

MINUTES

University of Nebraska – Lincoln Academic Planning Committee September 6, 2017

Members Present: Bender, Bloom, Clarke, DaSilva, Farrell, Franke-Schubert, Goddard, Marron, Nunez, O'Connor, Plowman, Sollars, Trainin, Woodman

Members Absent: Boehm, Hinchman, Purdum, Zach

Others Attending: Associate VC Walker, Dean Clutter, Janae Aune for Joe Zach

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 3:00 p.m.

2.0 Statement from the Chair

Bloom welcomed new members: Jennifer Clarke, Graduate Council Representative; John Bender, elected faculty member; David Woodman, Faculty Senate President Designee. He noted that Sheila Purdum, newly elected faculty member was unable to attend the meeting. He welcomed Janae Aune, Chief of Staff for ASUN President Joe Zach who has a class conflict with the APC meetings this semester and Karen DaSilva, Graduate Student Assembly representative.

Bloom noted that the APC will be involved in the budget reduction process this year which will create a significant amount of work for the Committee and require additional meetings. He asked members to read the Procedures to be Invoked for Significant Budget Allocations and Reductions which are located on the APC website

http://www.unl.edu/apc/docs/Budget_Reduction_Procedures.pdf and
http://www.unl.edu/apc/docs/Budget_Reallocation_FlowCharts.pdf.

Bloom reported that the strategic planning process will be moving forward and the APC will also be involved working on it. Plowman noted that the Chancellor will talk about the planning process in his State of the University address. She stated that the administration is working on how we can raise the level of distinction on our campus and there has been some initial conversations with the deans in late July. She reported that the Chancellor has identified areas where we need to be stronger and has asked the colleges to define what areas we can be world leaders in. She stated that once we get clarity on where we can be distinct, work can begin to identify what changes need to be made to attain that distinction. She stated that in order to do this faculty-wide input will be required and involvement from task forces, the Faculty Senate, and APC will also be needed. Bloom noted that APC members should be on the task forces because the APC will need to review any proposed changes to the academic structure. EVC Plowman agreed.

3.0 Chancellor Green

Green reported that he held a Town Hall meeting this morning with the campus leadership including leaders of the Faculty Senate, UAAD, and UNOPA to brief them on the budget situation. He noted that he met with Bloom this summer to talk about how the budget reduction process could be laid out and originally thought this fall would be used to frame the budget and in the spring the procedures for the budget reallocations and reductions would be invoked. However, the process will start this fall because decisions have to be made in early spring so the cuts can be implemented for the next fiscal year.

Green reported that UNL has a \$17 million shortfall to resolve over the course of the next biennium. The university system has a total shortfall of \$49 million before tuition increases. He stated that when tuition and enrollment is factored in, a little more than half of the deficit is removed. He pointed out that the model that has been used for the budget situation has been based on flat enrollment, but since our enrollment numbers have increased our budget situation will be a little better.

Green noted that Central Administration has been looking at how to capture efficiencies through shared services between the campuses and ten task forces were created to see if these efficiencies could be implemented. He stated that the President's Council reviewed the recommendations of the task forces and have adopted 75 of them. He reported that those recommendations are now in the implementation development stage. He noted that some were announced in August, including the change to the mileage reimbursement and beginning next week the university campuses will hear more about the recommendations and what they cover. He pointed out that the decisions made at the Central Administration level are final and not subject to campus-based review. However, the changes that are being made will have some effect on everyone. He noted that the operational budgets of the academic units could be impacted.

Green reported that \$11.3 million of our \$17 million deficit will be handled through the efficiencies captured by Central Administration. This leaves us with \$6 million that we need to deal with over the next two years, plus he would like to identify another \$2.5 million as an additional cushion should it be needed. He noted that part of the \$6 million cut is from a deficit we have of approximately \$800,000 for this year.

Green stated that in Phase 1 of the budget reduction procedures the preliminary general budget framework for the cuts will be developed and deliberated. He noted that this process will involve the deans and will hopefully be completed by October 15, but it will be up to the APC to lay out the time frame. He stated that the idea is to give the APC the proposals for budget cuts by November 15. He stated that he is aware that this pushes the process into the holidays and realizes that it may not be feasible to have everything done before the winter break. He stated that he will come back to the APC on September 20th to walk through every step of the budget reduction process and to provide further detail as available.

