EXECUTIVE COMMITTEE MINUTES

Present: Anaya, Guevara, LaCost, Purdum, Rinkevich, Ruchala, Schubert, Shea, Woodman

Absent: Lindquist, Wysocki, Zoubek

Date: Wednesday, February 15, 2012

Location: 201 Administration

Note: These are not verbatim minutes. They are a summary of the discussions at the Executive Committee meeting as corrected by those participating.

1.0 Call to Order
LaCost called the meeting to order at 3:01 p.m.

2.0 Chancellor Perlman/VC Green
2.1 Administration’s Plan for Meeting Enrollment and Retention Goals
LaCost stated that during the year the Executive Committee reviews its goals and the question arose of how the campus is going to meet the recruitment and retention goals and whether there will be any consequences for departments that cannot reach the goals assigned to them.

Chancellor Perlman reported that a plan is evolving by administration for the enrollment and retention goals and the Enrollment Council is spending considerable time on the plan. He noted that Associate VC Goodburn is working on the retention portion of the plan and Dean Cerveny is leading the enrollment section but it is not a firm plan yet. He stated that the goals will only be met if the academic units are actively involved. He noted that the reason the students come to the university is because of the departments and the faculty members. He stated that being identified as a Big Ten school provides us with a great opportunity to recruit students. He reported that we are making some progress on the international side of recruiting and that we are the university with the largest number of Brazilian students coming to the U.S. through the Science without Borders program. He noted that China is still a good source of students and we are working on a strategy, particularly in agriculture, that will be linking us with more Chinese universities. This endeavor will help us to attract more Chinese students. He reported that it will be a challenge for us to hold steady in the number of Nebraska students coming to UNL because of our demographics. He pointed out that enrollment numbers will not go up in equal increments and this will probably be helpful as it will allow us to prepare ourselves for having 30,000 students on campus. He stated that the administration predicts a gradual growth with the bulk of the additional students enrolling in the later years of the goals.

LaCost asked if we prepare for the students before they come or wait until they get here to add more faculty members and buildings. Chancellor Perlman pointed out that this is
the dilemma because the resources come from the students and this impacts all of our thinking in regards to planning and determining building sites. For instance, there has just been a discussion of making the extension to the parking garage at 17th and R Street larger than we currently need in order to accommodate future growth. He stated that there is a strong expectation of increased enrollment in the Business College and this will require a larger building. He stated that housing is also an issue. He noted that it is unlikely that we will build more dorms than we currently have plans for because we do not have the space, but concurrently there are a number of private developments around the university that are being created such as the new building on Q street and some possible buildings under consideration for the Haymarket area that could accommodate students. He stated that while it is nice to have recreation fields nearby the dorms, it is uncertain whether we will be able to continue to do this given the need for space. He pointed out that this is why the master plan is very important because it will help us in figuring out where new buildings can be constructed.

Anaya noted that there was an initiative for faculty members to identify innovative ways for teaching. She asked if any ideas were submitted from the faculty. Chancellor Perlman thinks that some ideas were presented, although SVCAA Weissinger could address this better. He noted that a sum of money was put aside for the initiative and he believes three or four projects have been funded.

Chancellor Perlman stated that he recently received a report on the use of the Grand Theater for classes and while he has not had the opportunity to read it yet, he has heard that the report is positive. The students found the setting acceptable and there were no changes in the learning of the students.

Chancellor Perlman reported that Sponsored Programs is definitely being moved to the Whittier building. He noted that this will be a major project to further renovate the Whittier Building and there is consideration of including the auditorium in the renovation project which will provide a large lecture hall that could accommodate 500-600 students. He stated that Admissions will expand into the space vacated by Sponsored Program in the Alexander Building. Woodman pointed out that in addition to large lecture halls, more laboratory space is needed because there is overfill of the current labs. Chancellor Perlman stated that he is aware of the concerns in the School of Biological Sciences and he has had interesting discussions with the School’s chair and these talks will continue. He pointed out that it is very interesting to see what has taken place in Chemistry. As part of the agreement to renovate its labs, the Chemistry department agreed to review the methodology of teaching used in the labs and found that the renovations combined with the change in methodology of teaching has helped to expand student capacity through the labs.

VC Green stated that it is fair to say that the units, through the deans, are now being engaged to address questions about what are reasonable goals, by unit, in terms of student enrollment growth. He pointed out that an increase in student enrollment will more than likely occur in the areas of growth in the Institute and the question is what this will mean for faculty and resources. He reported that he has started in earnest with the IANR
departments and has asked them to respond by March. He stated that he believes
SVCAA Weissinger has asked the same of her deans. LaCost noted that forecasting
possible growth in units addresses agenda item 2.2 Projections of Where the Faculty
Increases Will Be. VC Green stated that the growth is tied to research growth plans and
enrollment growth and he felt that it was important to start with the units in trying to
determine where these growths will be.

