

MINUTES

University of Nebraska – Lincoln Academic Planning Committee

March 15, 2017

Members Present: Bloom, Boehm, Busch, Correas, Farrell, Franke-Schubert, Goddard, Hartman, Hinchman, Marron, Nunez, Simpson, Sollars, Wagner, White

Members Absent: Delserone, Plowman, Trainin

Others Attending: Chancellor Green, Associate Dean Tiffany Heng-Moss, and Director Amber Williams

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

1.0 Call

Wagner called the meeting to order at 3:01 p.m.

2.0 Chancellor Green

Chancellor Green stated that the University will definitely have a budget cut, but until the State Legislature completes its work on the budget, we do not know the exact amount of the cut. He noted that revenue for the State is down due to the slow agricultural economy, and additionally there is the desire to reduce taxes which further impacts the revenue. He pointed out that, in addition to the budget cut for the next biennium, there has been a cut of approximately \$12 million dollars to the University for this current fiscal year. As a result President Bounds instituted a hiring freeze and called for travel and purchase restrictions which should help us address the cash shortfall for this year.

Chancellor Green stated that the real concern is for the next biennium. He stated that the Governor's proposal would cut the university's base budget by approximately 2% which could result in a \$7-8 million permanent budget cut to UNL's base budget for each year of the biennium. He pointed out that the problem is that the state appropriated money mostly goes towards salaries. In addition, there are increased costs with salary raises, health care, and utilities that need to be considered. In total the University could be \$56 million in the deficit providing there are no tuition increases and enrollment stays flat.

Chancellor Green stated that there are three steps that need to occur before we know what the final numbers will be. The Appropriations Committee will release its budget to the floor of the Unicameral at the end of the month. It will be debated and then needs to be approved by the Governor and in place by mid-May. He stated that the University is working to not have the cuts be permanent. Once approved by the Governor the budget goes to the Board of Regents and it is at this time that tuition rates will be set. He noted that tuition is carefully being considered to minimize impacts on the students because we do not want a repeat in 2004 with the budget cuts because it negatively impacted enrollment. He reported that President Bounds is going to give

the campuses more discretion on the tuition. In the past the percentage of increase in tuition has been consistent across the system. He stated that it will be July before we really know what our budget cuts will be.

Chancellor Green noted that simultaneously, President Bounds has created ten task forces to look at the services delivered across the University system to see if efficiencies can be made. He noted that there are members from each of the campuses on each task force. Reports from each of the task forces are due to the steering committee at the end of March. The steering committee will then give a report to the President in early April. He pointed out that if savings can be found through efficiencies it will take several years before the savings are realized. He noted that people will be affected and some of the services may not be staffed the same way.

Chancellor Green reported that the VCs have already been instructed to think about what our options are in regards to what can be cut and data has been requested across a number of areas that don't directly impact the academic mission. He stated that he hopes to know by July what budget options are being considered. He pointed out that there are detailed procedures that must be followed when dealing with budget cuts. He stated that the difference with the process that he plans on implementing is that more time will be spent with talking to the campus about what options are being considered and this will occur before we go into the budget framework. He pointed out that this is a complex institution with a complex budget and everything will be carefully considered.

Chancellor Green stated that we will get through the budget cuts and strategic planning for the campus will move forward. He stated that the four task forces he has created have been busy gathering information that will be required for the campus to develop its strategic plan. He stated that the reports will all be in at the end of the month and his leadership team will digest the report and in the fall the efforts to build the plan will begin. He hoped to have the plan done by the end of 2017, but with the budget cuts it will more likely be completed at the end of the academic year.

Busch pointed out that there has been recommendations for the State to use \$92 million from the reserves to help with some of the budget cuts. Chancellor Green stated that this has been the approach of the University, but the Legislature wants to provide tax relief and he thinks the Governor is trying to save the cash reserve. He noted that the University has made all of the statements regarding the University's impact on work force development, new economic developments, and the economic impact for the State.

