

EXECUTIVE COMMITTEE MINUTES

Present: Baesu, Bearnes, Boudreau, Eklund, Kolbe, Kopocis, Krehbiel, Lott, Minter, Paul, Weissling

Absent: Latta Konecky, Zuckerman

Date: Tuesday, October 18, 2022

Location: 201 Canfield Administration Building

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

1.0 Call (*Minter*)

Minter called the meeting to order at 2:30 p.m.

2.0 President Carter

2.1 How do you address faculty member's concerns that UNL's goals of being a world-class educational and research institution are seriously threatened by a press to make degrees cheaper and faster?

Minter pointed out that campus-wide efforts on increasing retention time to degree can result in falling tuition revenue unless there is a large growth in college-going students. She stated that faculty are worried about a tuition rate that structurally sets us up for a major budget reduction.

President Carter noted that this is a trend that is occurring nationwide. He stated that during the pandemic he worked with the Chancellors to draft a strategy that allowed the university to take actions that focused on maintaining enrollment. He reported that the precursor of the plan began in May 2020, and it has been slightly tweaked recently with raising the parental salary maximum to \$65,000 for those students who qualify for the Nebraska Promise program. He stated that freezing the tuition rate and offering Nebraska Promise, which was the former Collegebound Nebraska program, while managing our budget at the time that our enrollment was flat was a challenge, but we made sure to cover the cost of the Nebraska Promise program and to also increase salaries for tenured and tenure-track faculty members at UNL and UNMC. He noted that there was some small growth in enrollment in 2021 and one of our goals when we came out of the pandemic was to reduce student debt. He pointed out that we should be proud of the improvements in our 4-year graduate rates.

President Carter reported that nationwide enrollment is down approximately 1.4 million students with a significant number being graduate students, and international students, many of whom had difficulties obtaining a visa. He noted that UNL is seeing an increase in out-of-state students and needs to continue to increase this number but added that free tuition is not the sole incentive that attracts students to a university. He pointed out that

things like the campus culture, amenities, the campus landscape, and even athletics contributes to the attractiveness of a university.

President Carter stated that the top priority throughout the whole university system is enrollment. He stated that we have to fix it and noted that UNL and UNO have been impacted the most by the decrease in enrollment resulting in a budget deficit for each campus. He stated that we will have to be smart about our budget and noted that the University is asking for a 3% increase in our budget from the State Legislature. He stated that one change that could help would be to get rid of the shared application for the university and to go with each campus hosting its own application. He pointed out that every employee at the university needs to think of themselves as an admissions officer to help with recruitment. He stated that if we cannot get the flagship campus enrollment right, we will have problems elsewhere in the system.

Minter asked if it is realistic for faculty and staff to think they can make an impact with international enrollment. President Carter said absolutely, and he would like to see UNL get the international enrollment level back to where it used to be. He stated that UNL should not feel that UNK and UNO are encroaching on UNL's enrollment because he still thinks that UNL is the campus the majority of the students want to attend. He stated that he thinks there are plenty of countries that would like to send more of their students to Nebraska.

2.2 Are there plans to reassess some of the budget reduction measures to verify the cost-savings from centralizing some services, and to examine whether other costs have emerged in their place?

Weissling reported that some of the measures that were made with the Budget Reduction Taskforces five years ago, such as the consolidation of travel and purchasing, are time consuming and taking faculty members away from the responsibilities they were hired for, teaching and research. Minter noted that these are recurring complaints from many faculty members. Kolbe pointed out that we are such a large organization with some very different IT needs across the campuses and faculty members could get much better help when an IT person was embedded at the department or college level.

President Carter noted that when he came to the University of Nebraska the centralization of some services on campus had already occurred. He stated that he is having a data analysis of the budget cuts conducted and noted that he worked collaboratively with the Chancellors during the pandemic to see where we could tighten our budgets to protect our academic programs and the faculty. He stated that he doesn't care for centralization and there are some things he would like to see get changed, but there are some things such as IT, human resources, and purchasing where centralization makes sense. He stated that some things that were centralized, like online education and branding for each campus are being changed. He pointed out that he is here to make sure that whatever we are doing is beneficial and he felt the first place where changes could be made was to decrease the size of administration which resulted in him cutting 20% of Varner Hall's budget in both funding and people. He noted that when you make some of these kinds of changes you are going to have to put more automated systems in place. He pointed out

that the front end of Concur travel is okay, but the back end is where the problem exists, and he said this will be looked into. He stated that whenever there are real issues, the Office of the President is going to examine them.

President Carter stated that with the administrative cuts he decided to go after things that needed to be fixed, such as adjusting the pay for faculty members at UNL and UNMC. He noted that without the salary adjustments these faculty salaries would be even further behind their Big Ten peers, but the adjustments were made and absorbed in the University's existing budget.

