

EXECUTIVE COMMITTEE MINUTES

Present: Berg, Fech, Flowers, Franti, Konecky, LaCost, Lindquist, McCollough, Nickerson, Schubert, Shea, Stock

Absent: Anaya

Date: Wednesday, September 22, 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 3:00 p.m.

2.0 Chancellor Perlman/Interim SVCAA Weissinger

2.1 Penalty for Leaving Big 12

Lindquist noted that the news yesterday stated that UNL will have to pay \$9.2 million for leaving the Big 12. He stated that because of this Athletics will not be giving \$2.5 million to the campus as it has in previous years. Lindquist asked if this will affect the bottom line budget. Chancellor Perlman stated that the money Athletics has been giving to the campus is not built into the state budget money and it does not affect faculty lines of continuing obligation, but it is part of the budget.

Chancellor Perlman explained that any distribution for television or other rights that will come through the Big 12 this year will factor into the final amount that we will owe. He noted that last year our total distribution was a little over \$10 million from the Big 12 with the conference retaining \$1.2 million. He reported that this year the conference will retain eight million of the distributed amount that we would otherwise have received and Athletics will bear up to \$7.15 million. UNL will then pay the rest which should be about \$2 million unless we go to a bowl game, then we would have to pay \$1 million.

2.2 Online Faculty Handbook

Lindquist reported that LaCost went to the AAUP conference this summer and attended a workshop on faculty handbooks. He noted that the last time the handbook was printed at UNL was in 1990 and the Executive Committee thought it would be helpful to have a resource site on the web. The resource site would consolidate website links that would provide helpful information for faculty members. Konecky stated that the Executive Committee is thinking of creating a portal for faculty members.

Interim SVCAA Weissinger noted that she received a handbook when she first came here and that it was produced by Academic Affairs. She stated that the handbook had a lot of information that would be particularly helpful to new faculty members. She stated that she does not think we have a formal web resource page for faculty members.

Interim SVCAA Weissinger stated that she thinks it is a great idea to put information in one place so that all faculty members can access information easily. She reported that her office is looking into the SVCAA website to see how it can be improved and she suggested that her office and the Executive Committee could fruitfully collaborate on the project.

Chancellor Perlman pointed out that on the Business and Finance website there is a link to all policies at UNL. He stated that it is not a reproduction but is basically a portal. Lindquist noted that many people would not think of checking the Business and Finance website for this kind of information and the idea behind the Senate portal is to bring all of this information together.

2.3 October 5 and November 2 Faculty Senate Meetings

Lindquist noted that the Chancellor and Interim SVCAA Weissinger will not be able to attend these meetings and asked if there will be any administrator who will be speaking in their place. Interim SVCAA Weissinger stated that she will check on her availability for these dates. Chancellor Perlman stated that he will be in South Africa on October 5 but it might be possible for him to make the November 2 meeting. The Chancellor indicated that someone will be indentified to speak in their place.

2.4 NUTech Contacting Alumni for Patent Reviews

Lindquist reported that faculty members and staff of NUTech would like to get a list of alumni who are interested and qualified in reviewing patents, and asked how to proceed to obtain such information.

Schubert stated that this issue was raised by faculty members that work with NUTech. He pointed out that research is increasing at UNL resulting in more patents being created. He stated that both faculty members and staff of NUTech have realized that we are lacking experts who are qualified to review patents and it was suggested that the Alumni Association might be of assistance in identifying alumni who could do this work. He pointed out that obtaining outside reviewers is costly.

Chancellor Perlman stated that this sounds like a good idea and he will contact the Director of the Alumni Association to see if it can be done. He noted that there could be some difficulty because the Association might not know for sure who has the expertise for doing the reviews. He stated that this sounds like a reasonable way to get alumni involved with the university. [Chancellor Perlman subsequently reported that NUTech Ventures director David Conrad indicated the Alumni Association was in fact being very cooperative.]

