

## SUMMARY OF FACULTY SENATE MEETING 01/12/04

### CALL TO ORDER

The meeting was called to order by Chair Heston at 3:15 P.M.

### APPROVAL OF THE MINUTES

### CALL FOR PRESS IDENTIFICATION

Terry Hudson, *Waterloo-Cedar Falls Courier* and Kelli Andreasen, *Northern Iowan*, were present.

### COMMENTS FROM PROVOST PODOLEFSKY

Provost Podolefsky commented that we will hear the Governor's Condition of State Address this week, which will give us some parameters for next year's budget.

### COMMENTS FROM FACULTY CHAIR, CAROL COOPER

Dr. Cooper remarked that the Des Moines Register reported today that the Governor is speaking tomorrow on the State of the State address and budgetary issues on Friday.

She also noted that through Pat Gadelmann she has been in contact with the Board of Regents Office to have Greg Nichols come to campus as he did last year for a faculty meeting later in the spring.

### COMMENTS FROM CHAIR, MELISSA HESTON

Chair Heston reminded the Senate that caucuses are coming up and urged the Senators to attend and voice their opinions.

### ONGOING BUSINESS

Chair Heston noted that the Senate had received proposals from the Liberal Arts Core (LAC) Committee. Senator Chancey reported that the LAC Committee has its first meeting of the semester this coming Friday, so this issue is not ready for further Senate discussion

## CONSIDERATION OF DOCKETED ITEMS

### 770 Curriculum Review

Vice Provost Koch noted that in December the Senate returned the Curriculum Package to the University Curriculum Committee (UCC) for reconsideration. What the Senate is being asked to approve today are the changes in the Curriculum Packet that have no budgetary implications and require no additional review.

Vice Provost Koch reviewed the changes that the Curriculum Committee has approved. A lengthy discussion followed.

Senator Chancey moved to approve all curricular changes that have been accepted by the University Curriculum Committee and the Graduate College. Second by Senator vanWormer. Discussion followed.

Senator Chancey clarified his motion as a friendly amendment to approve all curriculum proposals except those that were tabled by the University Curriculum Committee as listed in a January 8, 2004 memo to the Senate. Further discussion ensued.

Senator Couch Breitbach moved to call the question; second by Senator MacLin. Motion passed with nays from Senator Swan and Senator Herndon.

Senator Chancey's motion passed with two abstentions.

## NEW BUSINESS

Provost Podolefsky gave a presentation describing a framework he has used for thinking about managing budget cuts. The Provost also presented data documenting changes in numbers and percentages of employees in different personnel categories.

Chair Heston reminded the Senate that the remainder of the meetings this spring will be in the Curris Business Building.

## ADJOURNMENT

## DRAFT FOR SENATOR'S REVIEW

## MINUTES OF THE UNIVERSITY FACULTY SENATE MEETING

01/12/04

1600

PRESENT: Ronnie Bankston, Karen Couch Breitbach, Clif Chancey, David Christensen, Carol Cooper, Cindy Herndon, Melissa Heston, Susan Koch, Otto MacLin, Steve O’Kane, Aaron Podolefsky, Jesse Swan, Katherine vanWormer, Shah Varzavand, Donna Vinton, Mir Zaman

Barb Weeg was attending for Susan Moore, Reg Green was attending for Tom Romanin, and Shashi Kaparathi was attending for Susan Wurtz.

Absent: Gayle Pohl and Dharendra Vajpeyi

#### CALL TO ORDER

The meeting was called to order by Chair Heston at 3:15 P.M.

#### APPROVAL OF THE MINUES

#### CALL FOR PRESS IDENTIFICATION

Terry Hudson, *Waterloo-Cedar Falls Courier* and Kelli Andreasen, *Northern Iowan*, were present.

#### COMMENTS FROM PROVOST PODOLEFSKY

Provost Podolefsky commented that we will hear the Governor’s Condition of State Address this week. During that address the Governor typically lays out a preliminary budget and we can take that as a best-case scenario and hope that he recommends either salary funding or an increase in appropriations, which will give us some parameters for next year’s budget.

#### COMMENTS FROM FACULTY CHAIR, CAROL COOPER

Dr. Cooper remarked that the Des Moines Register reported today that the Governor is speaking tomorrow on the State of the State address and on budgetary issues on Friday.