President Carter stated that he believes that centralizing ITS is beneficial to the system. He pointed out that some of the employees of ITS work at the local level and noted that UNL has 150 IT people. He stated that we need to take a look to see if problems with IT are occurring at the local or the central level. He reported that cybersecurity is an epidemic challenge across the country noting that UNMC had a breach a few years ago which was confined to UNMC, but that any security incident can create a risk for the entire university system. He reported that we have a very expensive insurance policy, and cybersecurity insurance is becoming so expensive that many campuses are abandoning it. Because of the cybersecurity risks we need to have policies in place to protect us as best we can. He noted that EM 16 was 20 years old and needed to be reviewed and updated and he shared the revisions to the policy with the Chancellors. He understands that faculty feel that their privacy is in jeopardy but wanted to assure the Executive Committee that he will not tolerate anyone looking into someone's computer unless there is a real issue that needs to be addressed. He stated that there is no real shift from the personal privacy side of the policy. Chancellor Green noted that when the changes to the policy were discussed in the President's Council, President Carter asked if the change in the policy should go to the Faculty Senates, but the decision had already been made that we needed to protect ourselves as quickly as possible.

Weissling pointed out that faculty who have expertise in cybersecurity and computer systems have serious concerns with the policy and they believe that the endpoint management system jeopardizes the entire university computing system because it is set for single point of failure. President Carter stated that none of this is simple and noted that there are some computing systems on campus that are over ten years old which is archaic by computing standards. He knows that Dual Authentication is a second-step process to help with security although many people consider it a nuisance at times.

Weissling stated that it is extremely frustrating for faculty members when they cannot use the computer equipment in a classroom because they are unable to log in. President Carter stated that there are some things the system level ITS can help with, but there are times when the campus level IT must be contacted. He stated that he will have this matter looked into. Kolbe pointed out that the new routers that were installed on campus have caused numerous problems and the decision to install the routers came from central ITS.

Minter pointed out that many lecturers and graduate teaching assistants use their own personal laptops because the departments they work for don't have the funding to provide them with a laptop. She stated that requiring these personally owned laptops to have the endpoint management system installed could make these people hesitant to use their own computers for university work and departments and colleges would need to supply them with a laptop. President Carter noted that ITS can look into coordinating some of these things to address the concern that Minter raised.

2.3 When NU considers an initiative that changes the academic calendar, implements a curricular change across the campuses or significantly recasts faculty rights and responsibilities – how does Varner Hall ensure that it has adequately engaged the faculty and fulfilled its obligation to faculty?

Minter noted that the calendar changes to the spring term should have been something that the faculty weighed in on. She stated that the Executive Committee wants to make sure to articulate for everyone involved that people remain committed to shared governance and the faculty need a voice when decisions are being considered that would impact the work of the faculty.

President Carter stated that his actions, especially those with the revisions to the Regents Bylaws in 2020-2021, show that he is a champion of shared governance and pointed out that he does not make decisions in a vacuum. He stated that he often works through the Provost's Office and the Academic Affairs team which should involve the Faculty Senates. He stated that he is not looking to make any major decisions without faculty input, particularly if it involves the curriculum pointing out that it is the faculty that makes the university successful. Kolbe noted that many faculty are still nervous because the CRT resolution was only narrowly defeated by the Board of Regents. President Carter stated that it is his role to protect and defend the mission of the University and to preserve our first amendment and academic freedom rights. He noted that he strongly supports the University's charter.

2.4 How do you see NU's 5-year strategy or your goals for NU supporting growth in research and creative activity at UNL?

Minter asked how President Carter advocates for research and creative activity with so much focus on enrollment and how does he keep the State Legislators focused on the venture capital the state gains from the research and creative activities of the university.

President Carter stated that our first priority is educating undergraduate and graduate students, the second priority is taking care of our people, and the third job is research and creative activity which is incredibly important for UNL because it is a Research 1 university. He noted that the research and creative activity conducted by the University definitely benefits the state and he talks about this all of the time to those outside the University. He pointed out that Nebraska Extension benefits the farmers and ranchers and helps them get through difficult times, child health and welfare, and contracts with the Department of Defense are just some of the other research efforts which benefit the state.

Eklund stated that an issue for him is how some of the campuses can adjust their tuition rates to get students from neighboring states while taking advantage of UNL's reputation. President Carter noted that we have four distinct campuses that need to maintain their personality, culture, and logos. He stated that he can understand some faculty's perspective, but he would argue that UNL is still the flagship campus and the only R1 campus. He noted that everyone knows UNL, and while there may be some crossovers and overlap with the work and research that the campuses do, he still thinks there is still plenty of room for each of the campuses. He stated that when the Office of the President manages the budget through efficiencies none of the funding is being taken away for the campuses' brand. He believes that some things can be done through admissions, like reduced application fees or even eliminating the application fee for a year which his office would cover. He noted that if UNL is going to improve its enrollment, more students from out-of-state need to be recruited, and if there is a policy to better enrollment, he is all for it.

