1. **Call to Order**
   Seating of Substitute Senators
   President Wheeler called the meeting to order at 3:30 and seated substitute senators.

2. **Consent Agenda**
   FS Agenda March 8, 2022 – [21/A/7]
   FS Docket Calendar – [21/C/7]
   FS Minutes February 15, 2022 – [21/M/6]
   No objections. The motion was adopted by universal consent.
3. **Special Order: Reimagining LAS – Beate Schmittmann, Dean College of LAS**

Dean Schmittmann said that 90% of LAS’s revenue is from tuition. In Fall 2021, ISU enrolled roughly 20% fewer students than in Fall 2016. Meanwhile, expenses (allocated costs, faculty and staff salaries, etc.) continue to increase. Freshmen bring in more credits (in general education, including Mathematics, Physics, English, History, etc.) to college: in 2008, the average freshman started college with 7.6 early credits; in Fall 2019, 17.2 credits. LAS started FY22 with a deficit of $11.4 million on a $105 million budget. With the help of budget planners from the Provost’s Office, this debt is projected to increase to $15 million by FY25, based on some middle-of-the-road assumptions. LAS has managed its debt from one-time funds and some unrestricted Foundation funds, but that strategy is unsustainable. When enrollment started to decline, LAS reduced costs of central college operations, reduced faculty hiring, and, a couple of years ago, imposed an across-the-board cut of 10% to all programs.

Dean Schmittmann said that some LAS programs are “growing by leaps and bounds,” while others have had declining enrollments or student credit hours (SCHs) for a decade. She has decided on differential cuts to programs in order to protect and support growing and nationally distinct programs.

Dean Schmittmann said that goal of “Reimagining LAS” is meet budget reduction targets in FY 26. For the $15 million target: $1.55 million represents current outstanding debt in 12 departments (from the 10% across-the-board cuts); $7.07 million (about 48%) will be allocated differentially across the college’s academic departments (about 8.8% of the total operating costs of all LAS academic departments); and about $6.83 million (41%) will be allocated centrally to the college (17.8% of LAS’s central operating costs), and will be satisfied by a combination of additional cuts to the college’s central programs and services, all-funds budgeting, and reallocation of unrestricted resources, and aggressive pursuit of growth opportunities. The Provost’s Office will cover the fiscal year-ending spending authority deficit for the next three years with up to $4 million per year. Dean Schmittmann expressed her appreciation for this support.

Dean Schmittmann said that differential cuts were assigned to departments based on numerical data in five areas: (1) undergraduate enrollment of first majors; (2) change to enrollment of undergraduate first majors since Fall 2016; (3) the absolute value of SCHs; (4) the change in SCHs since Fall 2016, by taking three-year rolling averages; and (5) a metric for research productivity and impact. The higher the score, the lower the allocated budget cut for the department.

Dean Schmittmann said that the college will work with departments. LAS has some tools developed for departments; there’s an “action plan” that gives departments the ability to think through different activities. And then there is a financial evaluation template and financial planning template that allows departments to compare the financial impact of one action over another. With this, Dean Schmittmann expects a “rethinking of programs”: possibly merging of programs or elimination of programs. Dean Schmittmann stressed that all of the efforts undertaken will follow current university policy: the Faculty Handbook, shared governance, university policies, Board of Regents policies. Any students potentially impacted by changes to
their programs or elimination of their programs will have the ability – every opportunity – to complete their degrees. We’re obviously committed to that, and obligated to do that.

Senator Townsend asked what happens to faculty when departments are closed. In 2008, College of Business faculty were told by the then-president and provost that if they closed our department, they could fire us in spite of tenure. Senator Townsend asked if there are plans for either how to do that, or not do that.

Dean Schmittmann said that there is no intention to in any way to infringe on the right of tenure for faculty at ISU. Decreases in faculty numbers will happen through retirements, voluntary departures, etc. Dean Schmittmann added that term faculty play an important and increasing role, providing highly quality instruction to satisfy LAS’s teaching mission in a financially very efficient and sustainable way. Dean Schmittmann projected that there may be a shift in LAS from tenure-track to term faculty, depending on how departments choose to implement “Reimagining LAS.”

