

**IOWA STATE UNIVERSITY FACULTY SENATE  
FACULTY SENATE MEETING MINUTES  
APRIL 8, 2014 – 3:30–5:00 P.M.  
GREAT HALL, MEMORIAL UNION**

**Present:** Agarwal, S.; Amidon, K.; Anderson, C.; Bhattacharya, J.; Bigelow, T.; Biggs, S.; Bird, S.; Brown, J.; Burke, B.; Butler, A.; Chaudhuri, S.; Cooper, E.; Cunnally, J.; Dark, V.; Dekkers, J.; Dell, B.; Essner, J.; Faber, C.; Fei, S.; Freeman, S.; Han, G.; Harding, C.; Herrmann, P.; Hill, J.; Janvrin, D.; Jurenka, R.; Keren, N.; Kong, S.C.; Koziel, J.; Leigh, P.; Looney, M.; Manu, A.; Martin, P.; Martin, R.; Minion, C.; Nelson, S.; Niemi, J.; Olson, J.; Owen, M.; Paschke, T.; Pleasants, J.; Roe, K.; Russell, D.; Sanders, E.; Schalinske, K.; Seeger, C.; Selby, M.; Smiley-Oyen, A.; Selek, H.; Sponseller, B.; Stalder, K.; Stone, L.; Sturm, J.; Suzuki, Y.; Tuckness, A.; Wallace, R.; Ware, W.; Weber, E.; Whitley, E.; Zarecor, K.; Zhao, Y.; Zhu, D.

**Absent:** Arndt, G.; Beattie, G.; Byars, J.; Chimenti, D.; Componation, P.; Dahlstrom, M.; Eisman, A.; Greenlee, H.; Griffiths, P.; Hartzler, B.; Hendrich, S.; Jung, S.; Kushkowsky, J.; Napolitano, R.; Prieto, L.; Rosenberg, E.; Schaefer, V.; Stevenson, G.; Taylor, G.; Williams, C.; Whitley, D.

**Substitutes:**

**Guests:** Leath, S. (ISU President); Wickert, Jonathan (Senior VP & Provost); Bratsch-Prince, D. (Associate Provost); Holger, D. (Associate Provost); Rosacker, E. (University Relations); Rippke, S. (Parliamentarian); Mayberry, S. (P&S Council); Bock, A. (AFSCME); Margrett, J. (HDFS); Thompson, Jan (Curr Chair); Bailey, M. (History)

**I. Call to Order**

**A. Seating of Substitute Senators**

President Dark called the meeting to order at 3:30 p.m. and seated the substitute senators.

**II. Consent Agenda**

**A. Minutes of Faculty Senate March 11, 2014 - [S13/M/7]**

**B. Agenda for April 8, 2014– [S13/A/8]**

**C. Calendar – [S13/C/8]**

Senator Wallace moved to accept the consent agenda, and Senator Smiley-Oyen seconded. The motion passed without dissension.

**III. Special Order: President Steven Leath**

**1. Athletics Success**

ISU President Leath commended the men's basketball team on their wins and good behavior. He noted that people commended the student-athletes on how well they represented the university. President Leath also noted that Professor Tim Day has

represented faculty and ISU well on the Athletics Council. Professor Day was reappointed to another term in that role.

## **2. Fundraising**

President Leath's personal goal and ISU Foundation's goal is not to fall below \$100 million per year. This goal has been easily exceeded in the past years. Another goal is to raise \$150 million over President Leath's first five years for student support to offset student debt. In the past 1 ¾ years, nearly \$82 million has been raised. In the meantime, a new campaign is being organized. Ideas are bubbling up from colleges and deans. The Foundation is working to see whether there is donor interest and capacity to support the proposed projects.

## **3. Enrollment**

This will be the fifth consecutive year of record enrollment. President Leath told senators to anticipate enrollment greater than 34,000 students. He acknowledged that this creates strains on resources in the university. He emphasized that there is no goal to increase student enrollment. No one expected to grow at the rate that we're growing. Legislators, the governor, and newspapers say that there is greater interest than ever in ISU from people outside of central Iowa. He attributed the increase in student numbers to the great reputation that ISU has for a good education and employment prospects after graduation.