2.5 Ideas to Increase Efficiency

Lindquist noted that at the last Senate meeting and in the State of the University Address the Chancellor talked about ideas to increase efficiency. He asked the Chancellor if he has any specific ideas in mind or whether he was just encouraging faculty members to think about potential ways to increase efficiency.

Chancellor Perlman stated that he has some ideas but he hopes to generate some from the faculty. He pointed out that the university has become more efficient over the last six years due to necessity because of the budget cuts. He stated that we are already doing more with fewer funds and in a large measure that has happened incrementally. He asked if there are broader things that can be done with teaching that will allow us to handle more students with fewer funds but yet provide students with a comparable experience.

Chancellor Perlman stated that he thinks we can increase enrollment growth while becoming more efficient. He noted that we are 403 students short of having the highest enrollment at UNL, but we are not even close to the highest number of faculty members we used to have. He stated that increasing our revenue by having more students and without increasing our expenses would be helpful. He stated that he has invited the campus and encouraged the deans to think about whether or not the accustomed pattern of teaching is the way to go because enrollments are continuing to increase. He pointed out that there are other methodologies as well as technology for teaching and these could help expand our teaching abilities and could make life as a faculty member better. He pointed out that unless we explore some of these other methodologies the only way to handle the increased enrollment is to increase teaching loads.

Chancellor Perlman stated that one idea he floated to the deans was to have larger classrooms that would allow more teaching with less resources. He noted that for some disciplines it would work. He wondered if we are using professors of practice in a manner that makes sense and if there are other talents in the community that could be used and that wouldn't be as costly.

Chancellor Perlman pointed out that an example of one idea is that it costs \$12,000 for a student to take two years of French but not all students actually wind up being able to speak the language. He suggested that Rosetta Stone could be used instead for only \$500 and asked if this would work. He questioned whether there could be a social science methodology class that would cover the social sciences rather than each department having its own course or whether there could be an overall social science introductory course that could offer segments about each of the social sciences. Interim SVCAA Weissinger stated that the intriguing thing about the examples used is that there are dozens of such exemplars that could apply to different groups of disciplines.

Nickerson asked who faculty members should contact if they have ideas for increasing efficiencies. Interim SVCAA Weissinger stated that anyone with good ideas should send their chair, dean, herself or VC Green an email message.

Interim SVCAA Weissinger pointed out that budget cuts are no longer just events, they are how we now budget. She stated that the bulk of IANR's and Academic Affairs' money is frozen in the curriculum; the courses and who teaches them. She stated that the administration has been trying to protect the curriculum from the budget cuts but if we are forced to find funds, should we be hit with severe budget cuts, the protection around

the curriculum will need to ease. As a result we need to examine how the curriculum is offered, how it is delivered, and who teaches it.

Interim SVCAA Weissinger stated that it is imperative to retain tenured faculty members if efficiencies are going to be found with the curriculum. She pointed out that if we are going to compete with the Big Ten we will need more tenured faculty but in order to have more tenured faculty members we have to find a lot of ways to reduce the cost of teaching. She noted that we can't lower the cost of delivering the curriculum and protect tenured faculty members without looking at ways to come up with cost savings. She stated that we need to review course offerings to see if each one of them is really needed and whether they need to be offered frequently.

McCullough stated that a recent article in The Economist states that most of the bloat in universities is in administration. The article gave the University of Arizona as an example noting that 50% of the work force is in administration. She stated that efficiencies always seem to hit the curriculum and she would like the cuts to be more across the board.

Interim SVCAA Weissinger stated that the faculty should take a look at the budget to see if they can suggest where budget cuts should be made. McCullough stated that it is difficult to get the necessary information to do this. Chancellor Perlman pointed out that the budget is public information. He stated that it is important to see where funding is coming from. He stated that most of the administrative growth that has recently occurred has been in research. He pointed out that a tally of the budget cuts from 2001 has been kept and shows that over 50% of the cuts have been from administrative sources.

Interim SVCAA Weissinger stated that the university is going to have to have a menu in the choices we make in balancing the budget. She stated that the best way to reduce costs will be through local administration.