Farrell pointed out that the Chancellor's information on UNL's budget shortfall indicates that international recruiting costs \$1,448,000 and asked if this is an option that could be eliminated in the budget. Green stated that the items identified are all budgetary items that UNL has to address. He stated that there has to be coverage for the employee benefits, new building

operations and managements has to be funded, graduate student health coverage, and the international recruiting because we have a contract with a firm that has enabled us to be very successful, but requires us to give part of the assessment of international tuition dollars. He noted that these expenses are all specific to UNL. He pointed out that hopefully we will not have any kind of deficit when the next biennium starts in 2019.

Bloom asked if the \$6 million was across the biennium and the \$2.5 million was an additional during the biennium. Green stated that the figures are dealing with the total biennium. He noted that the senior administrative team is choosing to deal with all of the budget cuts now rather than to try and do them annually because it would be difficult to capture all of the costs in the second year of the biennium. Bloom asked if the permanent annual budget will be reduced by \$8.5 million. Green stated that it will be reduced by \$6 million, but by July 1, 2019 our state aided budget will need to be reduced permanently by \$8.5 million.

Trainin asked how the additional \$2.5 million was determined. Green stated that he wants to have some buffer in our budget to deal with the long term budget and the \$2.5 million is a proportional number derived by taking 1% of our state base which is \$250 million. Green pointed out that with the \$2.5 million he is considering the future and does not want to go into the 2019-2020 biennium with a deficit, if it can possibly be avoided. He noted that the budget reduction taskforces identified greater efficiencies that could result in savings of anywhere from \$22 million up to \$30 million over the next two to three years and President Bounds thinks those numbers could be greater. He stated that these savings through shared services will help to keep the university moving forward.

Farrell asked what Green's philosophy will be with dealing with these cuts. Green stated that he hopes to be more transparent and does not want people to suddenly learn from the newspapers that there are going to be cuts that significantly impact them.

Bloom pointed out that there are seven steps in the Phase 1 process and asked what steps have already been completed. Green stated that he will go over this with the APC on September 20th.

Farrell reported that there was an editorial in the paper criticizing the university, for not providing greater detail with our budget and asked if how the cuts are being handled addresses people's concerns. Green pointed out that the entire Board of Regents published a response saying that the university's budget is public information and the university does know where the funding is spent.

Da Silva noted that in the past there was a change in insurance that impacted graduate students negatively. She asked Green if he can predict whether there will be a change in the budget that will negatively impact graduate students. Green pointed out that UNL must cover the graduate student health benefits and this is already included in the deficit for this year. He stated that he thinks that the only negative impacts for graduate students would happen if there are programmatic areas that are cut or reduced. He pointed out that the demand for a program, the number of students and faculty in the program would all need to be considered before a program would be cut.

4.0 Approval of April 19, 2017 Minutes

Trainin moved for approval of the minutes. Motion seconded by Marron and approved by the APC.

5.0 Election of Vice Chair

Sollars moved to nominate Bender as Vice Chair and Chair-Elect. No further nominations were made. The APC approved the motion.

6.0 APR Report on University Libraries (Sollars)

Sollars reported that the External Review Team was excellent and members worked well together. She noted that one of the members of the Team was a former faculty member of the UNL Libraries, and while there was initial concern that this could be problematical, in the end it turned out that the member's insight was very valuable. She also recused herself if she thought her presence would raise an issue.

Sollars stated that there was a comment made by the External Review Team regarding the scheduling of concurrent sessions with faculty members. She pointed out that when the Review Team is small it is hard to split the members up to attend different sessions. She noted that the External Review Team felt that splitting up the Libraries in faculty groups was a disservice.

Sollars reported that the External Review Team felt that the University Libraries is facing similar problems that other university libraries are facing, declining public support, externally driven costs, transitions to digital format, and trying to determine their identity and mission. However, the Team felt that the Libraries were good and healthy. The Team was also incredibly impressed with the learning commons and how it is a core area to draw students. The Team also thought that the partnerships with the Big Ten alliances was very good.