She also noted that through Pat Geadelmann she has been in contact with the Board of Regents Office to have Greg Nichols come to campus as he did last year for a Faculty meeting later in the spring. She asked for input from the faculty on other ideas for his presentation.

#### COMMENT FROM CHAIR HESTON

Chair Heston reminded the Senate that caucuses are coming up and urged the Senators to attend and voice their opinions.

Dr. Cooper asked if there is a formal plank from UNI on budget considerations that can be presented at the caucuses. Provost Podolefsky replied that the Board has repeatedly said that full funding of negotiated salaries is the number one priority.

## ONGOING BUSINESS

Chair Heston noted that the Senate had received proposals from the Liberal Arts Core (LAC) Committee, which are now posted on the Senate's web page. Senator Chancey reported that the LAC Committee has its first meeting of the semester this coming Friday, so this issue is not ready for further Senate discussion.

## CONSIDERATION OF DOCKETED ITEMS

### 770 Curriculum Review

Chair Heston asked Vice Provost Koch to review what the Curriculum Committee has recommended.

Vice Provost Koch noted that in December the Senate returned the Curriculum Package to the University Curriculum Committee (UCC) for reconsideration. What the Senate is being asked to approve today are the changes in the Curriculum Packet that have no budgetary implications and require no additional review. Dr. Koch referred to a January 8 memo that was sent to the Senate that included a list of curriculum changes that have been tabled. She reminded the Senate that the changes before the Senate today for consideration have been reviewed and approved by all appropriate bodies.

Dr. Koch commented that in the list of course changes are the usual kinds of changes seen every cycle such as changes in titles or descriptions. Those have all been reviewed and approved by the appropriate bodies. There are also program reorganizations included that do not show any increases in credit hours. She noted that in the College of Business, the Certificate in Entrepreneurship was approved by the Senate last spring but is in this packet because it is on its way into the new catalog. In the College of Education they are dropping a major in Mental Disabilities. In the College of Humanities and Fine Arts, there are changes in the LAC Humanities courses and requirements. Referring to the memo that was sent, Dr. Koch noted that the change in hours for Humanities is actually from 8 to 6. The College of Humanities and Fine Arts is also dropping the Master of Arts degrees in Audiology and Theatre. These programs have already been suspended and the Senate will now be dropping them from the catalog. In Social and Behavioral Sciences, the M.A. in Political Science has also been suspended and will now be dropped.

Senator Swan asked where the changes were listed that Dr. Koch just reviewed. Dr. Koch clarified that the Senate will not be approving the list of Tabled Curriculum Changes that was sent to the Senate and we are now approving those items that have been reviewed again for budgetary considerations. Dr. Koch noted that the Humanities Proposal was not sent back for reconsideration.

Chair Heston clarified that the Senate sent back the whole Curriculum Package for reconsideration on those changes that had no budgetary implications versus those that did because they were increasing programs, adding majors, things along those lines. What has been brought forward today includes all those pieces of the Curriculum Package that the UCC is certain that do not ask for additional resources that are not available.

Senator Swan noted he is questioning whether the LAC change in Humanities was reevaluated in budgetary terms. Provost Podolefsky noted that it is a reduction in hours but an increase in the number of credit hours to be offered. Senator Swan noted that this would require more professors to teach fewer courses according to this proposal. He illustrated, saying we would need three courses instead of two courses to serve 70 students, which would require additional staffing. Provost Podolefsky responded that we would retain the same number of seats with the advantage to the Humanities faculty being that they would be able to reduce class size comparable to the reduction of credit hours, which should be about a 20-25% reduction in class size. With a fixed number of students required to take Humanities and when they're taking it for six credit hours instead of eight there are less total credit hours, which is where the cost is.

Senator Chancey stated that when this change came to the LAC Committee it had come from the Humanities faculty and they had indicated that there would be no additional resources. Discussion followed.

Roy Sandstrom, History, clarified the issue by noting that he teaches twelve hours of Humanities a year, four hours per class three times a year. If this change is approved he will teach four sections with three hours each. The same staff will teach more sections because they will still need to teach twelve hours a piece. There may be a saving of resources and it will eliminate the large classes of 300 – 350 with classes of 120, which will absorb the current overload. And this will also bring the Humanities faculty closer to the goal of having 60% of students being taught by permanent faculty.