Interim SVCAA Weissinger stated that at other institutions the academic enterprise has been restructured in ways to create a larger structure; creating schools that are composed of several departments. She noted that there are some immediate cost savings with a reduction in administrators which is one reason for creating these schools and there may be multidisciplinary ways to restructure the academic enterprise that would be beneficial to faculty members. She stated that she hopes that some desire would come from the faculty for doing this and she hopes that the Senate would encourage discussions on this topic. Nickerson stated that the White Paper for the Life Sciences (2008) suggested merging UNL into a single administrative structure, and that creating a College of Life Sciences could reduce the number of departments, and costs, across the two campuses. Chancellor Perlman pointed out that some changes can be made and there are other changes that would not be advantageous.

Interim SVCAA Weissinger stated that she thinks there are untapped possibilities to examine within each of the campuses. She stated that she thinks we are entering an

unprecedented period of collaboration between city and east campus. Linquist pointed out that if we want to increase our ranks among the Big Ten this has to happen.

Nickerson asked how faculty members can best notify administrators of ideas for making efficiencies. He stated that he would like to have a single source to send email messages about this and other issues. He pointed out that some people may come up with good suggestions but there might be unforeseen consequences with some of the suggestions. Chancellor Perlman stated that we need to test the unintended consequences to see if they are real rather than if the faculty members are just resisting change. He stated that a task force will need to look at the option of centralizing things such as shared services which provide some opportunities but could come with consequences. He asked if the reduction in convenience is worse than the loss of a colleague.

Lindquist pointed out that this discussion relates to agenda item 2.7 about the trickle down of administrative/bureaucratic duties. He stated that there is discontent among many faculty members about the increase in bureaucratic work that must be done. He stated that an example is with the increased record keeping that became necessary after the state auditor found very few problems in his audit of the university. Chancellor Perlman agreed and stated that this complaint is not limited to UNL. He noted that a major concern with AAU institutions is the proliferation of administrative work for principal investigators. He stated that using the state auditor to look at the university's financial records has been more costly than anticipated and it would have been less costly to hire an accounting firm. Nickerson asked if there is anything the faculty can do to make the legislature aware that the cuts are impacting the faculty's ability to do the work they were hired for. Chancellor Perlman stated that President Milliken has a good handle on this.

Chancellor Perlman stated that he thinks faculty members accept and generate their own level of administrative responsibilities that might be increasingly unnecessary and are not cost effective. He stated that an example is transfer students; there is an administrative structure that handles reviewing the compatibility of courses. This could be handled by someone other than a faculty member and it could help generate more tuition but there are faculty members who think that they have to examine every course to approve the transfer. He pointed out that this strategy might not be justifiable anymore. He stated that the faculty might be able to free up some tasks.

Chancellor Perlman pointed out that the culture here is much different than at some other institutions such as the University of Virginia where the faculty believes in the importance of faculty governance and shared governance, yet it does not constantly watch what administrators are doing thus providing them to pursue their own work.

Interim SVCAA Weissinger stated that historical information was reviewed when getting the press release ready on the voluntary separation incentive program. She noted that the university has had \$35 million in budget cuts and the administration's approach has always been the same in that the tenured faculty members are the core of the academics. She pointed out that Business and Finance, which does many things from running human

resources to keeping the campus safe and clean, has been cut as far as it can. As a result more work is coming down on the local level and a lot of the bureaucratic duties that are coming down on the faculty are due to the cuts in the business sector.

Interim SVCAA Weissinger noted that she was on the Wasted Time Committee which tried to identify procedures that could be changed or deleted. She pointed out that only a few of these processes were changed or deleted because the faculty felt they were necessary.

Franti stated that he liked the discussion, particularly the issue of the culture of the campus. He pointed out that the culture needs to change and be different. He noted that some of these changes need to be driven by the faculty and if the Senate is to have an impact we need to consider how we frame this question. He asked how we frame a motivating decision for what the new culture will be. He stated that he would like to get there because until we do, everyone will continue to act like they are in a fiefdom. He asked how the faculty can create a vision of what the future will be.