Purdum noted that the Executive Committee met with Director of Admissions, Amber
Hunter last month and pointed out that it is important for Admissions to have dialogues
with the faculty because the faculty can help identify what areas they are focusing their
efforts in to the recruiters. She wondered if and how the recruiters know what areas
departments plan to focus their work in. She stated that it is important that there be no
breakdowns in communications between faculty members and Admissions because it is
important for prospective students to know what the strengths are for the departments.
Chancellor Perlman stated that Director Hunter has interacted with each of the deans
through general communications about the programs in the colleges. He noted that the
Enrollment Management Council is supposed to be engaged with the colleges and
departments. He pointed out that faculty members with ideas about enrollment capacity
should interact with their chairs and deans. He noted that there are some units already
doing this kind of work and they have developed specific proposals to address
enrollment.

2.3 Consequences for Departments/Units If They Do Not Meet Their Target
Goals
LaCost asked what will happen if departments/units do not meet their target goals for
increased enrollment and research. Chancellor Perlman stated that he would prefer to
talk about positive incentives for departments if they do reach their goals. He reported
that the administration is still trying to craft incentives for enrollment growth and he
pointed out there are financial incentives for departments to increase research efforts. He
thinks it is incumbent for academic units to determine where they can help us achieve the
goals.

LaCost reported that VC Paul spoke to the Faculty Senate recently and it was marvelous
to hear about the research growth that has happened in the past ten years. She asked if
the goals will ever be attained or whether they will constantly evolve so we are reaching
for higher goals. Chancellor Perlman noted that we strive to increase research each year,
but this does not necessarily happen on an equal basis every year. He pointed out that we
need to provide the Board of Regents with data on research and there is never a time
when you achieve a goal and think that you don’t have to work anymore. He stated that
this happened during the 1960’s and it took a long time for the campus to recover from
that period of stagnation. He noted that 30,000 students with our land mass and capacity
is probably a high enrollment but it is possible we could go beyond this figure but pointed
out that there are other ways to grow such as in quality. He stated that there is no limit on
research and we should always try to improve ourselves.

2.4 Plans for International Affairs Office
Chancellor Perlman reported that the administration is close to having a resolution on revising the International Affairs Office. He stated that the administration’s theory is no single office can do all of the things that are needed to handle international affairs work. He stated that deans and units have to be thinking about the international stage as well. He stated that he thinks there is a role for someone who thinks about the strategies for international academic engagement and it would be helpful to have someone on the city campus and in the Institute with this ability. He thinks that someone from our existing administration could direct the International Affairs Office. VC Green pointed out that IANR will be interviewing someone soon to serve as IANR director of global engagement.

Chancellor Perlman pointed out that the campus needs to have the ability to work with visas which in part is a legal issue that would involve the General Counsel’s Office. He noted that Associate Dean Levitov is retiring at the end of June. He stated that there might be some intercampus opportunities in regards to international issues. He reported that he has designated that VC Franco take a lead on developing programs to make sure international students are well integrated into the campus. He pointed out that faculty help is needed on this issue and that we need to come up with some rational ideas and campus commitment will be required in order for us to do well in these areas.

### 2.5 Faculty Productivity Measures

Chancellor Perlman stated that productivity measures pertain to both the individual faculty member and the unit as a whole. He stated that some goals on productivity measures per unit are needed as well as measures on individual productivity. He pointed out that we need to determine how to measure productivity in a rational way or it will be forced on us by outside entities. He believes we need to look at the relationship between apportionment and productivity. He stated that he thinks apportionments work well in IANR because of positions being funded from different sources. He noted that we need to get to the point where the apportionment matches the work of the individual faculty member. He reported that SVCAA Weissinger is thinking hard about this issue with the deans.

VC Green reported that a lot of time and effort is going into creating a database that can measure productivity. He stated that he is not sure whether the current database can contain all of the information that would need to be entered to reflect UNL faculty and it is essential that the data in the system is correct. Woodman asked what would be measured in a system like this. VC Green stated that measuring research is relatively easy because citation impact and references could be used. For teaching, enrollment data, teaching loads and evaluations can be used. Chancellor Perlman pointed out that the difficulty is that the measures cannot be done in a formulaic way because disciplines vary greatly. Woodman stated that many faculty members would be worried that their work will be measured against something that does not apply to them. Shea stated that he hopes faculty members will participate in determining what the measures will be for each department rather than the measures simply being imposed on them. He noted that the topic of faculty productivity was raised by President Milliken at the January Senate meeting and the President mentioned the Texas University system imposing measures on
the faculty. He stated that the question was raised whether we are productive enough at the university and when you hear this you become a little concerned about what exactly is being considered. He noted that the Chancellor’s and VC’s comments are helpful in understanding the considerations that will come into play in determining productivity. He stated that the faculty needs to feel that they are part of the process for determining reasonable expectations for the work that they do. VC Green reported that the Texas measures received a lot of attention last year and while discussions were held widely about it, most were negative. He stated that it is difficult to apply measures to all of the different disciplines that we have here on campus.

