

**University of Nebraska – Lincoln
Academic Planning Committee**

September 20, 2017

Members Present: Bender, Bloom, Boehm, Clarke, DaSilva, Farrell, Goddard, Marron, Nunez, O'Connor, Purdum, Sollars, Woodman

Members Absent: Franke-Schubert, Hinchman, Plowman, Trainin, Zach

Others Attending: Associate VC Goodburn, Professor Delserone, Professor White

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

Bloom called the meeting to order at 3:02 p.m.

2.0 Announcements

Bloom congratulated Farrell on this 45th year of service at UNL.

3.0 Approval of September 6, 2017 Minutes

Farrell moved for approval of the minutes. Motion seconded by O'Connor and approved by the APC.

4.0 APC Representative Needed for Nutrition & Health Sciences APR

Bloom noted that Bender had previously volunteered to serve on the APR for Nutrition and Health Sciences but the internal member of the review team was from the College of Journalism and Mass Communications, and a request was made by Associate VC Walker to assign someone else from a different college. Woodman volunteered to serve on the APR.

5.0 Long Range Planning Subcommittee Membership - Administrator Representative Needed

Bloom reported that another administrator is needed for the Long Range Planning Subcommittee. He stated that EVC Plowman preferred Walker to serve on the Subcommittee. He pointed out that an administrator from outside the APC can serve on the Subcommittee. The APC agreed to have Associate VC Walker serve. Bloom noted that Bender will serve as chair of the Subcommittee.

6.0 APC Representative Report on Plant Pathology APR (Professor Delserone)

Delserone reported that the APR for Plant Pathology on the whole went really well and the IANR administration very much respected the APR guidelines for the review. She noted that the department prepared a significant amount of documentation for the review, including a report put together by graduate students, and the External Review Team looked over the documents. She stated that the External Review team members were very good and that the internal member was an excellent member that could provide information needed by the Team.

Delserone reported that the schedule was extremely tight and there were no meetings with faculty members of different ranks and no time was set aside for pre-tenured faculty, although time was set for research professors and post docs to meet with the Team. Bloom pointed out that the APR Guidelines state that meetings with pre-tenured faculty members will be scheduled with the External Review Team. VC Boehm pointed out that the Plant Pathology APR occurred in October before he started at UNL and since January every APR in IANR now has meetings between the Team and pre-tenured and non-tenure track faculty members. Delserone reported that the Team would have liked to talk to the graduate students for a longer period of time.

Delserone stated that there was a problem that the Team did not know who the leader would be prior to arriving on campus. She noted that there were some discrepancies in the timeline as to when the External Review Team report was due. She stated that the department response was not received until January and there has been no response from the Deans.

Delserone reported that there were quite a few recommendations for the department, one of which is the lack of a clear vision at the department level in regards to research. She noted that the unit is now beginning to have faculty forums on how to develop a better vision with research. She stated that the department thought they could implement some of the Team's recommendations and others need to be discussed further. Overall the review was very positive of the department.

Bloom noted that there were recommendations regarding the tenure and promotion process. Delserone stated that concerns were raised both by some faculty members in the department and members of the Review Team regarding the need for more specific and detailed discussion of expectations for evaluation of faculty members. She noted that the department has hired six new faculty members since last April and it is important for junior faculty members to know what the benchmarks are for promotion and tenure and the Team provided specific examples on how improvements could be made.

Boehm reported that Professor Steadman, current chair of Plant Pathology, is stepping down in October 2018. He noted that with the task force being created on the Life Sciences the department and college could be transitioning to a different model. He stated that an interim head will need to be identified for the transition. He stated that another component that needs to be considered for Plant Pathology is that it currently nurtures the microbiology program, but there is interest in creating a separate department which would possibly bring the 20-30 microbiologists on campus together into one unit rather than separated like they are now. He stated that the APR report will be very helpful as the department evolves.

Delserone pointed out that no hearing on the APR is needed. Sollars asked what would elicit a hearing recommendation for an APR. Bloom stated that the APC can request a hearing if something seems really askew in the review.