Bloom asked if we have a current budget model and strategic plan that will help with the budget cutting procedures. Chancellor Green stated that they exist, but need to be updated. He noted that some of the budget cuts will take longer to be implemented. Bloom noted that the current strategic plan, from 2015, is on the web, and asked if the budget model is also. Chancellor Green noted that it is very complex and it would be helpful if he came to the APC and walked the committee through it so it can understand how the budget works. He pointed out that our budget model is not consistent across the campus and has been patched over the years. He stated that we need to create an appropriate budget model that fixes the problems, but also provides incentives to allow the campus to grow. Bloom pointed out that budget cuts could happen again

in the future and it would be helpful if there is a list of prioritized cuts that could be maintained if we should be faced with the situation again. Chancellor Green said that an appropriate strategy in the strategic plan needs to be determined so that we can continue to grow. Good communications are important in the process. He noted that programs need to be encouraged to evolve and improve so they aren't put on the list of possible cuts. He said that the question is how we get to a strategic place where we don't have to worry about cuts. Farrell asked if all state agencies have to provide a listing of what they will cut. Chancellor Green pointed out that the University is not a state agency.

Wagner asked what the status is of the Vice Chancellor for Research and Economic Development. Chancellor Green stated that now that EVC Plowman is in place, she is beginning the process to restructure Academic Affairs and the Office of Student Affairs now reports to the EVC instead of the Chancellor. He pointed out that there are several interim roles that will need to be filled: VC of Research and Economic Development; Dean of the College of Business; the Dean of Engineering, and the Dean of the Law College. He stated that discussions are beginning to determine if the VC of Research and Economic Development position needs to be split and EVC Plowman has asked for a group of external people to review the structure, look at what is working, and what needs improvement. He stated that consideration needs to be given on whether to keep Economic Development with Research, but nothing will be done before the first of the fiscal year. Wagner pointed out that there could be concern with adding a new administrative person while we are undergoing budget cuts. Chancellor Green stated that this is one of the reasons why the situation needs to be carefully considered.

Correas noted that Graduate Studies has an Acting Dean and asked if there has been any movement on filling that position. Chancellor Green reported that EVC Plowman is studying it. He said that Laurie Bellows is now Acting Dean for Graduate Studies and EVC Plowman will determine the next steps regarding that position. Dr. Lance Perez was serving in that role but is now serving as Interim Dean of the College of Engineering. He noted that this is an important role because he is asking for increased graduate student enrollment.

3.0 Smart Enrollment Growth Task Force Report

Heng-Moss stated that the overall charge of the Smart Enrollment Growth Task Force is to examine UNL's enrollment management plans, consider regional and national opportunities for "smart growth", and determine the optimal size for UNL's target enrollment. She reported that she co-chairs the committee with Williams and the task force is made up of a diverse group of people. She noted that the task force broke into subcommittees to gather information on undergraduate, graduate, and professional students.

Williams stated that the Chancellor provided some directional goals such as to not only consider increasing our enrollment by 30,000, but to determine the size of our graduate student enrollment, to look at international students and ethnic groups. As a result, the task force is reviewing the numbers of every category of students. She reported that one of the directional goals is to consider raising the average ACT score of entering freshman from 25 to 26.5.

Williams stated that the task force is also assessing our current environment and what challenges might arise if we meet the 30,000 enrollment goal and looking at the faculty and staff perspective

for accommodating the additional students. She noted that it is critically important for us to talk with other universities that have significant growth. She reported that a consultant has been hired and is looking at 780 universities across the country that have grown. Information on how these universities have handled the growth is being obtained.

Williams stated that the task force plans on delivering a review of the distribution of students with the focus on how to expand the diversity of the student population, assessment of the current environment, a SWOT analysis, an enrollment projection tool, a market analysis of existing academic programs, and insights from peer institutions.

Wagner stated that in terms of growing graduate enrollment some programs are under capacity in the number of students they can handle. Heng Moss stated that the task force has discussed this issue and pointed out that there are opportunities for getting new programs, but there was concern about how long it takes to get approval for new programs and whether this could be streamlined. Wagner stated that one thing that is needed is increasing TA funds. Williams pointed out that the task force is highlighting opportunities, but is not necessarily offering ways to fix a situation.

