concern for many of us.

President Wheeler reminded senators of FS protocol, calling for respect for others, professional behavior, and decorum. FS is a collaborative, collegial, and cooperative body. We work best in an environment of mutual trust and respect.

President Wheeler seated the substitute senators.

2. Consent Agenda

FS Agenda February 15, 2022 – [21/A/6]

FS Docket Calendar – [21/C/6]

FS Minutes January 18, 2022 – [21/M/5]

With no objection, the consent agenda was adopted.

3. Announcements

3.1. Faculty Senate President

President Wheeler said that the first faculty workshop took place on February 1, which focused on building skills to run inclusive meetings. There will be two more workshops, and people who want to take up future leadership roles are the intended beneficiaries. People who are interested in attending the next workshop on March 22, 9-10:30 AM should contact President Wheeler or Ms. Angstrom.

President Wheeler said that Senator Freeman will become Interim J&A Council Chair, filling a vacancy by Senator Day, who will assume an important role reporting to ISU President Wintersteen. Senator Frank will serve as Interim Governance Council Chair.

President Wheeler noted that nearly two years ago, after Spring Break, faculty working lives and research were disrupted by COVID. She said we are now thinking about recovery and talking with university leadership about recognition, rewards, and wellbeing resources. How might we build back the ISU community? That would have been the topic of the Spring Faculty Conference. President Wheeler thought that these are topics FS needs to engage with. She added that this recovery will have to take place against a backdrop of compassion and care.

3.2. Faculty Senate President-Elect

President-Elect Perkins said that the Spring Faculty Conference has been postponed until next year, because of a number of concerns about holding the conference online. He hoped people would participate in the online faculty workshops.

3.3. Senior Vice President and Provost

Class Start Times

Provost Wickert said that ISU is still operating under the modified class start time schedule put in place for Fall 2020. The Academic Continuity Work Group, FS Executive Board, and Student Government have been discussing whether we should keep that or move back to the regular schedule. Provost Wickert said that “the die is cast” for Fall 2022, because courses and rooms are already scheduled in the registration system. Any change to class start times would take effect in Spring 2023 at the earliest; but it might not make sense to make a change midyear. Perhaps the change should be made for Fall 2023. No decision has been made yet.

Test-Optional Undergraduate Admissions

Provost Wickert said that BOR announced their intent to move to ACT- and SAT-optional admissions. This requires a change to Iowa code. There is a national movement to permanently adopt test-optional admissions; our peers in the Big Ten and Big 12 have done so. This policy means that students may take ACT or SAT and report their scores in their applications for admissions, but they are not required to do so. Provost Wickert said that this change affects the RAI (Regent’s Admissions Index). We have made changes to the RAI in the past. Class rank used to be a required component of RAI, but many high schools moved away from ranking. Provost Wickert said that because of the pandemic, students were unable to take the ACT or SAT, so we moved to a temporary test-optional policy. Because of concerns about equity, many schools are adopting such policies permanently. Provost Wickert said that this would cause us to adopt a more holistic admissions process. Most states do not have a numerical admission index like we have in Iowa, so their processes are more holistic.

BOR Meeting

BOR will meet next week. They will present and ratify a new BOR strategic plan. There will be a presentation on a new BOR website about post-secondary employment outcomes for all three schools. This will be a web tool where users can look up the salaries of graduates of Regents institutions by major and state they live in. This is a transparency tool put in place by BOR. Other states have such a tool as well.

ISU will ask BOR to approve two new centers: Translational AI Research and Education Center and Center for Wireless, Communities and Innovation. ISU will seek BOR approval to begin planning on phase 2 of Veterinary Diagnostic Laboratory.

BOR will receive updates from the BOR Free Speech Committee. There will be a report about the free speech survey completed by faculty, staff, and students. There will also be an update about the free speech training currently open.

Ames Lab Anniversary

Provost Wickert said that this year marks the 75th anniversary of the founding of Ames Lab. ISU hosts one of the few DOE labs around the country, and the only lab physically collocated on a university campus. On March 7, Teresa Wilhelm Waldof, granddaughter of Harvey Wilhelm, will deliver a special lecture, “[Wilhelm’s Way](#).”

