Members Present
Lloyd Ambrosius   Richard M Kettler   Nancy Mitchell
David B Brinkerhoff   Marjorie Kostelnik   William J Nunez
Sarah B Campbell   Ronald Lee   Barry T Rosson
Matthew C Hansen   Derrel L Martin   Wendy Weiss
Jeffrey F Keown   Cynthia H Milligan

Members Absent
John C Owens   Prem Paul

Others Present
Alan E Baquet, Associate Vice Chancellor, IANR (for John Owens)
Bruce J Avolio, Professor, Management
Gail Frances Latta, Associate Vice Chancellor, Academic Affairs

Rosson called the meeting to order at 3:00 p.m. Keown moved that the minutes for February 25 be approved. Hansen seconded. The minutes were discussed, revised and approved.

Distance Education Strategic Plan
Keown reported that he met with Arnold Bateman regarding the Distance Education Strategic Plan. All campuses of the University submitted strategic plans to the President by March 1. The campus strategic plans will be consolidated into a single NU plan and presented to the Regents on April 23.

UNL’s Distance Education Strategic Plan was developed with input from two governing councils. The first is the Extended Education Academic Council. It is made up of academic deans, associate deans and a few faculty members who have administrative responsibilities. The second is the Faculty Advisory Council, comprised of faculty from each college who teach distance education courses and representatives of Information Services, Nebraska Educational Telecommunications, and the University Libraries. Bateman and the councils meet once a semester. Bateman wants the APC to have a representative on each committee. Keown said he will attend the remaining meetings of both committees for this year.

Brinkerhoff said he had worked with Bateman on the Strategic Plan. He pointed out that the plan is a draft. Planning for distance education is an ongoing process. Brinkerhoff agreed that APC’s input on distance education is important.

Lee said it seems the university is trying to encourage enrollment in lucrative markets from outside of the state to bring money into the state. Brinkerhoff said tuition for out-of-state students is higher than in-state tuition. The Regents approved the increase in tuition last year. Brinkerhoff said graduate education is an area of need both in-state and out-of-state. The University of Nebraska system is trying to compete in this market.

According to the Strategic Plan, instruction by distance education is part of the regular faculty workload. Rosson said he did not see in the plan, as presented, how distance education is credited to faculty as part of
the regular workload. He asked Dean Kostelnik how the College of Human Resources and Family Sciences handles it. Kostelnik said HRFS has found that courses offered by distance education can get oversubscribed very quickly. Some distant graduate students need advising or other help besides instruction because they cannot come to campus. Rosson asked whether there are load restrictions or incentives for faculty to teach distance courses. Kostelnik said instructors like to have a choice. As an example, some courses have no undergraduate contingent so the professors can give full attention to graduate students, including those using distance technology. Incentives have not usually been in the form of money except for some seed grants for new programs. The faculty has welcomed the support offered by technologists and web designers who have taught them how to make their distance courses look professional and meet the students’ needs in a proficient, pleasing manner. Having this support has been an incentive to teach distance courses.

Proposal for a Gallup Leadership Institute

Brinkerhoff said there are a number of things that led to this proposal. There has been a concern in the campus community that work in leadership studies should be consolidated for efficiency and to achieve common goals. Milligan said this idea has been six years in developing. Recently CBA brought in Bruce Avolio whose specialty is ethical (authentic) leadership concepts. He obtained funding from Don Clifton, who has given significant monies elsewhere to develop leadership and was interested in giving significant monies here. Clifton has worked with others including UNO and Educational Psychology. The timing is crucial because an International Leadership Conference at UNL is scheduled for June. CBA hopes to have approval for the Institute prior to the conference.

Lee said according to the proposal this Institute would involve many departments, but the only vitas represented were from the Department of Management. Avolio noted that there have been a number of collaborative efforts, such as with Marketing and with Computer Science. As further collaborations develop the appropriate vitas will be added to the Institute’s collection. Avolio sees this proposal as a catalyst to get people to talk and become involved. He believes the Institute will bring people on board as it grows.

Martin asked if there will be an outside advisory group and, if so, how the board members will be selected. Avolio said the Institute will recruit business leaders as well as those in the educational, military and financial sectors. The advisory board will include representatives of the university system, the local community, and eventually other countries. Kostelnik asked if the primary focus of the Institute would be business. Avolio said that in one way, yes. However, the faculty have many projects in the works including health, military, non-profit businesses, and education. In time there will be much more collaboration.

Kettler recalled the saying that leaders are born, not made. He asked Avolio to comment on this statement. Avolio disagreed with the statement. He said the leadership development field is based on hard science. A leader is not purely predisposed; the environment is very important. Most leadership programs simply speed up life’s natural process of leadership development. The Gallup Institute aims to develop authentic leadership which includes high ethical character.

Mitchell asked if the Kellogg leadership monies are gone. Brinkerhoff said they have expired but the Kellogg Foundation is still interested in collaborative leadership. Avolio said, “People see those of us in the leadership group as a resource already.” He wants UNL to be viewed as a center of expertise on viable leadership processes.