Nunez stated that the question is how colleges and departments can use their budget to optimize and calibrate their needs. He noted that this all has to blend together in the full planning process. Heng Moss stated that all of the graduate chairs were asked what their limitations are for being competitive.

Correas stated that businesses have come out with requests for online courses and suggested that streamlining the process for students to be able to take online courses could help bring in more revenue. Heng Moss stated that another potential way is through certificate programs at the graduate level.

Farrell asked if the market research analysis has been done yet. Williams reported that the task force has a preliminary data set of peers. Heng Moss noted that we have to look at what the costs of enrollment growth are and what areas fell behind because of it. Williams pointed out that some of the universities that have had considerable growth are significantly very different from us. Farrell asked what UNL is known for and what are our areas of excellence that would make students want to come here. Heng Moss stated that there are individual programs that are excellent, but we need to collectively think about how we can develop a suite of programs that set us apart from other universities. Farrell noted that retention is a key component to growth and if UNL is known for the way it relates to students it would be a great marketing tool.

Hartman asked where the goal to have 26.5 ACT scores has been a priority, how does it compare to access, and what would the effect be on enrollment growth. Williams pointed out that these are aspirational goals and consideration needs to be given on how it would impact enrollment. Hartman asked if ACT scores have any relation to student matriculation. Williams stated that on average it does have an impact here at UNL. If you look at national studies for first generation or ethnic groups it is the GPA that correlates with student retention. Heng Moss stated that retention rates are very complicated, but the enrollment projection tool will help provide information that can be useful to the smart enrollment growth component of the strategic

planning process. She stated that a larger group will work on the strategic plan, but engagement will need to take place at the campus level. Williams pointed out that the campus will need to discuss if 35,000 is a number to strive for or whether it needs to be adjusted as we increase in size.

Wagner asked what is being optimized. Heng-Moss stated that as we grow more opportunities for students we want more alumni to connect with us, and we want more creative opportunities to engage with private industry and the government. Something to consider is how we approach being more of a 24 hour/7 days a week campus, particularly for international students who are often here during the holiday breaks. She stated that we need to be intentional about our growth and we want them to be engaged with the University for the rest of their lives. Williams pointed out that there is a lot of incentives for the State of Nebraska for us to grow which is one of the reasons for the push to get more out-of-state students.

Busch stated that hopefully we can learn from the best practices at other universities and we want to hear about infrastructure growth and what effect it has. She reported that a one-year analysis was just completed regarding the Libraries Commons area and the Libraries is going to recommend cutting back on night hours because it is not cost effective to keep it open all night.

Goddard pointed out that with increased enrollment the campus will need to teach differently because we don't have the classroom capacity to teach during the traditional hours. Williams pointed out that more evening or weekend courses could be offered. Goddard stated that summer courses can also be reconsidered.

Wagner stated that it would help to have a more clear understanding of why we want to grow more. Bloom stated that there has been no argument to justify that a bigger university is necessarily a better university. Wagner asked if it is a matter of maximizing revenue. Nunez pointed out that graduate education and investment in faculty brings greater distinction to the university. Goddard stated that if we have greater research activity than you need more students.

4.0 Approval of March 1, 2017 Minutes

Bloom moved for approval of the minutes. Motion seconded by Correas and approved by the APC.

5.0 Subcommittee Report on Proposal to Establish Graduate Certificate in Social Justice and Diversity in Education and to Establish a Graduate Certificate in Education Technology Leadership

Sollars reported that she and Franke-Schubert spoke with the proposers for the Graduate Certificate in Education Technology about the concerns raised by the APC at the last meeting and noted that there was a misunderstanding with the certificate being offered both on campus and by distance. She stated that the form submitted is correct and that the program can be delivered in both formats and she and Franke-Schubert felt that the questions raised were adequately answered. Bloom moved that we accept the proposal. Motion seconded by Correas and approved by the APC.