Sollars stated that the External Review Team felt that challenges for the Libraries include communications both between the Libraries' vision and the mission of the university, and internally within the Libraries structure. The Team stated that there is a flat administrative structure and recommends an opening of the administrative structure.

Sollars reported that some of the recommendations from the External Review Team were to develop a digital teaching and learning center within the Libraries, leveraging membership in the Big Ten Academic Alliance, and to have an Associate Dean with an operational focus.

Sollars stated that it was very beneficial to meet with the students and one student who was in a wheel chair suggested having a charging station in the Libraries.

Bloom asked what had happened to the Associate Dean position. Walker stated that it was originally approved and then became part of the hiring freeze. She stated that it might be an internal search, but there was agreement that an Associate Dean is needed.

Walker pointed out that the External Review Team member who was formerly associated with the Libraries was not the original person identified to serve on the APR. The original person was

appointed as an Interim Provost and could no longer serve. She stated that she has been working to avoid having an External Review Team member who previously was on the faculty at UNL. Walker stated that efforts are being made to avoid concurrent sessions with APRs. She noted that APRs scheduled for three departments in the College of Education and Human Sciences will have four External Review Team members because the faculty report to both IANR and the Executive Vice Chancellor.

7.0 APC Representative Needed for Nutrition & Health Sciences APR

Bender volunteered to serve on the Nutrition & Health Sciences APR scheduled for March 25-28, 2018.

Bloom reported that he will be replaced by Trainin on the Child, Youth, & Family Studies APR because of the additional responsibilities Bloom has assumed being chair of the APC.

Bloom noted that he wants a list maintained of past APRs to make sure that the required reports have been turned in.

8.0 Appointments to Subcommittees: Long Range Planning Committee, Project Initiation Request Committee, University Undergraduate Curriculum Committee, Aesthetics Review Committee

Long Range Planning Committee: Bender will chair, Woodman, Clarke, Farrell, and O'Connor volunteered to serve. Walker stated that she will check with Plowman to see if she will serve on the Committee. If not, Walker stated that she would be willing to serve.

Project Initiation Request Committee: Nunez, Franke-Schubert, Trainin volunteered and the APC suggested Purdum for the committee. Griffin stated that she will contact Purdum to see if she is willing to serve.

University Undergraduate Curriculum Committee: Trainin volunteered to serve as the APC rep.

Aesthetics Review Committee: The Committee recommended Hinchman to serve again. Griffin stated that she would contact Hinchman to see if he is willing to serve again.

9.0 Revisions to APC Operating Procedures

Bloom reported that the recently approved changes to the UNL Bylaws have resulted in the need to update the APC Operating Procedures, one of which is increasing the APC by one non-tenure track faculty member. He noted that the APC is waiting on the Faculty Senate to act on electing the new member. He stated that he hopes the APC can vote on the changes at the September 20th meeting.

Woodman suggested that the word will, rather than shall, be used in the preamble because the APC is to follow the Operating Procedures. Bloom stated that he would like to propose that the Chair of the APC serve on the Long Range Planning Subcommittee as an ex-officio member. Goddard asked what purpose would be served to have the Chair serve on the Subcommittee. Bloom stated that the Subcommittee could be critical to operations and planning for the APC. Trainin stated that long range planning is one of the most important things that the APC does and

he thinks it is important to have the chair on the Subcommittee. Goddard noted that it is important to have leadership on the Subcommittee but doesn't think both the Chair and Vice Chair are needed. Woodman pointed out that having the Vice Chair would get good exposure being on the Subcommittee and it would provide continuity. He sees no problem in having the Chair as an ex-officio member or suggest that the chair serve as a faculty member on the Subcommittee. Goddard asked if the ex-officio would have a vote. Trainin pointed out that the Subcommittee discusses issues and comes to a consensus, but he does not recall any voting taking place. Farrell suggested appointing someone from the APC to serve all three years on the Subcommittee. Bloom pointed out that the language regarding the membership of this Subcommittee does not clearly define whether the members must be from the APC or can be any faculty members at UNL.