7.0 APC Representative Report on Classics & Religious Studies (Professor White)

White reported that the APR for Classics & Religious Studies was a highly successful review. In the past the department went through a difficult time with possible elimination, but they followed

up on recommendations to focus on undergraduate students resulting in a 122% increase in Classics and a 5.5% increase in undergraduate students for Religious Studies.

White stated that there is a great sense of collegiality within the department that gets transferred to the students and this was very apparent to the External Review Team. He noted that the APR was well organized and the documentation provided was detailed. He stated that the Team was exceptionally well prepared and thorough.

White reported that one of the challenges for the department that was identified by the Team was in regards to facilities because the department's faculty members are housed in two different buildings. He noted that the Classics & Religious Studies department would like to have offices currently allotted to graduate students in the English department, but Classics & Religious Studies was offered the entire space of the 9th floor of Oldfather Hall.

White stated that another main issue was the department's ability to carry out its teaching mission due to the lack of faculty members. Another problem is that there is no one in Religious Studies representing religions of South and East Asia which is ironic given UNL's economic engagement with the Pacific Rim nations.

White reported that in general the review was highly positive. He stated that other recommendations had to do with administrative housekeeping and having more consistent guidelines for promotion and tenure. Another recommendation was that peer mentoring needs to occur. He pointed out that the Team was concerned about UNL's ability to retain the bright, young faculty members of the department in a highly competitive market.

White stated that there was no reason to recommend a hearing. He reported that there was at least one faculty member who wanted to meet individually with the team, but otherwise there was very thorough airing of concerns and assessment of the college. O'Connor asked how many total faculty are in the department. White stated that there is a total of 14 faculty members, but less than half of them teach Classics, and the department has 81 majors.

8.0 Report on Outstanding APR Reports from 2016-2017

Bloom stated that he felt that the reports need to be tracked to make sure that all of the reports arrive in a timely fashion. He noted that there are two APR reports that are complete. However, the Biochemistry department response has not been submitted, the Deans' response was needed for both Plant Pathology and Biochemistry, and the VC of IANR responses was needed for Plant Pathology, Entomology, and Biochemistry. Boehm stated that he will follow up with the Deans Council regarding the outstanding reports for IANR.

9.0 Revisions to Operating Procedures

Bloom stated that the proposed changes were presented at the previous meeting and reflect changes that need to be made due to the updating of the UNL Bylaws. He noted that at the prior meeting considerable time was spent discussing the long range planning subcommittee, but after the meeting he and Bender spoke and thought that the current language was flexible and did not need to be changed.

Boehm asked if further updates to the UNL Bylaws are still being planned. Nunez stated that they will because there are some unfinished elements and structural changes that need to be made. He stated that there will be the opportunity to make further changes.

Marron moved for approval of the proposed changes to the operating procedures. Motion seconded by Clarke and approved by the APC.

10.0 Reports from Executive Vice Chancellor, Vice Chancellor of the Institute of Agriculture and Natural Resources, and Interim Vice Chancellor of Research and Economic Development

Research and Economic Development

Goddard reported that the Office of Research and Economic Development will be hosting the first Connectors session which is scheduled for October 10. He noted that the idea is to have two presentations to highlight interdisciplinary research and creative activity at the session and he hopes there will be a total of three sessions per semester. He stated that the goal is to stimulate faculty research activity. He stated that the Faculty Club will follow which is a purely social activity.

Goddard stated that he has been meeting with the deans about the research goals for their college and what excellence looks like in the different disciplines. He noted that he has also had discussions with chairs and directors regarding F & A distribution and what the current challenges are with it. He stated that if anyone has any questions about it, to please ask him about it. He reported that there are some old policies with the F & A that might need to be revised and he is putting together a group of faculty members and administrators to get input about what we should be doing differently. He stated that he would like to make the change this fiscal year even though the budget model will probably be changing. He noted that he spoke with faculty members last year and he thinks he has a good idea of where the pinch points are for faculty members, but he would still like to hear from others about it.