Sollars reported that there is still concern with the proposal for the Certificate in Social Justice and Diversity in Education because of the reliance on many special topics courses rather than on established courses for the program. She pointed out that there are two courses in particular that do not obviously address social justice and diversity and the proposers were asked about these courses. She was informed that the courses do relate to the topics, but an advisory committee would need to make sure the courses are continually offered to cover the required topics. She pointed out that another issue with the special topics courses is that some of them do not match the program that is listed. Franke-Schubert pointed out that the courses are not well laid out for the program. Nunez suggested that the proposal be sent back to the Graduate Council for reassessment. The APC agreed that Sollars should contact Acting Dean Bellows about the Committee's concerns and ask that the Graduate Council reassess the proposal.

6.0 Proposal to Change the Name of the B.S. Degree in Speech Language Pathology and Audiology to Communication Sciences and Disorders

Wagner noted that the proposal was in the packet along with the justification for the change from Plowman. The current name is misleading and the proposed name is in better alignment with the undergraduate major. Correas moved to approve the name change. Farrell seconded the motion which was then approved by the APC.

7.0 Reports from the EVC of Academic Affairs, VC of IANR, and Interim VC of Research and Economic Development

Goddard reported that the Office of Research and Economic Development was conducting a grant writing workshop with over 200 people registered. He noted that the workshop is given twice a year and has grown every year. Attendees are mostly faculty, but graduate students and post docs can attend. He stated that it is all paid by the Research Office and it will probably move to Innovation Campus next year to let it grow even further. He noted that the faculty is working really hard and the focus is on excellence.

Bloom asked if the return on investments between those that attend the workshops and those that don't have been reviewed. Goddard reported that data is still being gathered and they are trying to find ways to measure the success. He has heard that people have found the workshops to be very helpful, particularly for those who have never done it before. He noted that it costs \$110 for each person participating and this is in addition to the \$20,000 base budget.

Boehm reported that the promotion and tenure process in IANR is moving along. He noted that East Campus is always a little behind the City Campus process, but he wants to coordinate with Plowman in the future so the campuses processes coincide. He stated that he has enjoyed going through the folders and seeing what the faculty have accomplished. He stated that he will make final recommendations in the next couple of weeks and then give them to the Chancellor for approval.

Boehm reported that he has now visited 41 or the 93 counties in the state and he is excited to see what is going on across the state. He noted that 88 of the counties have Extension presence. He noted that he has one more department to visit in CASNR.

Boehm stated that he, Dean of Agricultural Research Archie Clutter, and Nebraska Extension Dean Chuck Hibberd went to Washington, DC with three ranchers and producers from Nebraska to meet with the council for agricultural research and teaching. They spent two days with other faculty from land grant institutions to discuss the challenges they are all facing. He noted that they also had the opportunity to meet with our legislative representatives.

Boehm reported that the new residence halls on East Campus will be opening and they will be able to house an additional 40 students. He noted the residence halls have private, two person, and four person units and are adjacent to the East Campus Union and CYT Library. He stated that the new Veterinary & Diagnostic Center will be opening and this sits adjacent to the Virology Center and the Animal Science facility.

Boehm stated that East Campus is deep in the midst of planning the renovation for the East Campus Union. He stated that the renovation will address the \$12 million in deferred maintenance and the dining area will be renovated. He reported that fund raising for the CYT is halfway completed.

Boehm stated that a smaller project is to create a visual literacy area on East Campus using the space vacated when Food, Science and Technology was moved to Innovation Campus. He stated that there has been conversations to see if art and the humanities can be put into the space to perhaps create a Sheldon Museum East. He stated that one side of the space could be used for art and the other side could be used as entrepreneurial space.

Boehm reported that the IANR Summit will be held on April 13 which will launch IANR's strategic visioning process. The event will highlight the six priority areas identified by faculty members, and will provide information on what is happening with the Institute and what data we need to put into place as the campus moves forward.

The meeting adjourned at 4:53 p.m. The next meeting of the APC will be on Wednesday, April 5, 2017 at 3:00 in the Gaughan Multicultural Center, Ubuntu Room. The minutes are respectfully submitted by Karen Griffin, Coordinator.