Senator Beresnev asked about ISU’s abandonment of the ACT and SAT. How will students be evaluated for admission, if not by ACT or SAT scores or high school rank? Provost Wickert said that it wasn’t “abandonment”; instead, students have the option to report or not report test scores. Provost Wickert added that data show that the strongest predictor of student success is high school GPA, whereas ACT and SAT scores are not good predictors. If a student submits ACT or SAT scores, we can use that to calculate their score for RAI. If a student does not submit test scores, we can look at their GPA and college prep classes, recommendations, and other materials. That’s what happens in most other states that don’t have a purely numerical admissions index. Provost Wickert added that if we didn’t follow this national trend, we would become less competitive. He assured senators that these longitudinal data had been scrutinized

thoroughly by the Admissions Study Team to discover the best predictors of student success. This issue has received a lot of attention.

3.4. P&S Council

None

3.5. Student Government

SG Director of Academic Affairs Roberts said that SG VP debate was held last week, and SG Presidential debate would be next week. Last Thursday, SG met with City Council to discuss two traffic stop studies. SG continues to work on climate action. SG will hold a “candid discussion” on U.S. Diversity and International Perspectives tomorrow.

3.6. Graduate and Professional Student Senate

GPSS Senate Engagement Officer Johnson said that GPSS is holding a series of town halls for graduate students to express concerns and find out what GPSS is missing about the international experience. There will be a listening session about international student concerns on February 16 and another on February 21. A town hall with LAS graduate students generated well over a page of concerns.

4. Special Order: Strategic Plan, Peter Dorhout, VP for Research

VP Dorhout said that ISU President Wintersteen asked for an innovative and dynamic plan that would avoid the pitfalls of traditional strategic planning processes. The working group and steering committee have begun to develop a set of goal statements of what ISU wants to be. Now the groups are working to refine metrics to identify points of success, points of completion of various projects, and steps along the way of being what we would like to be. The plan will be a nine-year living process. As a dynamic process, continuous input will be sought to rethink, retool, and reposition the institution to address challenges as they come up. By focusing on what we want to be, rather than what we want to do, the plan will not become obsolete in a year.

There are over twenty planned town halls and listening sessions. The final plan will be delivered to ISU President Wintersteen in late March.

The plan identifies four thematic pillars (Innovative Solutions, Knowledge and Discovery, Education Experience, Community Engagement) around the core activities within the university (research, teaching, service, and extension) that hold up our core values (the Principles of Community, and integrity, access, and excellence). This involves thinking about how we take things we develop in studios, labs, and test plots and involve students in a global problem solving process. The plan focuses on the creative process that threads through everything we do.

Each “to be” statement has five to seven different success factors or metrics that will be tracked as part of a regular tracking process in the university.

- To be the most student-centric major research university
- To be the university that fosters lifelong learning
- To be the trusted partner for proactive and innovative solutions
- To be the university that creates opportunities and forges new frontiers

- To be the university that cultivates a diverse, equitable, and inclusive environment where students, faculty and staff flourish

VP Dorhout ran a series of polls. Some senators were unable to log into Slido. These are the percentages that were reported on the screen.

- Which To-Be statement has ISU already made the most progress on?
 - 71%: to be the most student-centric major research university
 - 13%: to be the university that fosters lifelong learning
 - 7%: to be the trusted partner for proactive and innovative solutions
 - 4%: to be the university that creates opportunities and forges new frontiers
 - 4%: to be the university that cultivates a diverse, equitable, and inclusive environment where students, faculty, and staff flourish
- Which To-Be statement will require the most work for ISU to accomplish?
 - 70%: to be the university that cultivates a diverse, equitable, and inclusive
 - 15%: to be the university that creates opportunities and forges new frontiers
 - 9%: to be the most student-centric major research university
 - 7%: to be the trusted partner for proactive and innovative solutions
 - 0%: to be the university that fosters lifelong learning
- Which To-Be statement is the most important for ISU to focus on today?
 - 53%: to be the university that cultivates a diverse, equitable, and inclusive
 - 18%: to be the most student-centric major research university
 - 16%: to be the university that creates opportunities and forges new frontiers
 - 10%: to be the trusted partner for proactive and innovative solutions
 - 2%: to be the university that fosters lifelong learning

VP Dorhout said that the Strategic Process will enable all of the campus community and external stakeholders to have an opportunity not only to review the progress we have been making, but continuously help to reflect on and refine the plan as we go forward. In essence, this is an annual input of strengths, weaknesses, opportunities, and threats. This analysis will enable us to identify priorities for the coming year or years. With those priorities, review teams will evaluate and recommend impactful projects to university leadership for future investment. When asked just exactly how do we know if we are making progress and document that progress, VP Dorhout replied that the last part of the strategic process is to communicate with stakeholders how we are doing. Each to be statement has success factors or metrics. We will use those to measure our progress along the timeline. The success factors will enable us to reflect on where we are not making progress and help us to identify priorities and projects and invest in places that will drive us towards our to be statements.

