

ACADEMIC PLANNING COMMITTEE
APPROVED MINUTES
October 13, 2004

Members Present

Barbara Couture
Craig J Eckhardt
M. Susan Hallbeck
Jeffrey F. Keown

Richard M. Kettler
Derrel L. Martin
Nancy Mitchell
Sarah J. Morris

Giacomo M Oliva
John Owens
Wendy R. Weiss

Members Absent

Matthew C. Hansen
Marjorie J. Kostelnik

Deborah W Minter
William J. Nunez

Prem Paul

Others Present

Ann Mari May, Professor of Economics and President, UNL Chapter of American Association of University Professors (AAUP)
Jennifer Dam Shewchuk, UNL Campus Planner
Arnold Bateman, Associate Vice Chancellor, Extended Education and Outreach

Keown called the meeting to order at 3:05 p.m.

Report on the American Association of University Professors (AAUP) Meeting

Keown moved May's report to the top of the agenda. May reported on the AAUP meeting that took place on September 29, 2004. Roger Bowen, General Secretary of the AAUP, was on campus for the meeting. He met with the Academic Senate Executive Committee, the Executive Committee of the UNL Chapter of the AAUP, and Senior Vice Chancellor Couture. He also gave a speech on academic freedom and met with the press.

Bowen was asked about terminations of tenured faculty at UNL during budget cuts. He said he believed that the terminations were in violation of AAUP rules. In the future faculty should be consulted about budget cuts that could result in terminations prior to the administration's giving notice of termination. Before faculty were terminated, financial exigency should have been declared or the program discontinuance should have been based on academic grounds. He also said that AAUP policy located tenure in the institution as a whole rather than in a program or a department or a college.

Eckhardt asked if Bowen had reported to the Academic Senate Executive Committee on the AAUP's stance regarding terminations of tenured faculty. May said the minutes of the Executive Committee did not reflect a report. She said Bowen had requested from the UNL AAUP Executive Committee a list of questions for the AAUP files about the terminations. Letters that UNL faculty wrote in protest at the time of the terminations did not reach the right people at AAUP. Keown thanked May for her report. [May left.]

Minutes

Minutes from the September 8 APC meeting were approved without dissent.

Overview and discussion of the strategic planning process

Couture said she and Owens had been working on the strategic planning process. University of Nebraska President J. B. Milliken is expected to want strategic plans from the campuses and UNL needs to continue its forward momentum. The Chancellor announced in the State of the University Address that plans are due March 15, 2005. Each year units will look at their strategic plans to see if they are on track or if the plans need to be revised. Resource distribution will be tied to strategic plans. The Vice Chancellor for Academic Affairs has discretionary funds that can be used to hire senior level faculty and for other purposes to further the goals of strategic plans.

At a retreat in September the Vice Chancellors and the Deans were given the task of listing core values to be used in writing strategic plans. A first draft is complete. The Chancellor is expected to announce the list of core values and start the planning discussion. Actual plans come from the Deans and the Vice Chancellors. The deans will request units to determine what resources they are committed to contribute to further their strategic plans and to list what further resources they will need. On March 15 the deans will present their strategic plans to each other. They are expected to find ways to connect the plans to accomplish their goals and the collective goals of the university. Couture reiterated that core values will come first, then articulation will come from the Vice Chancellors for IANR and Academic Affairs. She said APC is important in the process, but more toward the end of the process after the strategic plans have gone through the Vice Chancellors.

Mitchell asked what has happened so far with strategic planning. Couture said there have been positive reactions. Deans in colleges that were already working on strategic plans say the new process will work well with what they already have. Hallbeck asked what kind of benchmarking would be used. Couture said units could tell the Vice Chancellors what they want to use for benchmarking. She noted that quality indicators will be coming out soon. Martin asked what the other campuses are planning. Owens said he was not sure that there was any intention to meld the strategic planning process across campuses. Couture said UNO and UNMC have been working on strategic plans for some time but she is not sure what processes they are using.