Provost Wickert said that he did not remember anybody saying that we’d be firing tenured faculty without any kind of cause or due process. AAUP guidelines recognize financial exigency as a reason for eliminating tenured positions. But, Provost Wickert added, ISU did not declare financial exigency in the Great Recession of 2009 or at the beginning of the pandemic, and ISU will not declare financial exigency now. So tenured faculty will not be fired for reasons of financial exigency. Provost Wickert noted that there may be changes to academic department structure or academic programs; and there may be shifts in tenured vs. term faculty. Tenure will be honored going forward according to all the policies as we have laid out in the Faculty Handbook.

Senator Townsend said that College of Business faculty were told that University Counsel advised that exigency wasn’t required: if a department closed, the tenure was closed along with it. Senator Townsend added that the Business faculty’s attempt to get something passed by FS did not succeed.

Provost Wickert replied that ISU will follow the policies in our Faculty Handbook, and the institution is not going into financial exigency.

Senator Behnken pointed out that with the 10% cut from earlier and the new 25% cut, the Department of History is losing 35% of a budget that is 99.1% salaries. He asked whether the Department of History was ever not in the black during his time at ISU.

Dean Schmittmann replied that she could not go any farther back than when she got here. When the college assesses whether a department is “in the black,” they look at the SCH revenue and compare it to the cost of the department. Dean Schmittmann said that the Department of History “certainly does well. History is one of the departments that generates revenue to the college along with many others.” And she confirmed that it is the faculty who bring in the revenue.

Senator Behnken asked about the increases in allocated costs. How much do they contribute to the more than $11 million debt that LAS has?
Dean Schmittmann said that that’s hard to assess. As a university, allocated costs cover services that we all rely on and our students rely on.

Senator Behnken repeated that he had heard Dean Schmittmann say that these allocated costs are likely to continue to increase. Senator Behnken said that this means that while LAS is cutting back, other units in the university that are centrally administered will not be cutting back.

Dean Schmittmann replied that those decisions are not under her control. People in central units like salary increases, and students have needs that we want to meet. It may have been that in the past we were too lean to provide a good student experience. But, Dean Schmittmann emphasized, this was not a question that she could address.

Senator Behnken asked whether other colleges are in similar budget turmoil.

Provost Wickert replied that the issues faced by LAS are “acute” and require action now to position LAS for the future. But there are three years to make responsible decisions; decisions don’t have to be made right now. Each college has its own balance sheet and its own issues. Each college also has its own strengths and its own opportunities, its own flexibility. Provost Wickert said that each college kind of is very unique, actually. But LAS is the only college that has an issue of this scale, that requires this kind of effort. Provost Wickert added that no other dean has approached him with a plan like this or anything of its scale. There’s nothing like that sitting in the wings at this time that he is aware of.

Senator Behnken asked whether there is faculty representation on the committee or group that decides university costs.

Provost Wickert said that he is not certain. We are in the Academic Affairs division, but there is also Student Affairs, Operations and Finance, and units under the President’s Office, including Human Resources, ITS, the University Counsel, EO. Perhaps they have budget advisory groups. Provost Wickert said that he did not know.

Dean Schmittmann returned to the question of whether a department is “in the black.” She pointed out that it’s not so much about who is generating revenue, but whether we deliver our teaching and research mission in the most cost-efficient way. There are changes we could make that would position the college for the future. This would involve looking at the programs that Generation Z students are flocking to and the big questions that they’re interested in. She expressed her excitement about the recently approved program in Artificial Intelligence and a forthcoming proposal in Climate Science.

Secretary Butler thought that there were three reasons that “Reimagining LAS” should be of concern to senators, rather than simply LAS’s problem. First, she expressed concern about the absence of shared governance in assigning cuts to departments. While there is a budget advisory group in LAS, it is not populated by elected faculty representatives, but by hand-selected faculty. Neither the Representative Assembly nor the FS caucus provide budget advice. Secretary Butler had said even with this slight faculty representation, she had heard that the budget advisory
group was not especially involved in assigning cuts to departments based on the criteria. Further, the criteria are “kind of weird”: absolute numbers of SCHs, instead of SCHs adjusted for the cost of delivery. The evaluation of departments turn out very different with that adjustment. She added that the severe cuts for History and Philosophy and Religious Studies will require substantial change.

