

EXECUTIVE COMMITTEE MINUTES

Present: Anaya, Fech, Franti, LaCost, Lindquist, Nickerson, Schubert, Shea, Stock

Absent: Berg, Flowers, McCollough

Date: Wednesday, June 16, 2010

Location: 201 Canfield Administration

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 to Order

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

2.0 Chancellor Perlman/Interim SVCAA Weissinger

2.1 Faculty Apportionment Guidelines

Lindquist stated that the Executive Committee has not had the opportunity to discuss the recently received faculty guidelines but will discuss them at the next meeting and report back to the Chancellor.

Chancellor Perlman stated that the guidelines are a result of a number of some concerns from faculty members about the different processes used by departments and colleges for determining faculty apportionment of duties. He stated that there has also been some pressure from outside the university regarding faculty workload. He noted that last year the Board of Regents discussed the Delaware Study which assesses faculty workload and the issue of faculty apportionment could be discussed in the next biennium.

Chancellor Perlman pointed out that apportionment will not be the same for each department or discipline. He stated that apportionment will largely be driven by resources and how departments compete for faculty members in the market place. He stated that the goal of the guidelines is to provide faculty members with a clearer understanding of what apportionment means and how their job relates to it. He noted that these guidelines have been vetted by the deans over a couple of meetings and that they are reasonably comfortable with the draft.

Chancellor Perlman stated that his view is that apportionment is not a question of how a faculty member spends their time but what contributions they make regardless of the time expended. He stated that it is really a question about what contributions faculty members make to the university and how a person wants to be evaluated. He noted that if a faculty member has a 50% apportionment each for teaching and research then the evaluation should be based on this split. He stated that there are different expectations for productivity when apportionments are different. He noted that teaching responsibilities allow for some kind of metrics. He stated that he is thinking that the guidelines would be

adopted as a policy or a Chancellor's memorandum but it does impact the faculty and he thought the faculty ought to review the guidelines first. He asked the Executive Committee to think about the process and the guidelines to see if there is a consensus on it.

Lindquist noted that these are a set of guidelines for the campus but asked if colleges are being told to come up with specific metrics for measuring apportionment. Chancellor Perlman confirmed that this is correct. Interim SVCAA Weissinger noted that the principles of the guidelines are very broad and this was done specifically to capture the differences among the colleges. She reported that some colleges have finished developing their metrics while others have not yet started.

2.2 Enrollment Figures for Summer and Fall Semesters

Chancellor Perlman stated that early fall enrollment figures are optimistic and noted that this could be a good year. Interim SVCAA Weissinger stated that she does not have the figures for summer enrollment but thinks admissions are starting to get the figures.

2.3 Diversity Plans

Lindquist reported that he recently met with VC Franco and others involved in Student Affairs and the issue of diversity came up. He noted that last year there was a report from an outside consulting group but he has not heard of anything recently on diversity plans. Chancellor Perlman stated that the strategic plans for each college include a diversity plan. Interim SVCAA Weissinger stated that a document was created about new mechanisms for recruiting and retaining faculty members. She stated that a draft report was delivered to the SVCAA office in late spring but she has not had the opportunity to review it.

Lindquist asked if there was anything that the Faculty Senate could be doing to help with the efforts. He noted that there was concern that the issue would be forgotten. Chancellor Perlman stated that he recalled that the report discusses strategies for hiring and search committee operations. He stated that it is his understanding that the deans have had a conversation about the report and are preparing to act on it. Interim SVCAA Weissinger stated that the strategies in the reports are consistent with what is happening with the ADVANCE grant that is occurring on campus.

Franti pointed out that previously there was a proposal to adopt best practices and asked what the status is of this proposal. Interim SVCAA Weissinger stated that the proposal was vetted by the Senate Executive Committee and the Deans. She stated that the next formal phase of the process will need to be determined.

Franti asked if the best practices are still a proposal. Chancellor Perlman stated that the senior administrative team has not recently had time to deal with the issue but it has not been forgotten. Interim SVCAA Weissinger noted that the important work has been done and she is guessing there are some formalistic parts of the process that need to be developed. She recalled having lengthy conversations with the deans about the issue and they were enthusiastic and have a long list of specific ideas about it.

Franti noted that a faculty advisory committee was previously mentioned. He asked if this is still being considered. Interim SVCAA Weissinger stated that she is not sure whether this will still be a component of a diversity plan.