Eckhardt said he thought yearly assessments would be burdensome. He said it takes some time to make changes. Couture shared his concerns. She said some colleges may look at their strategic plans after a year and conclude that they are on track and no changes are needed. Others may need to revise their strategic plans based on changes that occurred over the intervening year. She agreed the reviews should have outcomes. Mitchell said Entomology and Plant Pathology's academic program reviews had strong strategic planning components. Eckhardt said reviewing strategic plans every five years by the APR process would be more reasonable than yearly reviews. Couture said the Chancellor wants to change the APR process to work with the strategic planning process. External reviews are good at looking at the need for planning. What is needed is a sense of the whole in planning, not just patches here and there to fix problems. Oliva said Fine and Performing Arts had started strategic planning but had to stop when budget cuts were

going on. Now that budget cuts are not a threat they will resume strategic planning. The college anticipates a yearly review process or checklist against the plan.

Keown asked Owens for a copy of the IANR strategic plan for distribution to APC. He asked if there would be town hall meetings like IANR held during their strategic planning process. Couture said there was to be engagement with the community but it was for the Chancellor to announce the mode of engagement.

Hallbeck said the University does not value excellence in teaching. Money goes to people who focus more on research than teaching or service. Couture said there is much money in research but the University is focusing harder on teaching and will distribute money to promote teaching. She said research and teaching should not be seen as opposites. Eckhardt stated that good researchers make good teachers, especially for upperclass students. He expressed concern about faculty workloads. He said writing grants is time-consuming, leaving less time for teaching and service.

Oliva said Fine and Performing Arts is focusing on enrollment management. The college intends to streamline the planning and information gathering process. Couture said sharing strategic plans will be an opportunity to see what other colleges are doing.

Eckhardt said there has been a culture opposing cross-disciplinary cooperation on campus. He asked if cooperation was to be a process from the ground up. Couture said it would be from the ground up and would also be promoted by the deans and the vice chancellors. Weiss said the question of who gets the credit for teaching cross-disciplinary courses has been a barrier to cooperation. Couture said the Chancellor wants to remove structural barriers. Some barriers are down but people are not aware. Communication is important. Eckhardt said it is necessary to change the structure of the University to develop better strategic plans. Couture said it is not required for each department to develop its own strategic plan. Deans could choose to combine units for planning.

Keown noted there is always resistance to change. Kettler asked if the result of strategic planning might be to eliminate higher level administrators. Couture and Owens said the structure of UNL is determined by the state, but that could be overcome if there was sufficient reason to streamline the administration. Couture said any structure can work if one has the will to make it work. [Dam arrived.]

Mitchell asked if there would be a section of the strategic plan to dream about future collaborations between units, as well as validation of one's present standing. Couture said both are important. Martin said in his department many faculty have joint appointments and it works well. Owens said UNL's joint appointments work more smoothly than at many universities. Keown closed the discussion.

Master Plan mandate

Jennifer Dam, Campus Planner, introduced herself and said she was filling in for Bill Nunez. She gave her background in planning. She said there is a ten-year physical master plan mandated by

the Regents. It will be different from past plans in that it will be a land-use map rather than showing footprints of buildings. She said UNMC started the master planning process and is driving the format for all the campuses. A summary document is due September 2005, to be followed by a larger working document including sector studies, landscaping, utility plans, transportation and circulation plans. The master plan is also tied to “space dominoes,” the sequence of utilizing vacated spaces when new facilities come into use.

Dam said there was concern in the past that faculty and student involvement in the master planning process was not enough. She asked what kind of involvement APC desires. She said the University will be working with a consultant. The consulting firm wants to send out a student email survey as well as hold meetings with students about the plan.

