

# MINUTES

## February 12, 2020 University of Nebraska – Lincoln Academic Planning Committee

**Members Present:** Bender, Bloom, Clarke, Gay, Geisinger, Hachtmann, Hebets, Johnson, Moberly, Purcell, Purdum, Ratcliff, Smith, Tschetter, Wilhelm, Zeleny

**Members Absent:** Boehm, Hibberd, O'Connor,

**Others Attending:** Dean Kathy Farrell

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

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### **1.0 Call**

Clarke called the meeting to order at 3:06 p.m.

### **2.0 Update on Incentive-based Budget Model (Dean Kathy Farrell)**

Farrell reviewed the history of the development of the incentive-based budget model and noted that the current project timeline calls for the full budget model to be implemented in summer FY21. She noted that fiscal year 2021 will be considered a harmless year for the colleges allowing them to adjust gradually to the new budget model. She stated that we are currently in Phase III, the infrastructure development and parallel process, and the campus is looking at a governance model of several committees that will support the budget model. She pointed out that as we move along with the implementation of the new budget model, adjustments will need to be made to it to ensure we have a good, functioning model.

Farrell stated that a model overview allows the viewer to see the primary drivers of the budget: allocated revenues, state appropriations, direct expenditures, support unit allocations, central funding mechanism, and unit organization. She stated that the central funding mechanism will include a pool of resources that will be held by the Chancellor to invest in areas where needed. She noted that the participation fees allow us to allocate resources across units to make them whole.

Farrell reported that we are using the 2018 to 2019 fiscal year data for the budget model. She stated that the question of how sensitive we want the model to be was a question that needed to be addressed. She stated that the implementation team found that using student credit hours for one year was too short a period of time, but three years was too long so it was decided to use a previous two-year average so units do not get hit with unexpected significant changes in tuition revenue.

Farrell stated that the state appropriations dropped \$3 million, and there was variability as well in the metrics. Geisinger asked if the slides being used by Farrell were confidential. Farrell noted that information is on the budget model redesign website: <https://budget.unl.edu/budget-model-redesign>.

Farrell noted that we need to modify how we approach our budgeting process. She stated that we will now have to begin working on the budget earlier in the fiscal year to plan for the next fiscal year.

Farrell stated that at this point we need to clarify the governance process for the budget. She stated that there will be a total of five committees under the UNL Leadership (ELT) committee, and some of these committees already exist. She pointed out that the data quality committee is very important to the model because the metrics being used will directly impact unit budgets. She noted that modifications will more than likely occur over time in order to make the model function better. She stated that other committees include the Curriculum Committee, which already exists, a support unit allocation committee, and a space management committee. She noted that for support units such as custodial services, there will be a base level of service, and any additional service will cost a unit. She pointed out that when a primary unit is paying they demand a level of quality service. Clarke asked who decides what is considered a base level service. Farrell stated that the support unit would decide what the base level of service would be. Clarke asked if there will be a feedback process on the service delivered. Farrell stated that this would come up through the budget committee. Geisinger asked if base level service would be the same for all units, regardless of whether they are administrative offices or academic departments, and noted that the level of service has to be even across the board. Farrell stated that units will need to decide whether they want to pay more for additional services.

Farrell reported that UNL is working towards cloud-based scenario planning tools so academic units can examine the impacts that new revenue streams and costs would have on their margins. She stated that the tools will allow for units to look at different scenarios. She stated that the goal is to have the budget model fully up and running by fiscal year 2022. She pointed out that the new budget model will not create additional resources, but it will encourage units to create incentives for the units to be more innovative and to grow programs that attract more students which can help expand the unit's resource base. She stated that the model will impact our decision making so that we are more strategic, and pointed out that the budget model will also provide more clarity to the budget process. She stated that the deans will have more information about revenue and will now be managing all of our costs. She noted that the subvention pools need to be considered in how they are managed.

Farrell reported that there will be another campus forum on April 6, and meetings with the college deans and officers are continuing.

### **3.0 Approval of January 29, 2020 Minutes**

After a slight revision to the draft minutes the APC approved the minutes.

### **4.0 Review of Proposal to Establish the Graduate Certificate in Supply Chain Analysis (Clarke and Gay)**

Clarke noted that Supply Chain Management is the smallest department in the College of Business and it is seeking to expand its graduate offerings. She stated that the proposal is in addition to two already existing graduate certificates, and it is designed to combine aspects and provide knowledge and experience with the analytics of supply chain management. She stated

that no additional courses are needed. She stated that she and Gay saw no significant issues with the proposal, although she would like to have seen the CV's of the faculty involved in the program. She pointed out that the courses will be offered online and the expected enrollment is 15 students. Gay stated that he thought it was a well-written, clear proposal. Geisinger moved for approval, seconded by Ratcliff. Motion approved by the APC.

#### **5.0 APC Representative Needed for History APR, October 25-27, 2020**

Smith volunteered to serve as the APC rep on the History APR.

#### **6.0 APC Representative Report on Modern Languages and Literature APR**

Tschetter reported that there were difficulties with the APR for the department of Modern Languages and Literature, the first being that the External Review Team did not allow the two internal members of the team to attend some of the meetings with the members of the department. Bloom asked if the review committees are being sufficiently briefed on the roles of the internal committee members. Tschetter stated that she believes they are, and was assured by the administration that this would not happen again with any future APRs.