Second, Secretary Butler pointed out that in 2006, FS passed a resolution (S06-6) offering conditional support for the new budget model (Resource Management Model, or RMM). At the time, FS cautioned that safeguards needed to be put in place to prevent budgetary decisions from driving the nature of our academic programs. FS also expressed concerns that budget-driven considerations will increase our reliance on term faculty. She thought it was time for FS to revisit our endorsement of RMM.

Third, Secretary Butler pointed out that the most severe cuts were assigned to departments in the humanities and social sciences that support our diversity and equity and inclusion mission. Secretary Butler pointed out that these are the types of studies that lead to lifelong learning, promotion of which is a goal in the new strategic plan.

Secretary Butler called upon senators to revisit the RMM. We are one university, and a community of scholars and learners. But the RMM is picking us apart and pitting us against each other to fight for SCHs. Secretary Butler thought that it’s wrong and it’s generating the current mess. Secretary Butler said that she agreed with Senator Behnken that these problems will be visited upon other colleges, and LAS is just the “canary in the coal mine.” If FS does not do something, departments will be independent silos, not a university.

Dean Schmittmann replied that she appreciated Senator Behnken and Secretary Butler’s concern, and acknowledged the seriousness of the cuts to their departments. She said that she fully anticipates that LAS will continue to teach philosophy and religious studies to all students on campus, because these are areas that we want to introduce our students to, so that it helps them understand the kind of world we live in and the religions they’ll encounter, and some of the ethical issues that they’ll be encountering in their future careers. Dean Schmittmann said that the same point applies to history: students need to know about the religious and historical context of the areas they’re working in.

Dean Schmittmann added that there are other humanities and social science departments in LAS that have received much smaller budget cuts, including World Languages and Cultures, Psychology, Sociology, the Greenlee School of Journalism, the English department. She pointed out that these departments include programs that also deliver courses in U.S. Diversity: U.S. Latino/Latina Studies, American Indian Studies, Women and Gender Studies. So LAS will continue to offer a well-curated selection of general education courses for students on campus.

Dean Schmittmann said that we need to be willing to innovate and move forward.
4. **Special Order: Athletic Council Election – Darren Berger**
Professor Berger explained the role of the representative to Athletics Council. Three representatives were to be selected. Six candidates spoke on behalf of their candidacy: Jon Beard, Michael Bootsma, Diane Egdorf, Heather Greenlee, Curtis Hoff, William Jenks.

Professor Bootsma, Professor Greenlee, and Professor Jenks were elected.

5. **Announcements**

5.1. **Faculty Senate President**
President Wheeler read a statement on the war in Ukraine which had been circulated with the agenda materials. She said that FS is deeply concerned about the war in Ukraine. Some of our colleagues are seeing war ravaging the cities where they grew up, and people who speak their native language being killed. President Wheeler called on everyone to reach out to these people in our community with kindness and care. She also called on everyone to have compassion for ISU colleagues from Russia who have no part in these decisions. She asked everyone to conduct themselves with greater care, peace, and respect and to build hospitality. She encouraged senators to make efforts to stop the war, by sharing information, donating to organizations, and speaking to political representatives to condemn the military attacks on the people of Ukraine.

President Wheeler announced upcoming Council Chair elections, and encouraged senators to seek nomination for these positions.

President Wheeler announced that a second workshop on interpersonal relations and inclusive meetings will be held on March 22 at 9 a.m. Faculty senators and P&S Council members are eligible to participate.

President Wheeler said that the permanent U.S. Diversity committee will begin to meet. Senator Reddy-Best will chair.

President Wheeler noted that the China Initiative has ended. She reported that members of the Chinese Faculty and Staff Association are very happy about this.

President Wheeler reminded senators of Senator Oberhauser’s comment at the last meeting about an initiative to support families in our campus community with adoption. President Wheeler said that UHR is reporting positive progress on the matter.