Goddard reported that meetings between center directors and core facility directors have been occurring. He noted that we are at a point where we need to manage these centers better and to do this we need to build the management infrastructure.

VC of IANR

Boehm reported that he is now meeting monthly with Goddard regarding research and one of the things they are working on is engagement with industry partners. He stated that one possible partnership is with Costco. He noted that chicken production facilities are being built in the state and we need to look systematically how this will impact us and whether there are opportunities that could be beneficial to us and to Costco. He recently met with the President of QP and there was discussion regarding having space for them at Nebraska Innovation Campus.

Boehm stated that this week IANR had the privilege of hosting 35 individuals from Sao Paulo, Brazil who represent the Sao Paulo Research Foundation, the Brazil Institute at the Wilson Center for International Scholars, and researchers from several Brazilian universities. He noted

that the Foundation is one of the major funding agencies for scientific research in Brazil and distributes almost \$600 million a year to foster scientific research in all fields of knowledge by awarding scholarships, fellowships, and grants to researchers linked with higher education and research in the State of Sao Paulo. In the process, it has established partnerships with funding agencies, universities, private companies, and research organizations in different countries. He pointed out that last year they visited Ohio State and Michigan. He reported that the visit with them was amazing and they have relationships with federal grant funding agencies. He stated that grant proposals will be co-reviewed.

Boehm wanted to invite the members of the APC to the VC of IANR all hands meeting which occurs twice a year and is scheduled for September 28 in the East Campus Union. He stated that it is a good opportunity to hear what is going on in IANR.

Boehm reported that he recently represented UNL in trips to Tokyo and China. He stated that he had extremely positive conversations with the Chancellor and EVC about the 3+1 program of study that was initially set in motion by former Chancellor Perlman. He stated that the agreement with the program is that students will attend Northwest A & F University, China and will come to UNL to complete their degree in Food, Science and Technology. He stated that we will need to be prepared for these 55 students.

Boehm stated that he has now visited 76 counties in Nebraska and has a better understanding of how the University and IANR impacts the lives of the citizens in these counties. He reported that he and the other administrators are working on determining how the budget reduction task force recommendations will impact IANR.

Boehm stated that he and EVC Plowman will develop a task force to look at the Life Sciences which will give the opportunity for the campus to see how the life sciences disciplines can better connect and integrate.

Executive Vice Chancellor's Office

Goodburn reported that the search for the Dean of the Business College and the Vice Chancellor for Research and Economic Development search have both been started. She stated that the First Generation Nebraska program has begun and a reception will be held next Tuesday where the movie First Generation will be shown followed by discussion. She noted that an advisory board will be developed.

Goodburn stated that Interim VC of Student Affairs Laurie Bellows is looking at the process of how to deal with violations of the Student Code of Conduct and how to deal with these cases quickly and appropriately while obtaining and retaining any required documentation. Woodman asked for an update on the Dean of Students position. Goodburn stated that the Office of Student Affairs is trying to define the process of dealing with violations and recommendations are being reviewed. Woodman asked if changes will be made to the Student Code of Conduct. Goodburn stated that the changes will only be made to how violations are managed by the Office of Student Affairs.

Goodburn reported that students have raised the cost of textbooks and there has been discussion about possible alternatives such as using open source. She stated that the question is how the administration can help faculty members understand how costly it is for students to purchase textbooks. Boehm asked if an audit has been conducted on the costs of textbooks. Goodburn stated that no audit has been conducted, but there have been student complaints. She pointed out that the demographics of our students are changing and there are more low-income students and costly textbooks place an excessive burden on these students. She reported that initial conversations are beginning with the faculty to discuss the cost of textbooks.

Goodburn stated that Interim Honors Program Director Gwen Buchman has been meeting with all of the colleges to discuss a vision for the honors program and there has been discussion about whether to have a college based honors program. There has also been discussion about potential pilots, such as a global leaders' community and a second year community called Edge is being piloted.

11.0 Chancellor Green

Bloom stated that he would like the Chancellor to address the life sciences task force that is forming and to keep the APC informed about the upcoming changes to the budget model and its impact on academic programs. Green agreed to keep the APC informed.