Bev Kooper, LAC Committee Chair, also noted that as part of the process with new proposals in the Liberal Arts Core, they are signed by all department heads and deans involved.

Senator Chancey moved to approve all curricular changes that have been accepted by the University Curriculum Committee and the Graduate College. Second by Senator vanWormer.

Senator Swan asked if there was a list of the changes. Chair Heston noted that she had talked with Vice Provost Koch about this and it was not possible because of time to pull

together the list of all the changes for today's Senate meeting. Senator Chancey asked if it would be possible to get a list to put as an appendix to the minutes of this meeting. Vice Provost Koch responded that she wanted to make sure everyone had a very clear understanding of what the UCC was doing. She had hoped that by providing a list of items that had been tabled the Senators would be able to understand today's actions. It is a matter of staff time but she could provide a list if it would make things clear. Discussion followed on what the changes actually included and involved.

Barb Weeg, Library, asked what specific costs were looked at when the budgetary implications are considered. Chair Heston responded that this is asked on the curriculum forms, whether it is technology, library support, etc.

Dr. Koch began to review the entire Curriculum Package as to changes. In response to Senator Swan, she noted that budgetary issues are discussed at the departmental level because they have an obligation to offer the courses and meet the demands. It is difficult for a university-wide committee to address the details of these kinds of things because it is the faculty and the department heads, as well as the deans that look at that.

Senator Swan asked why the approved changes were deemed ok. Dr. Koch responded that the Senate was concerned about increasing the length of programs so restatements that have been tabled for further reconsideration are restatements that lengthen programs. The ones the Senate is looking at today have already been approved by the College and University Curriculum Committees and are restatements that do not increase the length of programs. She noted that all programs are doing all they can to get students through their major courses in a timely way. Discussion followed.

Vice Provost Koch noted that a number of items on the tabled list that will be reconsidered will be approved but the Senate had asked that they be reviewed again with regard to the budget. Senator Swan responded that he wants to communicate to the committee that he wants the same kind of generous analysis to be given to these tabled changes as well.

In response to Senator MacLin's question about how the tabled items will be brought back to the Senate, Dr. Koch noted that dates have been set to bring things back to the Senate as there is a deadline for getting new programs to the board. The Program Restatement deadline is in March, as that has to do with the publication of the new catalog. She anticipates the Curriculum Committee will bring back recommendations for approval. If something is denied, the department head has the right to come forward at the Senate meeting to state his case. The Senate's practice in the past has been to trust the UCC recommendations because they spend a great deal of time looking at the details. But that doesn't mean the Senate cannot overrule the UCC. Discussion again followed.

Senator Chancey clarified his motion as a friendly amendment to approve all curriculum proposals except those that were tabled by the University Curriculum Committee as listed in the January 8, 2004 memo.

Senator Couch Breitbach moved to call the question; second by Senator MacLin. Motion passed with nays from Senator Swan and Senator Herndon.

Senator Chancey's motion passed with two abstentions.

Dr. Koch remarked on the timeline on the Curriculum Package changes noting that at the next Senate meeting the UCC will be coming back with a request for approval of new courses and new programs. This will be the second step in the three step process with the restatements to come back to the Senate in March.

## NEW BUSINESS

An E-mail from Chair Heston about how these curricular changes will save the university money prompted Provost Podolefsky to share with the Senate his perspective on budgetary considerations within the university.

The Provost showed the Senate a two-by-two table with Short-term Actions/Options and Long-term Actions/Options verses Opportunities and Strategies. He used the example of cutting "X" amount of dollars. An opportunity would be a retirement. He could fire someone or not fill the vacancy created by the retirement. Strategic would be to fire someone; opportunity is not filling the vacancy created by the retirement. He noted that you never want to take the opportunity to do something that is long-term unless it is strategic; you want your long-term decisions to be strategic. The best place to be is short-term strategic. You always want to be strategic but sometimes you can't. Freezing lines, reducing equipment budgets, reducing supplies and services, closing center "X" and having that person go back to teaching, deferring maintenance and equipment are all strategic and hopefully short-term. And these are all things that we have done. In the long-term you could manage enrollment, try to increase revenue, and reallocate. If you don't come back and reallocate after using the short-term strategies then you cannot recoup from what you had to do by opportunity.