5.2. **Faculty Senate President-Elect**
President-Elect Perkins said that four Council Chair positions are open: Governance Council; Judiciary & Appeals Council; Resources, Policies, & Allocations Council; and Academic Affairs Council. He added that there are a number of FS committees that report to these councils. He encouraged senators to nominate themselves for any of these positions.

5.3. **Senior Vice President and Provost**
**War in Ukraine**
Provost Wickert said that the terrible actions and humanitarian crisis are at the top of mind for senators and faculty colleagues across campus and academia. He reported that there are no ISU
students studying abroad in Ukraine or Russia or Eastern Europe, even though we have established collaborative student exchanges in that part of the world. Provost Wickert called senators’ attention to the recent institutional statement from ISU President Wintersteen, published in *Inside Iowa State*, accompanied by profiles of faculty and staff of Ukrainian heritage. There are also links to humanitarian organizations to which senators might make charitable donations.

Provost Wickert said that there was a “Stand with Ukraine” gathering on central campus last week, which was covered by the *Iowa State Daily* and *Ames Tribune*. Provost Wickert encouraged senators to keep friends and colleagues in their thoughts, and offer an extra measure of care, not just for people from Ukraine but those from other areas of Eastern Europe who may be affected.

Provost Wickert said that on campus, there are two students from Ukraine and six students from Russia. Student Affairs has contacted these students. Within Academic Affairs, Provost Wickert has asked academic deans to communicate with faculty from those countries to make sure that they are supported at the departmental, college, and university level. There are currently no visiting scholars on campus from Ukraine or Russia. He added that it is important to bear in mind that our colleagues from Russia on campus feel terrible about this situation. Many of them came to America to move away from totalitarian regimes. Provost Wickert said that they deserve our support, care, and compassion as well.

Provost Wickert said that the Office of Risk Management continues to monitor developments. They apprise senior leadership about appropriate actions to take.

**Two Years after the Start of the Pandemic**

Provost Wickert observed that two years ago, just before the FS meeting before Spring Break in the Sun Room, he announced that ISU would be moving 6000 classes online in ten days. Provost Wickert had just received the call from ISU President Wintersteen at 3:28 p.m. prior to an FS agenda in which announcements took place at the start of the meeting.

Provost Wickert added that a lot has happened in these two years. He thought that together we have done a “pretty good job working through the ups and downs of the pandemic so far.” He said that we have stuck to the principles of collaboration and communication and had to make may decisions affecting academic continuity and programs “on the fly.”

Senator Smiley thanked Provost Wickert and other administrators, on behalf of faculty, for navigating these crazy two years. Faculty senators applauded. Provost Wickert replied that we did it together.

Senator Bennett-George asked whether there was updated guidance forthcoming about mask wearing given new information from the CDC. Provost Wickert replied that CDC guidance has changed. ISU is looking at it very closely. Cyclones Care signage will change. He encouraged all senators to do what they are most comfortable doing. Use of face masks is always welcome. Provost Wickert said that he personally is following CDC policy. But ISU is in the process of reviewing and revising institutional messaging.
5.4. P&S Council
None

5.5. Student Government
None

5.6. Graduate and Professional Student Senate
None

6. Unfinished Business
Senator Bennett-George said that at the first reading, significant concerns were raised about curricular proposals that were included with the name change proposal. There is an ongoing conversation between the affected department chairs and associate deans about the impacts on the departments involved. This proposal concerns just the name change.

The motion was adopted by voice vote, with one dissenting vote.

7. New Business
None

8. Good of the Order
Senator Townsend inquired whether there would be a FS resolution about Ukraine. President Wheeler said that her statement was just from her in her capacity as FS President. But a FS resolution could be crafted and brought before EB to send to FS.

9. Adjournment
The meeting adjourned at 4:48 p.m.

Respectfully submitted, March 30, 2022,
Annamarie Butler
Faculty Senate Secretary

NEXT MEETING: Tuesday, April 5, 2022 – 3:30 p.m. - Sun Room, Memorial Union