Chancellor Green stated that the place where some erosion has occurred is with research. He noted that when UNO was brought into the system it was as a non-research campus, but they have since increased their research overtime. President Carter stated that UNO is now considered an R2 level campus, but he doesn't expect it to compete with UNL, particularly in areas like physics and agriculture. He pointed out that the trend currently for universities nationwide is enrollment challenges but obtaining research dollars is not a problem.

Minter said when you look at the high school student population in Nebraska there is an increased number of students who might be looking at an institution that serves Latino/Latina students well and she thinks that students look at the student diversity of a campus. President Carter stated that a survey was conducted of 3,000 Nebraska high school students and 80% of them said they wanted to stay in the state for their higher education, which is good news, but the challenge right now for UNL is how do you get the top 20% of these students to come to the University. He pointed out that when UNL joined the Big Ten it became the best value, and still is, the best value in the Big Ten. However, the university is going to have increase its efforts by using more advertising and by visiting high school guidance counselors' offices. He also stated that we need to think more about scholarships because cost attendance is more of a factor than the cost of tuition. He pointed out that about five or six years ago the costs were 50/50 between the cost of tuition and the of attendance (housing, etc.) but now the auxiliaries cost more than tuition and it is going up quickly and inflation is making it even harder. He noted that during a recession students have a tendency to go back to school, but we can't assume this.

Krehbiel asked what the role of outreach is in admissions. President Carter stated that outreach plays an absolutely huge role in admissions. He noted that he was able to increase the enrollment of the Naval Academy by conducting camps on campus and going to schools to meet with students from 4th grade to 11th grade. He noted that 1 in 27 people in Nebraska work for the university system and each one needs to get involved with recruiting. Krehbiel suggested that we need to start meeting with students as young as the 4th grade and she pointed out that the more you bring students to campus, the more

comfortable they feel here which is important when they decide where to go to college. President Carter stated that another draw to NU is our sustainability plan. He stated that our plan to make all of our buildings' sustainable matters to today's students who are coming here, and no other state university has this kind of plan.

Bearnes reported that she just came from participating in a Career Day Event for 1,180 northeast Nebraska high school students and she, along with other Extension Educators, keep pushing the students to go to UNL or to one of the other campuses in the NU system. President Carter thanked Bearnes and the other Extension Educators and 4-H faculty members for everything they do noting that they do their best to put the recruiting message forward. He noted that what makes UNL the best is not only the academics, but the other activities, the campus culture, and athletics. He stated that we need to tout the best things about UNL when recruiting students. He noted that the university's footprint out in western Nebraska is small, but the people still love the Big Red N. Lott reported that he just finished a science field day with 200 students from the North Platte area to show them what Nebraska Extension is doing and how they are helping the local community. He noted that not all students from central and western Nebraska are from farms and ranches, but they don't have to be in order to be in the field of agriculture.

Eklund stated that it is good to hear about scholarships but pointed out that a \$24,000 scholarship helps, but with tuition being over \$300 per credit hour it just goes so far. He pointed out that not only do recruiting efforts need to focus on the students, but also the parents as well. He believes that it is important to remind parents that the value of the education their child gets far outweighs the cost. President Carter noted that the highest fundraising priority of the NU Foundation is student success and financial aid, rather than funds to construct buildings. He stated that there is a lot of funding in the Foundation that is currently unusable because the requirements for obtaining the funds are so narrowly focused and we need to work with the Foundation to see how we can repurpose some of these funds. He noted that with the frozen tuition and adjusting for inflation, you can still attend UNL at the same cost as in 2010, and he noted that the Nebraska Promise program will continue.

Weissling pointed out that students are more willing to go to college if they know they are going to make a good living wage. She stated that she has real concerns about the teacher shortage in Nebraska and noted that we need to recruit people into the teaching field. President Carter agreed and stated that we need to find the right narrative so that people understand that we are providing an education for students to be able to think clearly for themselves and that the faculty are not trying to indoctrinate the students. He reported that the P16 initiative started by Governor Heineman needs to be re-energized which will be an important aspect to steering future students to attend the University.

President Carter stated that online education is another way for us to increase enrollment and he believes there is great opportunity there for us. He stated that each campus should have its own brand of online education, including graduate level courses and noted that 307,000 Nebraskans have some partial college credit, and 36 million people across the country have partial college credit. He stated that many of these people would be more

willing to complete their degrees if they can take the needed courses online. He stated that the online programs that advertise and are viable will be successful and he thinks between UNL and UNO we can get many students.