2.4 Budget

Lindquist noted that the campus received President Milliken's message regarding the budget but it was unclear at that time whether there is a new \$10 million cut that must be dealt with this year or if that was just the number that we'd been preparing for over the last year. Chancellor Perlman stated that there are some additional items in the university budget cuts because of the salary increases for the unionized campuses. He pointed out that the unionized campuses will have to address the increases out of their own budgets. He stated that under the budget adopted by the Board of Regents, it will not be necessary to identify any further reductions from those he has already recommended, assuming the APC approves those recommended.

Chancellor Perlman noted that all of us are uneasy about not getting a salary increase but most of our peers have gone longer without one. He pointed out that some areas of the country might be coming out of a recession sooner than we are so the institutions in these areas are being able to move ahead. He stated that the next step for us is to get the campus to look at the next biennium because the situation could be very serious. He stated that his administration is looking at many ways to cut the budget if needed and some people might consider some of these changes as crazy, but we will need to address the budget cuts in some way. He reported that over the course of the year proposals might be made that would put us into a position to better deal with severe cuts. He noted that if the budget turns out better than anticipated, we will have some resources available to invest in our priorities.

Franti pointed out that the Chancellor's email message discusses finding common ground. He asked if there will be a more inclusive look at common ground issues. Chancellor Perlman noted that we have a system of shared governance and any budget cuts must go through a process. Franti asked what is considered common ground. Chancellor Perlman stated that it is the things being considered that we all agree on. Franti asked how the faculty can get more input into the considerations. Chancellor Perlman stated that if ideas come up that touch on faculty interest, the Senate Executive Committee will be involved.

Chancellor Perlman pointed out that there were some changes made this past year that are designed to move us forward, specifically the merger of admissions, international affairs, and extended education. Interim SVCAA Weissinger stated that the merger results in about \$75,000 in salary savings and will provide some flexible strategic resources. Chancellor Perlman stated that he hopes when Dean Cerveny takes over that he will be able to find more savings through shared resources.

Chancellor Perlman stated that the budget cuts might precipitate possible restructuring within the university. He suggested that we could talk about this now rather than waiting

until the last minute. Lindquist stated that there is the negative looming feeling hanging over us and the faculty would appreciate being involved as the process goes along. He noted that if new things come up, the earlier the faculty knows the better. Franti asked how big of a transition is being considered. Chancellor Perlman stated that the idea is to do the same thing with less money by restructuring. He noted that adopting the professors of practice positions helped us to be more efficient with teaching. He pointed out that we would not have been able to handle the increased teaching load without the professors of practice. He stated that there might be a way to reorganize some departments and colleges to get more synergy. He pointed out that he does not know the perfect solution but is trying to find a way to do more with less money and to try and make more money through on-line education and other initiatives.

Chancellor Perlman stated that it makes sense to have a more collaborative environment which is the reason behind combining admissions, international affairs, and educational outreach. He pointed out that each of these units provides student services and it makes sense to combine these units for shared resources.

Franti noted that major changes create cultural changes on campus. He pointed out that there is a big cultural difference between Big 10 schools, where many of the classes are very large and are taught by teaching assistants. He stated that departments here are contemplating bringing in Ph.D. candidates as teaching assistants to help with faculty loads because it is believed that this would allow faculty members to write more grants and conduct more research. He asked if this is the type of big picture that the administration is considering. Chancellor Perlman stated that it is one plausible scenario. He noted that doing this might be better for some areas than trying to sustain the present culture and having to close a department. He stated that some classes could get larger. He pointed out that there is always a balance of what you can do with the resources that you have.

Nickerson stated that another thing that could be considered is having professors from other departments teach courses outside of their department. He noted that there are people on east campus that are qualified to teach courses in biological sciences. Chancellor Perlman agreed and observed that this could be true in a number of areas of the university beyond the biological sciences. He stated that currently each department has its own curriculum, but in a different resource environment we might not be able to sustain this culture and we might have to look at more integrated possibilities. He noted that universities that have had severe budget cuts have had some significant changes in the faculty responsibilities. He stated that there will need to be discussions if these kinds of changes are to be made.

Schubert asked how severe the budget cuts would have to be to have such an effect on faculty life. Chancellor Perlman pointed out that we will not know what the budget for the next biennium will be until June 2011 when the state's budget is determined by the legislature. He stated that he thinks it is a better strategy to be prepared for severe cuts rather than waiting until next June to handle it. He pointed out that he has no agenda at this point, just some ideas and he is willing to hear other ideas.

