

University of Nebraska – Lincoln
Academic Planning Committee (APC)

Approved Minutes
April 24, 2013

Members Present

Gerard Harbison, Chair	Stephen Lahey	Jack Morris
Archie Clutter	Jared Leighton	William Nunez
Mike Hoffman	Christopher Marks	Linda Shipley
Libby Jones	Martha McCollough	Curtis Weller

Members Absent

Miles Taft Bryant	Prem S. Paul	Eric Reznicek
Ronnie Green	Donde Plowman	Ellen Weissinger

Others Attending

Harvey Perlman, Chancellor, University of Nebraska–Lincoln
Jennifer Dam, Assistant Director, Campus Planning and Space Management
Jamie Radcliffe, Member-Elect, Professor, Mathematics
Patrick Shea, Member-Elect, Professor, School of Natural Resources

Harbison stated a quorum was present and called the meeting to order at 3:05 p.m.

Chancellor's Annual Update

Harbison welcomed Chancellor Perlman. Perlman indicated he would begin with a few items then answer questions from membership previously sent to him.

Perlman said the Legislature's Appropriations Committee tentatively voted to provide a 4% increase in state support to the University of Nebraska for each of the next two years. He stated if this were to be adopted by the Legislature this will mean NU would not increase tuition for resident students. He conveyed the Appropriations Committee will send its final budget recommendation to the full Legislature by May 1.

Perlman informed construction on Innovation Campus has started. He said there are still some uncertainties about exactly what will be designed as there are some processes underway with partners such as ConAgra Foods. He said ConAgra has not fully determined what they want to do. He said conversations have taken place on moving the entire Food Science Department to Innovation Campus. He stated there is some potential for ConAgra to build facilities that would be synergistic to this department. He expressed there is a lot going on and it is a little uncertain at this time, but he believes this is a good proposition for UNL. He said he is aware there are concerns across the campus as well as concerns within the Department itself about them becoming ConAgra's Food Science Department; however, he noted there is not an agreement that would obligate the faculty to engage with ConAgra and there are not any agreements that

would prevent the faculty from engaging with other companies. He commented it will be interesting to see how it develops.

Perlman stated he is aware there is a concern on the campus as to whether UNL is turning into a “Food Campus”. He commented our message has consistently indicated that food, energy and water are our themes as this is what we think our competitive advantages is and he believes this is still true. He shared his guess is there will soon be a non-agricultural related private sector company on Innovation Campus. He observed Innovation Campus is moving slowly forward. [Jones arrived]

Perlman alerted APC that accreditation of the University of Nebraska–Lincoln is in the horizon. He stated this accreditation will be in 2016-2017. He commented there is a lot of preparation work to be done. He mentioned he was reminded of the work required as he had just served on an accreditation committee for Arizona State University. He said the standards and guidelines have changed since UNL’s accreditation 10 years ago and emphasized the focus is very much on teaching, assessment, student learn and student success and not so much on research. He said this makes sense in an accreditation context. He expressed he is confident UNL will be well prepared and noted the Office of Academic Affairs, the office responsible for coordinating the efforts to prepare for this site review, is already moving forward on this.

Perlman stated there is also considerable continuing pressure on public universities with respect to accountability, measurement of performance, and assessment of student learning. He said there is certainly some interest from the Board of Regents to measure UNL against metrics which UNL would have a hand in creating and defining. But, the expectation is that UNL would also have some performance measures to hold ourselves accountable to. He remarked the BOR does have a strategic plan. He said the Board of Regents expects UNL to create an environment within the campus with accountability such as increasing graduate rates, research expenditures, and career success of the graduates.

Perlman indicated an additional matter is there is renewed interest in administrative efficiency. He commented this is not new. The University of Michigan conducted a study and has developed a fairly elaborate process to wring out inefficiencies in their administrative systems across their university. He said they are promoting this study and indicated there has been some attraction to it from our central administration. The head of the University of Michigan will be visiting here in two to three weeks to meet with the business and academic officers. He expressed he would not be surprised if we engage in some process next year associated with the Michigan enterprise.

Perlman indicated he would now answer questions previously submitted to him by APC members.

Regarding the Master Plan, Perlman indicated one of the questions from APC membership was the timeline for implementation. He stated the expectation was to present to the Business Affairs Committee in June of this year and to the Board of Regents in September. He said once this has been approved it will then govern UNL’s planning process.