## **4. State Appropriations**

The growth, interest, and excitement has led to an increase in state allocations, and is projected to continue this year. The Iowa Senate passed the education bill, and President Leath anticipates a 4% general increase. They rejected every BOR economic development plan proposed, except for one of ISU's. Furthermore, the 4% increase is tied to another freeze on in-state tuition. President Leath said that the tuition freeze seemed like a good trade for state appropriations in light of the recent cuts.

President Leath commended his liaisons to the state legislature. They have garnered the respect and trust of legislators on both sides of the aisle.

## **5. BOR Efficiency and Transformation Review**

President Leath said that he does not know what will come of this review, but he is very supportive. The first phase of data collection is underway. The second phase will involve identifying solutions, and the third phase will implement strategies. He is concerned about reducing faculty workloads. Finding ways to be more efficient and save money are good challenges. BOR has promised that savings will be returned to the university. He is concerned that ISU has been recognized as one of the most efficient universities in the country, so we have to make sure that the effort we put forth is worthwhile. The review of academic programs has been postponed until the fall, when faculty will be on campus. President Leath said that everything is on the table, including athletics. He wants to target efforts at places where greater efficiency is needed.

Senator Amidon asked about President Leath's vision of "efficiency." President Leath replied that he does not have a definition. When hired, he promised to run ISU in a more business-like manner than before (but not to run the university like a business). He does not want to waste money, and would like to invest as much money as possible in faculty and students. He talked about removing procedures that require redundant levels of approval, and money-saving purchasing programs. Most importantly, the money saved will be reinvested in the university.

## **6. BOR and Performance-Based Funding**

In theory, state appropriations are supposed to be allocated to the three public universities 40-40-20 (with UNI receiving 20%). In reality, Iowa has received a greater share, approximately 46-36-18. This practice has continued for the past 70 years with no documentation of why. BOR has decided to study the matter to see whether there should be a change. Many legislators and regents feel that Iowa money should align more closely with Iowa students. ISU receives 63 cents for each dollar that Iowa receives for Iowa students.

The BOR task force asked the three presidents to work the matter out amongst themselves. That was not successful. So BOR asked each president to present a model at a task force meeting. Only President Leath presented an actual model. His model ties 60% of funding to number of Iowa residents, and considers a number of other parameters, including access, affordability, Pell grants, minority enrollments, progress to graduation, and relevance to state (e.g. economic development). The proposal was well-received by the task force. President Leath stressed that this task force's activity is unprecedented, and any funding change would have big implications in that ISU would be able to pursue projects that we have not been able to do. He would prefer not to assign any increased funds on a permanent basis, but have discussions about how best to allocate them.

## **7. Faculty Hires**

ISU continues to hire more faculty with a shrinking number of administrators. President Leath reminded senators of his initiative to hire 200 new faculty in his first three years. It's tricky determining who counts as "new" faculty. Currently, 114 faculty are being recruited. Even if only half are hired, that will ensure that ISU reaches the 200 number. Provost Wickert is encouraging deans to move aggressively.

There are also programs in place to enhance faculty recognition.

## **8. Student Experience**

The Student Experience Enhancement Council (SEEC) is working to ensure an excellent student experience, in the face of record enrollment. This is important to ensure support from alumni, private donors, and the legislature. In the most recent survey, 80% of students rated their overall experience as good, very good, or excellent. Students liked their schedules and did not want to transition away from traditional class times.

### **9. Classroom, Office, and Laboratory Space**

The student body is growing at 20%, while faculty numbers are increasing at 8%. This raises questions about space for classroom, office, and laboratory space. President Leath is looking to free up space on the main campus. Economic development will be relocated off campus, and this will enable the various groups to be located in one place on Lincoln Way. Over 50,000 square feet will be freed up on central campus. President Leath continues to push for funding for other improvements.