Chancellor Perlman stated that he thinks there are several levels how the faculty can participate. He thinks the issue is clear in that the culture of higher education across the country is changing. The more creative we can be, the better off we will be. He stated that the Senate can provide leadership by getting faculty members to understand the environment we are in and demand that we engage in conversations about this and the changes that need to come about. He noted that there have been discussions about this from the top down for a long time but very little conversation has been generated from the bottom up. He stated that there are a number of things that other universities are doing to address this issue that the faculty needs to address. He pointed out that one option is to continue in the traditional manner, but the consequences of doing this could be difficult. He stated that he hopes the faculty of the life sciences will play a role in demonstrating how collaborations can be made and recognizing the circumstances the university is in.

2.6 Pre-tenure Reappointments

Lindquist stated that the Executive Committee is concerned that several cases have come up where a pre-tenure faculty member goes through annual evaluations and the department's promotion and tenure committee recommends reappointment only to have the chair or head override the committee's decision. He pointed out that there are no clear procedures that allow the faculty member to file an appeal, only an Academic Rights & Responsibilities grievance can be filed. He wondered if a trend is developing in overriding promotion and tenure committee's decision. He pointed out that faculty members will question serving on a promotion and tenure committee if the committee's decision is being overturned.

Chancellor Perlman stated that he did not think there is a trend and noted that this is a shared governance issue. He pointed out that reappointments are not just a decision made by promotion and tenure committees but also a decision made by administrators. He stated that he is not terribly troubled that a chair would go against a promotion and tenure

committee's decision to grant promotion and tenure. He noted that he would be more upset if the opposite occurred, that a chair recommended in favor of a candidate rejected by the faculty. He pointed out that a chair has title to exercise his/her decision if they are making the decision based on the direction of the department.

Lindquist agreed with this and pointed out that in a small department where the chair understands what a faculty member does and plays a role in where the department is going it is fine, but in a huge entity, for example, if the faculty of life sciences had a single administrator making decisions over a large number of faculty members, such a decision could be more of a problem.

Chancellor Perlman stated that he thinks it is the obligation of the administrator to be transparent with his/her decisions. He pointed out that administrators are reviewed every five years and faculty members who have concerns need to voice their opinion.

Interim SVCAA Weissinger stated that she is only aware of one case of this happening and all levels of the Bylaws have been followed in this case. She stated that all of the layers of the review and appeal are being accessed. She noted that she wants to assume that in any department where this occurs that there would be larger discussions to explain the decision. She stated that she assumes that the deans would be involved and that this issue sounds like a matter for the colleges to resolve. She stated that there is the more formal mechanism of the Academic Rights and Responsibilities Committee if a stalemate occurs. Franti pointed out that in his department only the members of the promotion and tenure committee would be involved in any discussions. Interim SVCAA Weissinger stated that she thinks that colleagues could still discuss the issue.

McCullough pointed out that the only appeals process in place is for the person to appeal to the very people who just turned them down for reappointment. Chancellor Perlman stated that faculty members should not be precluded from having discussions with their chair about why a decision was made.

Interim SVCAA Weissinger stated that colleagues need to discuss what the expectations are for faculty members and the department's vision. She noted that these discussions might not end with a unanimous perspective but these conversations should occur. She pointed out that she would be concerned with any department that is not willing to do this. She stated that if there is a real disparity among the faculty members in a department it should be brought to the dean so he can work on making the department more cohesive.

Shea pointed out that there can be real differences when discussing expectations and vision or directions for a department. He noted that hopefully there are usually discussions on expectations but not always on visions. He stated that if an administrator has his/her own vision for a department, this is where a problem can occur. If a decision not to reappoint a person is made on what the administrator envisions, this is problematical. He stated that the department needs to discuss the vision of a department

as well and if most of the faculty members are on the same page and the decision is transparent there won't be any problems, but this does not always happen in units.