Perlman stated membership had asked for an assessment of VSIP (UNL's Voluntary Separation Incentive Program) and how the money created was used. He said he had to ask SVC Weissinger and VC Green as this came out of Academic Affairs and the Institute of Agriculture and Natural Resources. He remarked there have been 36 new faculty hires this year in IANR and a significant portion of this is being funded through the returns on the VSIP. He said on the Academic Affairs side all of the money, except for the \$1M that was taken as a result of a budget reduction, went back to the faculty. He added \$6M was available and that \$3M went back to the colleges to be invested in high priority items and the Office of Academic Affairs has strategically invested \$2M in areas considered high priority items. [Dam arrived]

Perlman stated membership had asked, concerning the five year goals determined by him, for an update on undergraduate enrollment, now that an infrastructure has been built. He stated next year's entering freshmen numbers looks very positive according to deposit data

Perlman said an update of federal funding had been requested by membership. Research expenditures show some upward movement for FY2013. He commented there is some concern on this number though largely due to the sequestration. He said what is going on at the federal level causes problems. He remarked this tells us that we have to diversify the sources of research funds.

Perlman indicated membership wanted re-articulation on how it is better for the citizens of Nebraska for UNL to grow. He stated it is better for UNL to grow as it represents revenue and that is not insignificant to us. He commented non-residents and international students provide UNL with a source of revenue otherwise not had. He said with respect to citizens in Nebraska, this is a state that needs young talent and the more young talent we can produce for Nebraska the better off it will be. He added Nebraska also needs economic growth.

Perlman stated membership had asked for reflection on how UNL will provide for the academic teaching of its undergraduate and graduate students in the future. He expressed that is a fascinating question and largely it's not a question that he can answer. He personally thinks we will have a continuing diversity in our faculty, not in terms of race and gender, but in terms of responsibilities and apportionment of duties so that increasingly we will probably use professors of practice who are devoted to teaching but do not have research obligations. He expressed there could be some negatives to that but he believes this is clearly on the horizon. He communicated he has said before we need to be able to accommodate larger classes. He said most of our Big 10 colleagues have classrooms accommodating 400, at least in entry level classes. He remarked a way to get to a 400 class without a 400 seat classroom is through on-line education and MOOC's (Massive Open Online Courses) which may be a source of potential building teaching capacity. He stated the use of technology will clearly become more important and more significant. Perlman asked if there were any questions or comments.

Harbison inquired if the Michigan Efficiency Initiative was purely business operations or do they look at academic efficiencies as well? Perlman replied largely business operations but it impacts

academic units because it is the business side of the academic unit. He said for example one could expect looking at if every college needs its own business center or where the printers are located.

Lahey commented some months ago SVC Weissinger had mentioned the possibility of changing FTE's to a variable apportionment of FTE's for faculty. He wondered if this was being considered. Perlman replied he was unsure of what Weissinger was referring to. He said he is aware that IANR has a very sophisticated system as they have to for budget pools. He stated the City Campus has been less successful at developing an apportionment system as there are not multiple budgets and haven't had to do this in the past. He shared there is interest at the campus level of using that system better.

Shea commented one of the challenges with apportionment is keeping that apportionment current and it has definitely been a challenge in the Institute to do that. He said he agrees each faculty member is contributing differently in terms of what they do and that needs to be recognized formally. He added he also feels this needs to be reviewed frequently and adjustments made far more often than in the past. He expressed when the entire campus begins to discuss variable apportionment it is important to keep this in mind in terms of what mechanism will be used to make sure that things stay on course. Perlman agreed.

McCullough stated she understands the Professor of Practice and expressed her concern is a two-tiered system and that those that are conducting research will not teach as much. She remarked an advantage of having a researcher teaching is that they are often teaching their research. She expressed if she was a student here she would want a teacher also doing research teaching, not to be in a MOOC class, even though she understands this is a source of revenue. Perlman replied he believes there is a middle ground.

Hoffman asked for comment on the benefits and the hazards of having a possible separate College of Engineering in Omaha. Perlman replied he does not see any benefit from an administrative standpoint. He stated the hazard to UNL would be if there were separate colleges there would be competition for the same set of resources.

Harbison mentioned he is teaching a freshmen course and he will have to unfortunately fail 12-15 students in this course. He said some just don't attend, some are just in the wrong program and some can be rescued. He shared it has always worried him when there was discussion on student retention and graduation rates and wondered has there been any thought of "recycling" students who are doing badly in a particular program or maybe even intervening earlier. Perlman responded administration is paying a lot of attention to this matter. He said Amy Goodburn in Academic Affairs is a point person for student successes. He mentioned the new student advising system, MyPLAN, which allows faculty members to signal early on that the student appears to be having difficulties. He remarked not all faculty are using this system and this should be used as there are many benefits.