The first step is collection of information. One Strategic Plan Working Group recommended creating the Office of Strategic Success. This office would take on the mantle of responsibility for collecting input, process it, and report to ISU President Wintersteen and senior leadership. This input can help design what goes into the next step in the process: development and calls for proposals based on priority areas.

The second step is the proposal. The task force will develop a grant proposal guide. Proposals would indicate how they align with the to be statements and thematic pillars. The project

description will include objectives, deliverables, and justification. Successful proposals will explain how they align with key metrics and success factors of the to be statements.

At the next stage, received proposals will be reviewed and evaluated. Review teams will serve three year terms and be composed by volunteers from campus. The review teams will use rubrics developed by another task force and make recommendations of projects to ISU President Wintersteen.

Finally, VP Dorhout said, the most important stage is communication of successes to stakeholders and the campus community. A dashboard will be developed to track progress on to be statements.

VP Dorhout said that there will be more listening sessions, include an open faculty town hall on February 21. A recording of that will be uploaded to the Strategic Plan website. Feedback may be submitted to that website too. Dean Bill Graves has been involved in the process and there has been graduate student participation.

5. Special Order: COACHE Survey, Tera Jordan, Assistant Provost

Assistant Provost Jordan said that ISU has participated in the COACHE survey every three or four years since 2005-6. The survey allows us to compare our data to peer institutions that we select and to all comparable COACHE-participating institutions. (Our selected peers are North Carolina State University, Purdue University, Texas Tech University, University of California, Davis, and Virginia Tech.) The survey can be customized with respect to questions (e.g., COVID response, faculty development, faculty mentoring). The results yield a rich set of quantitative and qualitative data. There are eight key benchmarks: department and environment; tenure and promotion; nature of work: service, teaching, and research; resources and support; teamwork and mentoring; governance; leadership; and appreciation and recognition.

Over 15 years, the response rate has been high and there have been few areas of concern. Our strengths have been: academic freedom, quality of colleagues, opportunity to collaborate, senior leadership, health and retirement benefits, and the commute. This year: quality of colleagues (30%); cost of living (17%); academic freedom (16%); and support of colleagues (14%). Our challenges have been: geographic location, compensation, lack of research support, teaching demands, service, and department collegiality and engagement. This year: compensation (27%); geographic location (22%); too much service or too many assignments (15%); and lack of diversity (14%). Assistant Provost Jordan pointed out that compensation and too much service were also challenges for our peer institutions, at about the same percentages.

In response to previous survey results, the Provost's Office has taken actions, including: clarifying policy, criteria, and process for advancement and review; adopting flexible faculty policies and practices; strengthening faculty mentoring beyond pre-tenure faculty; enhancing faculty leadership programming; and enhancing honors, awards, and recognition.

From this year's survey results, Assistant Provost Jordan said that the Provost's Office is focusing on department and environment. Assistant Provost Jordan said that faculty are employed by institutions, but spend most of their time in departments, where the culture has the

greatest influence on faculty satisfaction and morale. Assistant Provost Jordan focused on three areas: engagement, quality, and collegiality.

Assistant Provost Jordan said that we can measure faculty engagement with one another, professional interactions, departmental discussions about undergraduate and graduate learning and pedagogy, use of technology, and research methods. Assistant Provost Jordan reported that 70% of ISU faculty agreed that they would choose to work at ISU again. But their level of comfort at the departmental level was less positive: approximately 55% would recommend their department as a place to work; and approximately 35% would recommend their department with reservations. Assistant Provost Jordan said that this was similar to our five peer institutions and overall COACHE cohort.

Assistant Provost Jordan said that department quality includes intellectual vitality of faculty, scholarship produced, effectiveness of teaching, recruitment and retention, and handling of poor faculty performance.

Assistant Provost Jordan said that there is no substitute for collegiality in the department when it comes to faculty satisfaction. Collegiality includes a sense of belonging, personal interactions, sharing the load, work-life balance, and creation of opportunities for more and better informal engagement. Campus leaders, including faculty and administration, can create those opportunities. Assistant Provost Jordan showed a slide of the department collegiality data, where across many of the different demographics (rank, gender, race) we were below our cohort and peers. Assistant Provost Jordan pointed out, however, that our scores had a mean of 3.75 on the Likert scale.