Ruchala asked if the administrators have looked at models at other universities for increasing enrollment and increasing productivity. She asked if there were any models that may be promising and that could assist us. Chancellor Perlman pointed out that we are in a unique situation because there has not been a public university that has been in a growth model for some time. He stated that he hasn’t explored any models but he has had discussions with the CIC and other institutions about growth, however when it comes down to it, the plan has to be done internally and it has to be a Nebraska plan although we could look at some models.

2.6 Upcoming Issues
Chancellor Perlman stated that he does not think the transition in leadership at the University Foundation will have an impact on fund raising.

Chancellor Perlman stated that there are several major projects that we would like to get funded. He stated that there is a general enhancement of agriculture project that is seeking funding and as well funding for a new business school. The effort to build a branch of the Sheldon Museum in the Haymarket continues if we can get the costs of this project to the point where money can be raised.

Chancellor Perlman noted that the Legislature is in action but our budget is not at stake at this point, however there are some things in the session that could affect us next year. He pointed out that the Governor’s tax cut could impact us. He stated that the university has a major effort to get funding for the health care facilities capital construction. He stated that the initiative appears to be reasonably successful. He noted that there is a good environment in the Legislature and Senators are supportive of the university.

LaCost stated that she received an email message from a faculty member raising concerns with Information Services requiring people to use VPN, a privacy network. The issue is that people with older operating systems will not be able to use the VPN. Anaya pointed out that part of this may be due to education and she wondered if departments are contacting Information Services to let them know they have systems that the VPN will not work on.

LaCost stated that this is an issue that the Chancellor might receive complaints about in a couple of weeks. Woodman stated that people are required to start using VPN for off-campus access to on-campus computer resources beginning February 29.
Chancellor Perlman pointed out that we will have to get to a culture where idiosyncratic software goes by the wayside. He stated that the university cannot afford to have all these different systems out there because they are just too costly.

Chancellor Perlman asked if any of the Executive Committee members are now on the new email system. Anaya stated that the Libraries switched over to it and she likes it. Chancellor Perlman noted that there are a few things to get used to but overall it is a much better email system.

3.0 Announcements

3.1 Presentation to IANR

Purdum reported that VC Green had a very ambitious presentation. Shea noted that there were not too many surprises since most of the issues have been raised recently. Shea noted that Brian Larkins will be leading the Life Sciences as an Associate Vice Chancellor. Purdum reported that there have been some good things happening in the Institute. She noted that there were 20 new hires and there is going to be shared discussions about the target numbers for increasing enrollment in departments. She stated that the dean admitted that there has not been a continuity of discussion between the Enrollment Management Council, deans, and department chairs. Shea noted that VC Green mentioned at an IANR Senators’ luncheon that IANR could have better coordination with Admissions. Purdum stated that as a faculty member she does not feel that she has been asked or informed about the Enrollment Management Council and its goals and how the faculty can assist. She pointed out that if faculty members are not knowledgeable about what the Council is doing they cannot be of help. Anaya asked if anyone on the Council is from IANR. Purdum stated that she does not know and is not sure how to find out what is going on with the Council. She stated there are opportunities to help with enrollment in the departments but there needs to be a contact person within Admissions. LaCost stated that she will ask Dean Cerveny for the Enrollment Management Council plan on enrollment.

Woodman stated that it was reported that 17% of Nebraska high school students come to UNL. Purdum wondered if this is a figure for all high school students or just those planning on going to college. Shea stated that IANR administration believes the figure could be higher if we did a better job or recruiting. He noted that Director of Admissions Hunter stated in her meeting with the Executive Committee that the goal is to maintain the current percentage of Nebraska high school students coming to UNL. Purdum pointed out that the demographics show that the number of high school students will decrease and many other schools are marketing to these students.

Shea noted that the deadline for units in IANR to develop recruiting plans is in March. He pointed out that it is difficult to do the plan without knowing the university’s overall plan.
4.0 Minutes of 2/8/12 Minutes
Schubert suggested some revisions to clarify statements that he made during the meeting, but he wanted to make sure he had accurate figures and asked that the distribution of the minutes be delayed until he can get the correct figures. Anaya moved for approval of the minutes as amended. Guevara seconded the motion. The motion was approved.

5.0 Unfinished Business
5.1 Survey on Professors of Practice
LaCost reported that she made all of the changes suggested by the Executive Committee and she has sent the revised survey to the Committee for review next week. She noted that she has submitted the IRB but has not received word back on it yet.

5.2 Update on Housing International Visitors
LaCost reported that she sent an email message to SVCAA Weissinger expressing the concerns of the Executive Committee and she is waiting for a reply. She stated that she told the SVCAA that the Committee would be willing to sit down and discuss the issue further with her.

Purdum noted that she has a visitor coming from China and it would be helpful to have a phone number that faculty members can call to assist with bringing in international visitors. She pointed out that there should one location for dealing with international issues when an international visitor or student comes to campus.

The meeting was adjourned at 4:35 p.m. The next meeting of the Executive Committee will be on Wednesday, February 22 at 3:00 pm. The meeting will be held in the Faculty Senate Office. The minutes are respectfully submitted by Karen Griffin, Coordinator and Pat Shea, Secretary.