Harbison inquired if there were further questions or comments for Perlman and there were none. He thanked Perlman and Perlman thanked the APC. [Perlman left]

[Note the order of the agenda was changed by the Chair]

Approval of April 10, 2013 Meeting Minutes

Approval of the Minutes from the April 10, 2013 general meeting was moved by Morris and seconded by Lahey.

Harbison asked if there were any questions or comments and there were none. The Minutes were approved without dissent.

Update on Campus Master Plan

Harbison welcomed Jennifer Dam, who was present to update membership on the campus Master Plan. Nunez conveyed Dam would present a PowerPoint presentation to membership. He mentioned this same presentation was shown to the Faculty Senate yesterday. He indicated UNL's current master plan was approved in 2006 and was to span 10 years but Chancellor Perlman had called for a new master plan to address the vastly changed campus and our new goals. He stated this has been a yearlong process and noted this group has been updated regularly through Bryant as the APC representative on the Steering Committee. He commented this has been a fantastic process with positive feedback from faculty, staff and students. He said there were open houses held as well as online activity tools being used. He indicated representatives from Sasaki Associates gave the final presentation to Chancellor Perlman and his Executive Committee and to the Steering Committee last week and this is now moving forward as Chancellor Perlman stated earlier. He thanked APC membership for their participation and then introduced Dam.

Dam began the presentation. She indicated with this process eight open houses were held - four on each campus. She said during the last master plan update only open houses were held and this time a more participatory process was used. She stated over 1,500 responses were received from the interactive mapping survey with 51% from students and 45% from faculty and staff with the remainder from alumni and administration. She shared there were also email responses and comments from the web page as well as from the PlanBigIdeas website. She reported there were over 25,000 page views on this website. She noted there was also a meeting held with stakeholders surrounding the East Campus area. She informed in response to the feedback that was received all was considered and most was incorporated into the proposed master plan.

Dam displayed the proposed master plan map for both City and East Campuses, which included portions of previous concepts proposed by Sasaki Associates, and pointed out these concepts.

Dam spoke of the catalytic projects on both the City and East Campuses. She stated moving forward on City Campus is the Memorial Mall district including the new College of Business Administration, which she noted is in the process of programming and fund raising, Vine Street and Mall landscape, Love Library precinct, and Manter and Hamilton Hall. She stated moving forward on East Campus is mostly likely Fair Street extension, connecting the Historic Mall down to Holdrege Street, and stormwater management.

Dam informed there is currently a study underway regarding the area north of Love Library and how this area might be opened up for a more transparent area for student study and

collaboration. She mentioned there is also currently a study underway on the Nebraska Union to look at better uses and better configuration at this Union. She commented there will be coordination of these studies so there is not duplication of services and is the most efficient and best use of our resources.

Dam commented this group is most likely aware there have been studies done on Manter Hall. She displayed a concept showing an addition to this building linking to Hamilton Hall. She noted charrettes have been held that also involved Sasaki Associates and HDR, Inc. Brief discussion ensued on service access in this area and the conceptual rendering showing the enclosed glass entrance which is being called the mixing chamber. This is an area that creates an interactive space where faculty, staff and students can interact with each other. There was some concern from membership of a massive amount of unusable space as well as the amount of glass, which could result in creating a fishbowl effect. It was noted this is good for classrooms and labs but perhaps not for offices.

Dam stated another project that has begun as construction on the East Stadium is concluding is transforming Memorial Mall from a construction zone and parking lot into a beautiful green space. She expressed this is a long term plan. She informed there is a proposed plan for a parking garage in the core of the campus for displaced, visitor and turnover parking. She added there will still be a loop likely not to have through traffic on a regular basis as it does today but there could still be handicap parking and service vehicles - this would be more of a pedestrian space.

Dam concluded the presentation and inquired if there were any questions or comments.

Shea commented there have been campus master plans in the past and a lot of time, effort and money has been put into those. He said from his perspective not very much has been implemented. He expressed he likes what has been presented but believes people need to see something happening, even if it is small, to show this is moving forward to reinforce and reassure people that concrete steps are actually being taken. [Shipley left]

Harbison asked if there were any further comments or questions and there were none. He thanked Dam. [Dam left]

[Note the order of the agenda was changed by the Chair]

Recognition of Departing Members

Harbison recognized the following departing committee members whose term expire on July 31: Christopher Marks, representing Arts and Humanities faculty, Curtis Weller, representing Biological Sciences faculty, Miles Bryant, the Faculty Senate President's designee, Jared Leighton, ASUN graduate representative, and himself, representing Physical Sciences faculty. He noted he should return to the APC as the Faculty Senate President's designee. He expressed his appreciation to the departing members, as well as for the remaining members, for their time and commitment.

Jones moved to recognize and thank the departing members for their excellent service to the APC: Marks, Weller, Bryant, Leighton, and Harbison. McCollough seconded.