Provost Podolefsky also shared his 10 Philosophies Strategies. First was to preserve flexibility. He noted that deans want to open positions because departments are pressing them to do so. But once those positions are opened and people are hired we've reduced our ability to respond to the unknown. He stated that he wanted the Senate to understand that many of the things he does are to preserve that flexibility.

Second was to embrace and deal with ambiguity. He noted that our budget depends on how many students are enrolled, as does class size. If we reduce students we reduce class size. Increasing students and decreasing the budget is not favorable as students are only paying half of what it costs for their education. For every student we admit, it costs us 50%.

Third is when strategic cuts are impossible, cut opportunistically but rebuild strategically. Last year we had new tuition, which generated additional funding that enabled us to put back many adjuncts and the rest was divided up for strategic appointments.

Fourth, reduce budgets “fairly”, rebuild them strategically. People get upset if they feel the whole budget cut is coming from their college or department.

Fifth, proportional across the board cuts do not mean similar actions are taken everywhere. Recent cuts had some colleges cutting equipment, some cutting faculty. He has tried to avoid a “one size fits all” approach and has asked the deans or associate vice presidents to mediate.

Centralize some cuts is the sixth principle. Consider one time versus permanent reductions. Building repairs is something that we can give up once but we can’t go into the future as a university without a building repair budget. Our building repair budget was cut last year from \$2 million to \$300,000 but we can’t live with that forever.

Next, understand the full context, the latent effects, and/or unintended consequences. It is very hard to know those things.

Eighth, seek systemic sophisticated strategies; policy changes that reduce barriers or costs.

Consider revenue as well as expenditures is the ninth principle. This is where out of state recruiting comes in and other ways to generate revenue.

Last, create evolutions rather than revolutions by using strategies such as the double counting policy, and the minimum class size policy.

The Provost also shared graphs showing UNI’s Student/Faculty Ratio from 1992 – 2003, noting that 2003 and 2000 tied with 17.4 students per faculty member for the lowest since 1994. Average class size of organized sections in Fall 2003 was the lowest since 1998-1999. These results are the products of strategic planning.

He also noted that the growth in the UNI workforce for the past five years by employee categories showed the number of tenure tract faculty has gone down by 1.4%, that administrators is down by 9%, P&S has grown by 22%, Secretarial and Clerical has grown by 6.8%, Technical Professionals has grown 19%, and Skilled, Crafts and Services has gone down. The overall total is about a 5% increase. A large proportion of the P&S growth seems to be due to the expansion of technology as almost every college and department wants more tech people. Compared to 2000, we are losing faculty, and what we’ve lost is opportunity for Iowa students because we can’t have as many Iowa students and maintain quality.

Provost Podolefsky commented that the Senate has a very hard time dealing with opportunity. When a budget cut hits, the Senate doesn’t control open lines, or equipment,



and it can't deal with opportunity. The Senate has a very critical and important function of deciding the long-term strategic well being for the university. The major cost of doing business is people and personnel. Much of that is controlled and constrained by curriculum. For so long we have gone on saying that nothing costs anything, a new course or program doesn't cost anything. He wants people to step back and really look at what such changes would involve. It's a simple formula, the more you offer, the more it costs us. He sees the Senate as an important, critical player in that strategic change process.

Chair Heston remarked that she was surprised at the increase in P&S, and she's wondering if that is the right proportion. It seems that if curriculum is the central part of the mission of the university, why wouldn't we have faculty be as important as the curriculum.

The Provost noted that one thing that this doesn't show is general funding versus non-general funding. There are many parts of the university that are grant-funded and they have been found to be of such value that the deans have been pressured to have more of them in place.

Discussion followed.

Chair Heston thanked the Provost for his presentation.

Chair Heston reminded the Senate that the remainder of the meetings this spring will be in the Curris Business Building. The Senate can decide if we would like to continue to meet here in the Union, where there is a charge for the room, or in the Business Building where the room may not always be available. We will talk about this after the next meeting in the Business Building.

#### ADJOURNMENT

Motion to adjourn by Senator Zaman; second by Senator Herndon.

The meeting was adjourned at 4:45 P.M.

Respectfully submitted,

Dena Snowden  
Faculty Senate Secretary