Green noted that last year he created four task forces to work on strategic planning for the campus and in conjunction with the strategic planning he is creating a faculty-led task force to look at whether we are optimally organized with the life sciences, or whether changes need to occur with the academic structure to elevate the life sciences disciplines. He reported that Plowman and Boehm will serve as ex-officio members of the group. Bloom stated that he hopes that the APC will receive reports from the task force and that there will be APC representation. Green stated that there will be representation from the APC on the task force.

Green stated that the budget cutting process is now in Step Three of Phase One of the budget cutting procedures. He provided information again on the budget by reviewing the PowerPoint presentation that was made to campus leaders at the Town Hall meeting on September 6. He noted that the Legislature cut the University's budget by \$12 million, but funds were not provided for salary increases, expected increases to benefits or operational costs. These expenses, in addition to the budget cut will leave the University with a \$49 million deficit.

Green noted that everyone is aware of the President's budget reduction task forces and that the efficiencies identified by the task forces collectively across the university system could save \$30 million. Bloom pointed out that the information on the efficiency recommendations that was sent out by Central Administration seem more like concepts, in part because no specific information was provided on each of the 72 recommendations. Green stated that general information has been provided about the recommendations, but there is much more detail to them. He suggested the APC meet with Senior Associate to the President Marjorie Kostelnik to get more specific information on the recommendations.

Green pointed out that the budget cutting process this time is different because now Central Administration has first identified savings based on the BRT efficiencies. The campuses were

then allocated the amount of the deficit based on the savings that could be found through efficiencies on the individual campuses. Farrell noted that the published guidelines for dealing with budget cuts state that cuts to support and service programs are subject to review by the APC. Boehm pointed out that the Procedures to be invoked for Significant Budget Reallocations and Reductions is just for UNL. The efficiency savings identified by Central Administration will consolidate some services, such as Human Resources, across the campuses. Green noted that everyone will be impacted in some way, including academic programs, and some units will be impacted more than others. Farrell asked if all of the campuses have a process for dealing with budget cuts similar to UNL's. Green stated that they don't, but each campus is having their individual conversations.

Green stated that the APC has two main questions that it needs to address: whether the \$8.5 million he is requesting in cuts is the right figure, and whether the timeline for the APC to review and respond to the proposed cuts is reasonable. He noted that the total budget shortfall for UNL is \$6 million, but he is asking for an additional \$2.5 million because he believes this will be needed because current indications are that the State will reopen the university's budget and we could be faced with further cuts. He pointed out that the Deans are aware of the need for the additional \$2.5 million. He stated that we needed to implement the budget cutting process earlier than originally anticipated because of our need to cover our cash flow and we need time to implement the changes that will lead to savings.

Farrell asked if the additional \$2.5 million being requested will give us flexibility to cover our budget cuts should the efficiency recommendations not be as accurate as anticipated by Central Administration. Green stated that this is not the primary purpose of the \$2.5 million. He pointed out that our discretionary funds have been reduced to nothing because of previous budget cuts. He pointed out that the discretionary funds have given us opportunities to leverage the campus in the past. Farrell asked if identifying the \$2.5 million additional cuts will result in Central Administration reducing our budget by \$8.5 million instead of the \$6 million. Green stated that if the \$2.5 million should not be needed to deal with budget cuts, it will be used for future investments. He noted that the APC can request further analysis of these figures.

Bloom stated that it would be helpful to have a written document describing the budget framework. It would also be helpful to have a more detailed briefing on the BRT recommendations. O'Connor pointed out that the timeline is very aggressive and the sooner the APC can get the framework, the more the Committee can get done before the holiday break. Green suggested having VC Chris Jackson come to the next APC meeting to provide the Committee with historical information on previous budget cuts.

The meeting adjourned at 5:26 p.m. The next meeting of the APC will be on Wednesday, October 4, 2017 at 3:00 in the City Campus Union, Colonial Room B. The minutes are respectfully submitted by Karen Griffin, Coordinator.