Bender asked if the Long Range Planning Subcommittee meets regularly. Bloom stated that the Subcommittee should be meeting more frequently with the goal to actually do planning. Farrell asked if the Subcommittee can serve as a function of the budget reductions. Bloom thought that the Subcommittee could be directed to do this.

Bloom noted that he and Bender will meet to discuss the Subcommittee further.

Nunez pointed out that the changes to the Operating Procedures that are a result of changes made in the UNL Bylaws have already been approved by the Board of Regents.

10.0 Reports from the Executive Vice Chancellor, Vice Chancellor of IANR, Interim Vice Chancellor of Research and Economic Development

Report from Executive Vice Chancellor

Walker reported that with the recent incident at the Nebraska Union a freedom of speech document is being developed. The document will emphasize rights and responsibilities and other University policies. She stated that a promotion and tenure workshop is being conducted and all chairs have been invited. She reported that new faculty orientation now consists of a day long orientation and three follow-up sessions.

Walker stated that a Faculty Club is being started at The Mill on Nebraska Innovation Campus and a message will be going out shortly announcing the Club. She stated that the event will take place once a month on a Thursday evening. Complimentary appetizers from The Mill will be provided and participants will receive a drink ticket. She noted that beer and wine are provided by The Mill, but a full bar for events can be available.

Woodman noted that this summer a memo was sent out regarding promotion and tenure files needing additional information. He pointed out that this memo came out late in the process and that many people had already completed their files. He reported that the College of Education and Human Sciences (CEHS) was given an exemption for the requirements for this year and asked if other colleges have been exempted. Walker reported that a memo was sent out jointly by EVC Plowman and VC Boehm and everything in the memo was clarification on existing procedures and not changes in the bylaws. She pointed out that CEHS has bylaws that conflict with the existing bylaws and EVC Plowman has worked separately with CEHS to deal with the issue.

Report from VC of IANR

Clutter stated that the strategic planning process in IANR is being leveraged with the hiring process. He noted that leading up to the hiring process, plans emerged to restart an event where groups were formed to discuss integration of some programs. He noted that updates on the discussions were received in July and there will be some additional discussions which will result in a full day of meetings held at the Cornhusker Hotel. He stated that VC Boehm extends an invitation for faculty to participate in the event that will be held on November 8.

Report from Interim VC of Research & Economic Development

Goddard reported that last spring three faculty connector events were held and the plan is to have three in the fall semester and three in the spring semester. He noted that the idea is to expose faculty members to other research that is taking place on campus and to allow faculty members to develop a network and build a stronger community.

Goddard reported that ground has just been broken to construct another building at Nebraska Innovation Campus which will hopefully be open a year from now. He pointed out that there is already 98% occupancy in the current buildings.

Goddard stated that the Research Fair will be held on November 7-9 with faculty being recognized on November 7. He noted that the Associate Deans have been asked about how the research in their college can be highlighted at the fair and efforts are being made to highlight the research and services that the colleges can provide.

Goddard reported that last year the overall research expenditures were up and although the final figures are not in yet, research expenditures have shown a 2% annual growth and this year the awards are already looking good. He stated that he has met with several of the Deans that recover most of the F & A to talk about the changes in the distribution policy and what the challenges are that their colleges face.

Goddard stated that NIH funding may receive an additional \$2 billion for research and we have one proposal pending at NIH which could have a good chance of being funded. He pointed out that the additional funds will still need to be approved by the Senate and the House of Representatives.

Goddard reported that there is a \$22 million proposal with other universities pending and we hope to get a site visit out of the proposal.

11.0 Other Business

Nunez reported that the campus will be receiving the working draft report from the diversity consultants Halualani & Associates. The draft report will have 30 recommendations and the report should come to the APC in the next few weeks.

The meeting adjourned at 4:49 p.m. The next meeting of the APC will be on Wednesday, September 20, 2017 at 3:00 in the City Campus Union, Georgian Suite. The minutes are respectfully submitted by Karen Griffin, Coordinator.