Latta said there are five or six projects going on right now for which the Institute will be a resource. Baquet asked if the Institute already exists. Avolio answered, “Not formally.” He said the Gallup organization funds leadership efforts on campus through doctoral fellowships and field studies. It was a partner with UNL
on one NSF leadership proposal and plans to collaborate on future proposals. Gallup personnel helped obtain one of the speakers for the June conference.

Martin asked what differences there are between institutes and centers, and whether the Institute would be reviewed in five years. He noted in the proposal that the Institute was to follow the guidelines for centers as far as reviews go. Brinkerhoff said there would be a review of the Institute five to seven years after its establishment, and perhaps a mid-cycle check in three to four years. Ambrosius inquired if there are guidelines for an institute as there are for a center. He asked why the organization was called an institute rather than a center.

Nunez read from APC’s “Guidelines for the Submission of Proposals for New or Modified Academic Programs” [revised April 18, 2003]. Appendix I(A) of the Guidelines is the Coordinating Commission’s “Definitions of Programs.” Section 6 defines and details institutes and centers. Brinkerhoff gave examples of some other University Institutes: IANR, the Water Resources Research Institute (also called the Water Center), the Buros Institute of Mental Measurements (paired with the Buros Center for Testing), and the Peter Kiewit Institute (UNO). There was discussion.

Kostelnik said she thought having an advisory board from entities beyond CBA should be enough cross-disciplinary membership in the Institute for the present. She said HRFS is in favor of this Institute and asked whether organizational details have been worked out. Brinkerhoff said in operation the Institute will probably be a lot like the Public Policy Center, making sure resources are distributed fairly. Avolio added the faculty have worked hard to build relationships to make this work. Lee asked Milligan if the Institute reports directly to her. Milligan said it does.

Rosson asked if the APC was ready to consider the proposal now, or if a subcommittee was needed to study it further. Martin remarked that since the APC has been assured the Institute will be reviewed on a regular basis, he favored APC’s voting on the recommendation. [Avolio left the meeting.] Lee reiterated his concern that the leadership of the proposed Institute seems to be in one department. Milligan said collaborations are throughout the College of Business Administration. Brinkerhoff reminded everyone that the Center for Great Plains Studies crosses the campus, but is housed in Arts & Sciences. Lee conceded those points but said in this case it seems all of the decision makers are in the Department of Management.

Latta said that offering the proposal now is timely, although some details need to be completed prior to the Institute’s formal establishment. She said the group has reached a critical point. For efforts to progress further, an umbrella organization is needed.

Motion
Keown moved and Martin seconded that APC recommend approval of the proposal to form the Gallup Leadership Institute, and that its formal evaluation should be similar to the evaluation of Centers. Keown accepted a friendly amendment by Ambrosius to the motion that reads: “The APC also recommends the Gallup Leadership Institute develop a governance structure that includes other colleges on campus, as appropriate.” There was no further discussion. The vote was unanimous to accept the motion as amended.

Information on Campus Recreation maintenance project
Nunez announced the recreation area at 17th and Vine Streets is to have artificial turf installed. This will help with the demands of students for more recreation areas. This land is in the 100-year floodplain and therefore cannot be built on until the Antelope Valley project is completed. Adding the turf will extend the usable life of the land and provide a safer playing surface for those participating in intramural activities. It is aesthetically pleasing as well. It will last for eight to ten years, by which time the Antelope Valley Project
will be complete and the land will be removed from the flood plain. Student groups and the Student Advisory Board all approve of this maintenance proposal, which falls within the purview of the Campus Master Plan.

**Academic Program Reviews**

The spreadsheets for the APRs were distributed to the members via e-mail. The APC Representatives’ reports for APRs conducted in 2002-03 are complete now that Craig Eckhardt’s report on English is in the mail. All of the 2002-03 reports and one report from 2001-02 are in the hands of the APR Subcommittee. Since the subcommittee could not get together, Martin will report at the next APC meeting on March 24.

There was one question on the 2004-05 APR schedule. The School of Natural Resources is listed as being up for review, but its review was just completed last year. The schedule for 2004-05 should show the School of Biological Sciences instead of the School of Natural Resources. The error will be corrected.

**Issues from the Vice Chancellors:** None

**Other Business**

Keown said he had not had a chance to meet with the Long Range Planning Subcommittee. A document he prepared for APC regarding GRAs and GTAs in IANR will be discussed at a later meeting. Nunez said he has solid information from the Fall 2000 Graduate Survey. However, that is the most recent survey completed. Rosson wondered how UNL compares with other institutions regarding funded graduate students. Based on the Indicators of Institutional Quality Report, we are significantly behind our peers in the number of graduate degrees conferred and journal citations per year. The ability to increase these numbers is directly related to the funding commitment of GTA and GRA positions on campus. Nunez said he can get the information easily through our peer institutions and AAUDE.

Nunez announced that Institutional Research and Planning has three Campus Planner candidates coming to campus on March 22, 26 and 31. He asked if anyone on the APC would like to meet and talk with these candidates. He asked members to respond to an email he will send tomorrow with the available times for each candidate.

Rosson asked if there had been any progress made on the database to investigate tenure homes and displaced faculty. Nunez said he should be ready to present his report in April.

The meeting was adjourned at 4:50 p.m.