## **IV. Announcements and Remarks**

### **A. Faculty Senate President**

#### **1. LEARN**

The Learning Ecosystem Assessment and Review of Needs (LEARN) report is completed. The report and recommendations from the steering committee will be available this week. People will have access to these materials on the website, and will be able to make comments or suggestions.

#### **2. PRS Task Force**

The first meeting will be May 2. President Dark encouraged senators to discuss the matter with their departments. Any feedback is welcome.

#### **3. UBAC**

The University Budget Advisory Committee anticipates a 2.5% salary raise, similar to last year with similar parameters.

#### **4. Deloitte Efficiency Review**

President Dark alerted FS to the website ([web.iastate.edu/efficiency](http://web.iastate.edu/efficiency)) for Rising to the Next TIER (a Transparent Inclusive Efficiency Review). To date, the Provost's Office has supplied information on procedures and data from lots of processes. Members of the university can send comments to [suggestions@iastate.edu](mailto:suggestions@iastate.edu). On April 18, FS Executive Board will meet with representatives from Deloitte on how to get faculty involved and how to get Deloitte the information they need from the faculty perspective. Phase 2 will take place over the summer, but the faculty-related portion of Phase 2 will begin in the fall.

#### **5. BOR Meeting**

Faculty Senate presidents and P&S Council presidents will address regents at the April 24 BOR meeting. President Dark will speak about salary issues from the perspective of ISU faculty. She will post her remarks to the FS website.

### **B. Faculty Senate President-Elect**

The spring faculty conference on the topic of online education will take place on April 22, 2014 in the MU. Prospective attendees are asked to register and select breakout sessions.

## **C. Provost**

### **1. Deloitte Efficiency Study**

Provost Wickert views the study as an opportunity. He sees the overall goal as putting as many resources as possible towards our mission (which includes teaching, research, service, extension, and outreach) while still keeping our support services and infrastructure in place. BOR leadership says that any savings will stay at university, to be used at President Leath's discretion. One outcome will be improved understanding, realization, and documentation of fact that we are an efficient university. All members of the university have the opportunity to highlight things and propose ways to make the university a better place.

The Provost's Office received 49 questions from Deloitte. Much of the information was available in the university factbook. Other information included FTE numbers, enrollment numbers, organizational charts, accreditation reports for academic programs, retention rates, and graduation rates.

The team from Deloitte will be on campus next week. There will be a number of meetings, including one-on-one and group settings. Some topics will include academic programs, classroom utilization, student support services, and academic support services. At the next FS meeting, Provost Wickert will debrief the senate on topics discussed.

Senator Freeman pointed out that a list of the data requested by Deloitte is available on the efficiency website <http://web.iastate.edu/efficiency/>.

### **2. Faculty Hiring**

To date, there have been 40 letters of intent signed. There are 114 searches, with dozens of offers pending. Additionally, there are a number of possible dual-career partner or spouse hires. Overall, this has been a very productive recruitment season. There are 29 searches associated with ISU President Leath's hiring initiative. Provost Wickert has encouraged deans and department chairs to pursue recruiting faculty of very high levels of distinction. Several contacts have been made, but such recruitment takes time. Successful hires would help to raise ISU's stature and position with AAU.

## **D. Other (GSB; GPSS - Kleinheksel; P&S Council - Mayberry)**

No report from GSB or GPSS.

P&S Council President Mayberry said that next week would be the spring professional development conference. He is also looking forward to meeting with visitors from Kansas State University. P&S members will have the opportunity to talk with Deloitte representatives. P&S Council presidents will speak at the next BOR meeting.

In anticipation of becoming a past-president of P&S Council, President Mayberry invited past presidents of FS to join with him to identify a common cause or project to make a difference in students' lives (e.g. scholarship).