Martin said work on buildings usually comes from large donations. We don’t want to turn away opportunities but don’t want something that may trump faculty input. Eckhardt said he thought that the Academic Senate rather than APC would be the place to get faculty input. APC becomes involved in the PIR process with individual buildings. Hallbeck said there needs to be a forum to discuss unintended consequences of building plans. Oliva said faculty and student needs and concerns should be discussed with planners and with the University Foundation. Fine and Performing Arts’ physical plans had faculty and student input with the architects. There were no further questions. Keown thanked Dam for her presentation and she left.

Subcommittees appointed for two center proposals

Keown appointed Hallbeck and Kettler to review the National Drought Mitigation Center proposal. He appointed Mitchell and Weiss to review the High Plains Regional Climate Center. Both subcommittees were to report back to the full APC with recommendations as to whether the centers should have official center status. [Arnold Bateman arrived.] Owens said the two centers had existed for some time as national centers but had never followed the official process through APC, the Chancellor and the Regents to be UNL centers.

Report on Distance Education

Bateman distributed tables showing graduate enrollment in distance education for academic years and summer sessions 2001-2002, 2002-03 and 2003-04. He said the Masters in Agriculture and Masters in Entomology have potential for growth. The Gallup MBA and Offutt MBA are successful programs. Engineering converted their distance courses from videoconference format (CorpNet) to on-line and now serve out-of-state students.

Hallbeck said there was not a vote by the Engineering faculty to have on-line courses. Bateman said the Dean of Engineering said there was an internal decision but he didn’t say what the process was. Bateman said fewer and fewer students were being taught at Columbus and other CorpNet sites. There is greater tuition—\$639 per credit hour—for out-of-state students. The engineering courses are targeted toward UNL alumni in Kansas City and other large cities. Twenty students is the target enrollment. Eckhardt asked what the minimum enrollment was. Bateman said departments decide on minimum enrollment. Martin said there is a high cost for course development and delivery. Mitchell said Journalism’s whole Masters program is on-line. During the academic reviews she participated in recently the departments were praised for

offering distance courses. Bateman said email courses are mainstreamed, that is, the students can be on-campus or off-campus. The instructors receive no extra pay for distance education. Martin asked what programs don't have a critical mass yet. Bateman said UNL has joined in an alliance with other universities to offer programs at \$375 per credit hour. He said the Masters in Entomology at UNL and the Masters of Biology at UNK share some courses. He said the focus is on degree programs rather than on individual courses.

Keown referred to a report distributed at the Distance Education meeting, "Nebraska's Changing Demographics," by Jerry Deichert, UNO Center for Public Affairs Research. He said the largest demographic group in Nebraska is between the ages of 35 and 49, a good target group for distance education at the graduate level. Keown asked Kramer to make copies of the report for all APC members.

Kettler asked how tuition is determined and money managed. Bateman said in-state tuition is \$109 per credit hour. Out-of-state tuition varies and is determined by the departments' business plans. Instructional design people and faculty have joint appointments. He said a \$20 per credit hour fee for distance education was approved by the Regents a few years ago. That fee goes to support instructional design.

Hallbeck asked if UNL was competing with the University of Phoenix. Bateman said UNL has a different target audience. The University of Phoenix has strict age and employment requirements for their students and targets the courses toward the students' jobs. UNL's goal is to give distance students the same experience they would get on campus. Keown thanked Bateman for his information. Bateman left.

Other Business

Keown said he had done a survey on campus of graduate student enrollments but had not compiled the results. He distributed an article from the *Chronicle* about graduate student stipends at 83 research universities, along with an email from Graduate Dean Weissinger giving UNL's answers to the survey questions for comparison.

Eckhardt asked about the filming of a reality show on campus featuring a rock musician, Tommy Lee. Couture said she was not consulted on the decision but was not opposed to it. Several faculty members said it was a distraction and that Mr. Lee was not the kind of person they would want on campus. Couture said the situation had stimulated discussions about tolerance and academic freedom. The show also has the potential to present the University of Nebraska to a nation-wide audience without the cost of advertising.

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

Respectfully submitted,

Lona Kramer, APC Coordinator