Minter thanked President Carter for speaking with the Executive Committee and President Carter reminded everyone that the enrollment effort must be made by all of us at the University.

3.0 Announcements

3.1 Meeting with EVC Ankerson

Minter noted that the Executive Committee was scheduled to also meet with EVC Ankerson today but due to President Carter's visit EVC Ankerson suggested postponing the visit. Minter pointed out that the Committee is scheduled to meet with EVC Ankerson on November 15 which will allow more time to focus on agenda items with the EVC.

4.0 Approval of October 11, 2022 Minutes

Minter asked if there were any further revisions to the minutes. Hearing none, she asked for approval. Bearnese moved for approval and Kopocis seconded the motion which was then approved by the Executive Committee.

5.0 Unfinished Business

5.1 Professional Code of Conduct

Minter reported that she is still waiting to hear back from GSA President Donesky and will send him a reminder. Once she hears back from him, she stated that she will give it to AVC Walker for review.

5.2 Faculty Senate Policy on Acceptable Use of Software Systems Management and Deployment Tools

Minter noted that there are some things in the Senate's policy that now conflicts with EM 16. She pointed out that one possibility of addressing the conflicts is to include a preamble in the policy stating that EM 16 super cedes the Senate's policy, or could it be reframed to address faculty concerns.

Baesu stated that EM 16 needs to be changed but Minter noted that we need to know where things stand right now with EM 16 and how we can make it work. She pointed out that she is not sure how much support we would get from the other campuses in challenging the Executive Memorandum. She stated that there needs to be some clarity about what EM 16 implies and it needs to be articulated in writing. Boudreau wondered whether the School of Computing faculty members felt that the policy we had in place before was fine. Minter pointed out that some faculty members had said that the previous version of EM 16 did not have the requirement that an end-point management program had to be installed onto any computer that was used for university work and data sharing, which led to a greater expectation of privacy than the current policy allows. She noted that the privacy issue is one of the major concerns of EM 16. She pointed out that President Carter stated earlier in the meeting that he would not tolerate anyone going in

to check on someone's documents, unless an event occurred that violated a university policy. Paul pointed out that if an unauthorized IT person was to go into someone's document it would be a violation of their job which could result in them being fired. Minter suggested asking CIO Tuttle if there is an ethics statement that IT members and faculty must adhere to agreeing not to use any university data beyond what they are authorized to do.

Minter suggested that the ITSC could be charged to make revisions to the existing Senate policy or to write a new policy that would not be in violation of EM 16.

The Executive Committee agreed to invite CIO Tuttle to a meeting to answer the questions faculty have about EM 16 and its implications. It was agreed that the Executive Committee should develop a list of questions prior to the meeting with CIO Tuttle.

5.0 New Business

5.1 Conflict of Interest in Research Committee

Minter noted that the Faculty Senate President and the Chair of the Academic Rights and Responsibilities Committee serve on the Conflict of Interest in Research Committee (CIRC) which meets monthly to review conflict of interest contracts. She noted that the CIRC also would review cases of professional misconduct in research if the research receives federal funding. She suggested that it would be better to have someone who could serve a longer term than one year. Griffin pointed out that the Faculty Senate President and the Chair of the Academic Rights and Responsibilities Committee were appointed to ensure that a faculty member's rights were not violated should there be an investigation into misconduct. She suggested that Minter first speak with Professor Lindquist who served on the committee that worked to establish the CIRC before going any further with the suggestion to modify the membership of the Committee.

5.2 Response to Email About Faculty Senate Involvement in Curriculum Changes that Affect More Than One College

Minter reported that AVC Goodburn responded to the memo that the Executive Committee sent reminding the EVC administration that the Regents Bylaws state that the Faculty Senate is to act on curriculum matters that affect more than one college. She noted that AVC Goodburn said that she would continue to be vigilant about this in the future and suggested having a representative from the Faculty Senate serve on the Academic Solutions Council which meets on the first Wednesday of the month from 10:45-12:15. Griffin suggested reaching out to the Senate to see if anyone is interested in serving.

5.3 Council of Inclusive Excellence and Diversity

Minter stated that she and Professor Gay have served on the CIED, which is a very large council, but questioned whether the Faculty Senate needed representation on it since there was a Senate Committee on Diversity & Inclusion. Paul suggested having a representative from the Senate's Committee serve on the CIED. Griffin noted that currently Dr. Combs is a member of both the Senate's Committee and the CIED, but the

syllabus could be changed to ensure in the future that there was a member from the Senate Committee on the CIED.

The meeting was adjourned at 4:55 p.m. The next meeting of the Executive Committee will be on Tuesday, October 25, 2022 at 2:30 pm. The meeting will be held via Zoom. The minutes are respectfully submitted by Karen Griffin, Coordinator and Signe Boudreau, Secretary.