2.5 Update on Innovation Campus and Water for Food Institute

Chancellor Perlman reported that the Nebraska Innovation Campus Development Corporation (NICDC) will be meeting for the first time and the primary task is to get organized to deal with all of the mechanical things that need to take place to get the property ready for development. He stated that the NICDC will decide whether to hire a consultant or a full time person to handle all of this work. He noted that there has been some serious discussion with private companies about building on Innovation Campus but the actual construction will not take place for at least a couple of years. He stated that he is still thinking about the best way to get the campus participating with Innovation Campus.

Chancellor Perlman stated that the Water for Food Institute will be housed in the Whittier Building since there is some room still available. He reported that a Board of Directors is being formed which will manage the Institute. He noted that this is a system-wide project. He stated that some ideas for possible candidates for Director of the Water for Food Institute have surfaced.

Nickerson asked how narrowly focused the Institute will be to food. He pointed out that algae is being grown and researched as biofuels and this requires a major use of water. He wondered if there would be any reception to changing the name to Water for Food and Biofuels Institute. Chancellor Perlman stated that the name will not be changed but there is no restrictive view of what research will be included in the Institute. He pointed out that there are a lot of water institutes around the world but none focus on how to provide more food with less water. He noted that one way to solve the problem is to reduce the demand for water in other areas and we will be partnering with institutes around the world that might deal with this. He stated that the intent is to hire someone to direct the Water for Food Institute but there will be a Board of Directors and an advisory board.

Nickerson asked if the Board of Directors is already in place and whether anyone else can be on it. Chancellor Perlman stated that there will probably be a board of five people but there will be an advisory board that will allow faculty here and around the world to participate. Nickerson suggested that Professor Weeks, Biochemistry, be appointed to the advisory board.

Fech asked if reducing the amount of water for other uses would be part of the effort. Chancellor Perlman stated probably not because it is outside of the scope of the Institute. He stated that he has been surprised by the great interest from around the world in having an institute focused on food and in having the Institute here.

Lindquist asked how the designation of the Industrial Arts Building as a historical building will impact the possible use of it. Chancellor Perlman noted that the time period for development proposals is coming up on July 1. He reported that he has been told by unofficial sources that there might be two or three industrial proposals for the building. Lindquist asked if any of these proposals would stop any planned activities for the site.

Chancellor Perlman stated that he didn't think so and noted that the use of federal funds needs to be considered because we might want some federal infrastructure funds.

2.6 Academic Incentives for Changing Conferences

Lindquist asked if universities have to pay to be a member of the Committee on Institutional Cooperation (CIC). Interim SVCAA Weissinger stated that there are modest costs to belonging to the CIC but there are lots of benefits of being a member. Chancellor Perlman pointed out that the fee is less than the purported penalty of pulling out of the Big 12.

Lindquist asked what the penalty will be for pulling out of the Big 12. Chancellor Perlman reported that the Bylaws of the Big 12 states that a school withdrawing from the conference shall pay or forfeit two years of distribution money if the other schools are damaged by the withdrawal of the school. He noted that this refers to liquidated damages and the legal rules state that liquidated damages can be used, but if they are so grossly over it would be considered a penalty and would be void. He pointed out that there are no losses by us leaving the Big 12 and, in fact, the remaining schools stand to gain by our leaving. Lindquist asked if the two years are based on the past two years. Chancellor Perlman stated that it refers to the last two years of the term of the contract basically it is talking about the distribution level of this year and next year.

Franti asked if NU Online Worldwide will collaborate with the CIC. Interim SVCAA Weissinger stated that many of the courses from the participating members of the CIC are interactive and many courses are shared. She noted that one of the benefits of membership in the CIC is the program where doctoral students can travel among the participating campuses to interact with faculty. She noted that there is also good library sharing and most importantly is that relationships with great research and pedagogy can happen. She stated that within the CIC there is approximately 200 subgroups that can be useful to us and the ability to recruit students will be greatly enhanced.

Interim SVCAA Weissinger pointed out that many people on campus have ties to the Big Ten. Thirty percent of those in tenure and tenure leading lines are people who have come from the Big Ten schools (this figure does not include administrators).

Chancellor Perlman noted that the Big Ten network will give us significant hours of academic programming. He stated that it is an opportunity to display the talent of the people we have here.