**V. Special Order: Election of Council Chairs and Secretary**

Senator Bigelow was elected Chair of Academic Affairs Council. Senator Paschke was elected Chair of Faculty Development and Administrative Relations Council. Senator Selby was elected Chair of Governance Council. Senator Butler was re-elected Secretary.

**VI. Unfinished Business**

**A. Ph.D. in Gerontology – [S13-17] – Wallace**

**B. Masters in Gerontology – [S13-18] – Wallace**

No comments. Both motions passed without dissension.

**C. Minor in Learning and Leadership Sciences – [S13-19] - Wallace**

Senator Wallace said that FS Curriculum Committee expects to receive another proposal from LAS about another minor in leadership studies. That proposal has been approved by LAS Representative Assembly. Senator Wallace said that that proposal does not overlap with the current proposal, in that they serve different cohorts of students, and provide different opportunities in different colleges with different agendas.

Senator Butler recommended that FS wait to receive the second proposal in order to evaluate both at the same time. If this minor is approved first, the second will have the additional burden of proof to distinguish itself from the current proposal; but what if the other is the better leadership studies minor? She echoed concerns about the focus of the proposed minor, and expressed puzzlement that data-based study of learning would exclude psychology. She added that other faculty, such as those in business, have been excluded from this process.

Senator Zarecor replied that the proposal embeds the topic of leadership within the college. There are courses that currently serve students in the college. She did not share the concern that this minor needs to include every affected department across campus.

Senator Butler moved to send the minor back to FS EB. Senator Hermann seconded.

Senator Amidon said that he agreed with Senator Butler's recommendation to consider the two proposal alongside each other. Since these are similar minors, we should consider what the most effective curricular programmatic choice is.

Senator Hermann said that he supported the motion. Faculty in the Department of Management had no idea about this proposal. Most faculty there opposed the proposal, and only one had been contacted by the proponents of the minor.

Professor Jan Thompson, one of the faculty behind the minor, said that there were two meetings with five people in the Business College, arranged by the associate dean of the college. This proposal had been developed over two years, talking with representatives of different colleges. She argued that there is no precedent for returning a proposal to FS EB, adding that the existence of another proposal is insufficient grounds to do so.

Senator Amidon replied that the concern is program duplication. In response, Professor Thompson said that section 7 of the proposal distinguishes it from other programs. She added that Senator Wallace encouraged the proponents of the LAS proposal to distinguish theirs from hers. She added that her college has been offering coursework in this minor since 2006, and the proposal serves an existing need in her college (specifically the CALS leadership student learning outcome). She would welcome more interested faculty and students to join the major, but she emphasized that the point of it is to be experience-oriented.

The motion to return the minor to FS EB failed, 25-27. The proposal to accept the minor passed with many dissenting votes.

**VII. New Business**

**A. Name Change: Genetics and Genomics – [S13-20] - Wallace**

No discussion.

**B. Name Change: Biomedical Engineering Minor – [S13-21] – Wallace**

No discussion.

**C. Discontinuing HOTS Program in History – [S13-22] – Wallace**

History has proposed to discontinue History of Technology and Science (HOTS), because of change in faculty numbers and interest. Some of those programs will be moved into the Ph.D. program in (D). No discussion.

**D. Name Change: History Ph.D. – Program in Rural, Agricultural, Technological and Environmental History – [S13-23] - Wallace**

No discussion.

**VIII. Good of the Order**

Senator Smiley-Oyen noted that this was not the first time that Business faculty have complained of being left out of the loop with respect to curricular matters. She said that FS should be concerned that administrative decision making without faculty input may be occurring on curricular matters.

Senator Owen commended Senator Bigelow for stepping forward to nominate himself for the Academic Affairs Chair.

**IX. Adjournment**

Senator Wallace moved; Senator Owen seconded. The meeting adjourned at 4:52 p.m.

**NEXT MEETING TUESDAY, APRIL 22, 2014 — 3:30-5:00 P.M., GREAT HALL, MU**

Respectfully submitted April 13, 2014,

Annemarie Butler  
Faculty Senate Secretary