Assistant Provost Jordan said that it will take all of us to strengthen what is good at ISU. The Provost's Office will coordinate direct and meaningful conversations about working together to improve departmental engagement on campus. A COACHE workgroup will be assembled with representatives from each college. They will collaborate with college administrative teams to develop action plans. (College deans have received college-level COACHE data.) Assistant Provost Jordan encouraged people to participate in the forthcoming sessions about COACHE data.

In the Chat, Senator Cook asked whether the COACHE slideshow could be posted to the Provost's Office's webpage. Assistant Provost Jordan said that the slideshow was specially designed for the brief presentation to FS. She is working with Institutional Research on a rollout of smaller reports that align with each benchmark.

Senator Cook said that he appreciated the focus on the department. He thought there has been very little discussion or emphasis on departmental leadership. A lot of people are struggling with their experiences in the department. He said that faculty don't see any attempt to address the lack of training for department chairs or lack of advocacy for faculty by chairs. The job of the chair is foster collegiality and be a leader in making sure that these things happen. Do the COACHE data provide any insight?

Assistant Provost Jordan said that there are data included in the benchmark on leadership. There are small indicators that address Senator Cook’s concerns. There are also concerns about the ways in which department chairs have a role in tenure and promotion. She also thought that there were indicators addressing department engagement in terms of how chairs promote inclusive environments, as well as resources and support. Across every one of the benchmarks, there are questions about department leadership. Assistant Provost Jordan thought that she could work with Institutional Research to collect those data to provide a better indication of department-level leadership. But it wouldn’t involve just one benchmark indicator.

Senator Cook said that he hopes that future work will press harder on that issue. He said that in his experience, both in FS and in his department, is that leadership matters a great deal. Failure of department leadership is a reason why people’s work lives are compromised.

6. Unfinished Business

6.1. Catalog In Effect Policy [21-15] – Bennett-George

Senator Bennett-George summarized the proposal.

The motion was adopted by a virtual hand count, which was nearly unanimous.

6.2. Name Change: B.S. in Agricultural and Rural Policy Studies [21-9] – Bennett-George

Senator Bennett-George said that this item was brought to FS in 2021 and the proposal included curricular changes that specified the creation of new courses that may overlap with courses in other departments. The proposal has been revised to include the name change only. Form G is a BOR document that concerns name changes only. Associate deans in CALS and LAS continue to discuss curricular concerns. Despite the changes to the proposal, the name change is retaining the original FS docket number, because the outcome, if adopted, would be the same: the name of the degree would change. Executive Board members thought that senators would appreciate time to review the proposal with their constituencies, so it is recommended that FS not vote on the proposal at today’s meeting.

No discussion.

7. New Business

None

8. Good of the Order

Secretary Butler said that she intended to bring a resolution to the floor of FS like resolutions brought to other academic senates as part of a nationwide campaign to defend academic freedom in teaching about race and gender justice. She invited people interested in adapting the resolution to ISU’s context to contact her. In the chat she wrote, “The resolution is entitled, "Defending Academic Freedom to Teach About Race and Gender Justice and Critical Race Theory." Other university senates have adopted similar resolutions as part of a coordinated national campaign using a common template. You can read about the effort at:

<https://www.insidehighered.com/news/2021/12/15/professors-promote-resolution-academic-freedom>.”

President Wheeler said that at least two other faculty had reached out to her about such a resolution in December.

Senator Oberhauser said that she was approached by staff in P&S Council in her capacity as RPA Council Chair. P&S Councilors recommend that HR provide financial assistance for ISU employees undertaking adoption of a child. Senator Oberhauser reported that currently, ISU covers natural childbirth, family leave, and dependent coverage, but there is no specific financial assistance for adoption. She added that adoption can be extremely expensive. Senator Oberhauser thought that providing this type of assistance for ISU employees would make ISU a much more welcoming and inclusive campus for faculty and staff. Senator Oberhauser added that many universities, including peer institutions, offer financial assistance for adoptions, up to \$5000-\$6000. She said that RPA Council will address this issue in more detail. She thought it might be appropriate to form a working group of senators and councilors.

9. Adjournment

The meeting adjourned at 4:54 p.m.

Respectfully submitted, February 28, 2022
Annemarie Butler
Faculty Senate Secretary

NEXT MEETING: Tuesday, March 8, 2022 - 3:30 p.m. - Sun Room, Memorial Union