Harbison inquired if there were any further comments or discussion and there were none. He called for a vote. The APC voted unanimously to endorse the motion.

Welcome to Incoming Members

Harbison welcomed member-elect Jamie Radcliffe, representing Physical Sciences faculty, and Patrick Shea, representing Biological Sciences faculty, who were present. He indicated Leslie Delserone, representing Arts and Humanities faculty, was the other member-elect. [Marks left]

Report on University Curriculum Committee

Harbison introduced the next agenda item and asked Morris to present his report.

Morris conveyed his report was in each member meeting packet [attached to permanent record] and stated he was appointed APC representative in September 2011 and continued with this assignment through the past two academic years. This report contains a summary of activities from September 2012 to April 2013.

Morris reported activity levels were similar to the previous year with a total of 433 course changes proposed in the first 3 months of 2013. He noted that 41% of this activity involved administrative level approval of relatively routine course changes. He expressed he paid very little attention to these approvals which permitted more attention to be paid to more meaningful changes. He noted as well that almost half of the activity, 42%, involved ACE (Achievement-Centered Education) certification or recertification. He remarked these approvals were primarily addressed by the full UCC committee thus reducing the responsibility of the UCC representative considerably. He stated he viewed the initial implementation of the temporary change as successful and added he is unsure whether there will be a permanent change in how the UCC conducts its activity.

Harbison commented this topic has been discussed at previous Faculty Senate meetings. Shea mentioned the Faculty Senate yesterday approved the creation of an ad hoc committee to review ACE procedures. Weller wondered to Shea if each college would have a representative on this ad hoc committee. Shea replied he believes the mechanics of putting this committee together have not been put in motion yet. He suggested contacting the Faculty Senate Executive Committee to find this out.

Harbison asked if there were any other questions, comments or further discussion. There were none. The report was accepted by the APC membership. Harbison thanks Morris for his report.

Proposal: Change Timeline of the Academic Program Review: APC Representative to Report to the APC Within 60 Days of Receipt of Review Team Report

Harbison communicated he is proposing a change in the timeline in the Academic Program Review Guidelines that is prepared by the APC, the Senior Vice Chancellor for Academic Affairs, and the Vice Chancellor for the Institute of Agriculture and Natural Resources. He stated these

Guidelines are to be reviewed every ten years with the last review in spring 2006. He briefly described the timeline. He voiced the problem with the timeline has been that it can be many months after the review before the APC monitor on this APR can submit his or her report and by then this monitor may have left the APC or even the university.

Harbison moved to change the timeline of the Academic Program Review Guidelines so that the APC monitor representative will report to the APC within 60 days of the receipt of the Review Team report in place of the current within 90 days of the program's response. Morris seconded.

Harbison inquired if there were any questions or discussions and there were none. He called for a vote. The APC voted unanimously to endorse the motion.

Matters from Vice Chancellors - Academic Affairs, Institute of Agriculture and Natural Resources (IANR), and Research and Economic Development

Harbison asked Clutter if he had any matters to share. Clutter informed membership that an offer has been extended and accepted for a new chair in the Department of Statistics, Dr. Bertrand Clarke from the University of Miami. Bertrand's spouse, Dr. Jennifer Clarke, has also accepted a faculty position and the Director position of the Computational Sciences Initiative. He communicated conversation with department chairs began this morning concerning transitioning the academic program review process that largely has been driven historically by the USDA to a timing change from every 5 years to every 7 years so that it is consistent with Academic Affairs. He shared the USDA is now discontinuing their involvement and told IANR is picking-up this funding so this process continues.

Harbison asked if there were any questions, comments or discussion and there was none. He thanked Clutter.

Other Business

Harbison reminded membership that the term of office does not end until July 31 and asked that membership regularly check their email during the summer. He also asked that membership let coordinator Green know availability over the summer.

Harbison stated APC representation on the Aesthetic Review Committee, the University Curriculum Committee and the Enrollment Management Council is still needed during August and early September until another APC member could be appointed at APC's first meeting in the fall. He stated the UCC and the EMC do not meet over the summer; however, ARC does and confirmed McCollough could still serve on this committee over the summer. Nunez observed APC's Project Initiation Request subcommittee may also have to meet over the summer if a request is submitted.

Harbison then wished incoming APC Chair Stephen Lahey well and provided the ceremonial gavel.

Harbison asked if there was other business and there was none.

There being no other business, Morris moved and McCollough seconded to adjourn the meeting. The meeting was adjourned at 4:40 p.m. The next meeting of the Academic Planning Committee will be announced.

Respectfully submitted,

Michelle (Shelly) Green
APC Coordinator