Tschetter stated that a number of issues were identified by the External Review Team, and it is her understanding that Dean Button of the College of Arts and Sciences, is working to address them.

#### **7.0 What is the APC's role in space allocation requests at UNL that are made by Central Administration?**

Zeleny noted that Central Administration is requesting space in Nebraska Hall to house OneIT staff members. He pointed out that the space is not currently being used for academic purposes. Clarke asked if the APC would need to consider a request from Central Administration if the request for space impacted current or future academic programs. Zeleny stated that he believes that the APC would need to review and approve the request, but he will check further on this and report back to the Committee.

#### **8.0 Project Initiation Request - Hamilton Hall Renovations (Purdum and Zeleny)**

Purdum reported that the PIR subcommittee met and reviewed the PIR. She noted that the subcommittee recommended a few small suggestions, such as to change the language to not only focus on the efficiency the renovations will have, but also how the renovations will positively impact the quality of instruction. She pointed out that the request is a continuation of the renovation project for the building. She stated that the subcommittee recommends that the APC approve the request.

Zeleny noted that the renovation will replace outdated labs on the 3<sup>rd</sup> and 4<sup>th</sup> floor of the building, and will improve safety and teaching labs. He reported that this is phase 11 or a 13 phase renovation project. Purdum moved to approve the proposal. Wilhelm seconded the motion. Bloom noted that the PIR was not included and stated that the APC members should have the opportunity to review it. Zeleny stated that he would send the PIR to the Committee. The Committee agreed to tentatively approve the request pending review of the actual proposal.

## **9.0 Reports from the Interim Executive Vice Chancellor, Vice Chancellor for IANR, Vice Chancellor for Research and Economic Development**

### Interim EVC Moberly

Moberly reported that decisions based on equity and benchmarks have been made to improve the salaries of about 100 faculty members. He noted that in reviewing faculty salaries, discrepancies were found and the salary adjustments address these discrepancies. He stated that the raise will be retroactive and the faculty members will receive a one-time wage increase in either February or March. The amount of the increase will then be added to their base salary.

Moberly stated that the proposal to develop the School of Computing is in progress and the hope is to get it to the APC before the end of March.

Moberly reported that Academic Affairs is focusing on how to grow our online course offerings. He pointed out that it will take a long-term strategy to do this, but he knows that there are some programs that can help with this growth and that there are faculty members who have interest in teaching online courses. He stated that the efforts include identifying resources and then getting these resources to the units. Bloom asked how we can distinguish ourselves in the crowded online market. Moberly admitted that it is a complicated task. He noted that most people taking online courses live within 100 miles of the institutions offering the courses. He stated that there is a large number of people in Nebraska who have taken some college, but did not complete their degree, and are interested in doing so. He pointed out that there is a large market for online courses here. He stated that Central Administration and ASEM have done reports to determine what areas online students are interested in taking.

Moberly stated that Associate VC Josh Davis is working with Global Affairs to address the coronavirus. He reported that there has been a significant amount of communication with faculty, staff, and students who might be impacted by the virus. He stated that everyone from UNL is out of China, except for one student and the college has been working very closely with the student to ensure her health.

Moberly reported that the searches for the VC for Student Affairs and the Associate VC for ASEM are now live. He stated that he believes we will get good candidates for each of the positions.

Moberly stated that Central Administration is making some suggested changes to the proposed revisions to the Regents Bylaws that have previously been approved by the Faculty Senate. He noted that he hopes that the new revisions will be presented to the Senate before March.

### VC Wilhelm

Wilhelm reported that the number of proposals is well ahead of last year's in terms of funding, and the numbers in both awards and expenditures have increased. He reported that Anthropology in the School of Global Study has received a national endowment for the humanities related to cultural interpretation of cultural sites.

Wilhelm reported that the University is becoming more engaged with the State Department of Economic Development to work towards the goal of keeping more university graduates in the

state. Purcell asked if graduates are being surveyed to see why they are leaving the state. Wilhelm stated that data is being collected by the system, and there are focus groups. He noted that some of the reasons for leaving have to do with where people want to be in their career, their salaries, and other reasons as well. He stated that the State and the University want to have a pipeline of students available who have access to long-lasting opportunities in Nebraska businesses. He stated that a trend in the business community is to look at the inflow of degree credential people in large cities. For major cities the inflow is 20,000-40,000, but he pointed out that the number for Nebraska is not as high.

Wilhelm stated that last week a contingent of University people spent time in a concentrated way with our national delegation in D.C. He stated that discussions with our Senators and Congress people centered on things the University would like the representatives to work on such as internet service for the rural part of the state, collaboration with drought research and environmental changes, and Nebraska becoming more of a leader with large scale data analytics for agriculture.

Wilhelm noted that his office recognizes the good work of the faculty and the staff in ORED and wanted to recognize the extraordinary effort the communication team in his office does. He noted that the team focusses on communications and public engagement, and last year the team supported 169 different events on 245 different days.

The meeting adjourned at 4:36 p.m. The next meeting of the APC will be on February 26, 2020 Wednesday, 2019 at 3:00 in the City Campus Union, Chimney Rock room. The minutes are respectfully submitted by Karen Griffin, Coordinator.