Franti asked about the transition of the academic issues and whether a larger faculty committee will be needed to help with this transition. Interim SVCAA Weissinger reported that UNL was just accepted into the CIC today. She stated that all of us will have to spend some time on the CIC website (<http://www.cic.net/Home.aspx>) to learn more about it. She noted that it will be useful for us to have formalized conversations in a variety of venues about it.

Chancellor Perlman stated that the same thing is happening on the athletic side. He stated that a transition plan is being put together and a team is coming out next week to assist us because the recruiting rules are a little different in the Big Ten. He reported that he has been surprised at how warm a reception we are getting from the Big Ten and noted that he has received phone calls from the Presidents of the Big Ten universities welcoming us into the conference.

Interim SVCAA Weissinger noted that it was a unanimous vote of the CIC members to accept UNL as a member. She stated that there is a strong feeling that our academic trajectory and our evaluations are very good.

Nickerson asked if we will keep the same peer institutions. Chancellor Perlman stated that we probably would because some of them are already in the Big Ten.

3.0 Announcements

No announcements were made.

4.0 Minutes of 6/2/10

There were no problems with the minutes from 6/2/10.

5.0 Unfinished Business

No unfinished business was discussed.

6.0 New Business

6.1 Faculty Apportionment Guidelines

The Committee agreed to discuss in detail the Faculty Apportionment Guidelines at the next meeting.

Shea pointed out that faculty members should make sure their apportionment is based on exactly how they want to be evaluated otherwise apportionment could be used to evaluate the use of your time. Schubert stated that he likes the idea that the evaluation is based on how much you contribute to the university, but at the end of the day there are those who will say that you teach only two courses without realizing that a faculty member does a lot more work than just teaching classes.

Nickerson stated that apportionments are negotiable in departments. He noted that the Chancellor mentioned that there is some outside pressure regarding how the faculty members spend their time. He stated that he hopes when the document is eventually distributed to the campus that it is prefaced with the fact that this is something other than how a faculty member spends his/her time. Shea pointed out that this is one of the reasons why the Committee needs to be concerned with the exact wording of the guidelines because it is unclear how the guidelines will be used. He noted that he mentioned in a previous meeting that UNMC faculty members are having an audit conducted on how they spend their time and it is possible this could happen on the other campuses.

Fech questioned whether expectations on journal articles being published would relate to the apportionments. Shea stated that it would relate in some way but this would not be uniform across the campus. He stated that it is his understanding that the number of published articles varies with each department. Lindquist pointed out that it would be a benefit to faculty members if they know what the expectations are. Shea stated that there is an established norm for each college and each department. The alternative is to establish a strict guideline but it would be better not to do this because of the wide variance. Stock stated that it would be impossible to develop a strict guideline, even within a college, because there are so many differences between departments.

6.2 Academic Rights & Responsibilities Committee

Lindquist reported that Professor Bradford has resigned from the ARRC and needs to be replaced. Griffin stated that since Professor Bradford's term is only for one year the Faculty Senate President can appoint someone to the ARRC. The Executive Committee discussed possible members for the ARRC.

6.3 Report on Board of Regents Meeting

Lindquist provided a background of how the Board meetings work. He reported that prior to the formal Board meeting a presentation was given on the budget. He noted that data was provided on the percentage increase in state funding to state agencies from 1986-2010. The data shows that the university received the smallest percentage of increase over the 25 year period.

Lindquist reported that the Board of Regents approved the appointment of Ronnie Green as Vice Chancellor of IANR.

Lindquist stated that the Board had a lengthy discussion on the tuition increase. He noted that the Board also discussed involving faculty in developing ideas to increase efficiencies within the university. Schubert pointed out that the faculty is bad at marketing how efficient they already are and stated that we need to address how we communicate and interact with the community. He noted that the students are the conduits for this information and this is something we should focus on.

LaCost stated that while the Board did not give a prescribed salary increase, departments have the flexibility to adjust their budget to provide increases if they desire to do so.

Lindquist reported that during the capital investment segment of the meeting approval was given to construct a building for the nursing program.

The meeting was adjourned at 4:56 p.m. The next meeting of the Executive Committee will be on Wednesday, June 30, 2010 at 3:00 pm. The meeting will be held in the Faculty Senate Office, 420 University Terrace. The minutes are respectfully submitted by Karen Griffin, Coordinator and Pat Shea, Secretary.