Interim SVCAA Weissinger stated that she feels strongly that if there is a disconnection in a department as important as to the direction of a department and who should be retained, this is something that she or VC Green would want to know so they can help move the department in a productive way.

2.7 Update on CIC

Interim SVCAA Weissinger reported that there is not much new. She suggested faculty members should go to the CIC website and they will notice that our joining the CIC is prominently featured. She stated that there are some timelines related to the process of making us members. She reported that a team from UNL visited the CIC to learn about the business opportunities that will be available to us and in the fall we will be learning about integrating the academic components. She noted that a team from the CIC will be coming to campus this fall and she will make sure that the team has the opportunity to meet with the Senate Executive Committee. She stated that there is a set of potential very useful business agreements, a set of formalized academic programs, and a large relatively informal set of networks that we will get by becoming a member of the CIC. She reported that there are approximately 200 affinity groups that faculty members will be able to connect with. Shea asked if these are listed on the CIC's website. Interim SVCAA Weissinger believed that they are on the website. She stated that a strategy will be developed to formalize connections with the affinity groups.

2.8 One Time Funds for Enhancing Teaching Enterprise

Chancellor Perlman reported that the Board adopted an increase in tuition last year with the argument that we are about to face further budget reductions. A portion of the tuition money is not embedded into ongoing operation of the university but can be used for one time spending. He stated that his proposal to President Milliken is to try to support faculty members who are making efficiencies in teaching and for revenue increasing activities. He stated that he is thinking of how we can maximize our online worldwide teaching. He pointed out that most online programs are taken by adults, not current students, and this is where the revenue lies.

2.9 Upcoming Issues

Chancellor Perlman reported that the administration is working with the legislature with respect to the budget.

Chancellor Perlman stated that most people have seen LES' proposal to run a high power electrical line through the campus. He noted that this is generating some pushback and that he hopes it will be successful.

Nickerson noted that most teaching efficiencies for the School of Biological Sciences have to do with teaching in Manter Hall which is scheduled for rebuilding. He asked if the revamping of this building will have to wait. Chancellor Perlman stated that a lot of money will need to be pulled together for this project and it is Arts and Science's prime

capital campaign issue. He stated that we are probably three or four years out from getting a new building.

3.0 Announcements

3.1 Peter Lake Speech on Academic Honesty

Lindquist reported that he received an email from Dean Hecker about the visit of Peter Lake and asked if anyone would be attending. Flowers stated that he will be attending the speech.

4.0 Minutes of 9/15/10

The minutes of 9/15/10 were approved with revisions.

5.0 Unfinished Business

5.1 Recognizing Service of Professor Roger Mandigo

The Executive Committee worked on plans to recognize the service of Professor Mandigo as Head Marshal.

6.0 New Business

6.1 APC Recommendation to Increase Faculty Membership

Griffin distributed copies of a letter from APC chair Jennifer Brand and a document outlining their rationale for expanding the number of elected faculty members of the APC from six to eight. Lindquist stated that the Executive Committee needs to determine how the APC's syllabus will change with the addition of two new faculty members. He stated that he would like to see a motion presented to the Faculty Senate at the October 5 meeting and asked for a motion from the Executive Committee to accept the letter and rationale and language and prepare such a motion.

Shea stated that he was disappointed that the justification for the expansion was only about the workload and did not indicate how the university has grown and expanded.

Schubert suggested that Professor Brand, current chair of the APC, be invited to an Executive Committee meeting to explain APC's reason for expanding the committee. Franti noted that the Executive Committee gave the APC a charge to look into the expansion.

LaCost moved that we accept the rationale, subject to revisions by the Executive Committee, in order to present it to the Faculty Senate for approval. Konecky seconded the motion. The motion was approved with one abstention. The Executive Committee will discuss the changes to the APC syllabus at its next meeting.

Nickerson questioned why only two faculty members were being added and not three to maintain balance within the APC which is now arranged in a three-committee system. Konecky pointed out that adding two people would provide equitable representations from the different disciplines and colleges.

6.2 Issues Regarding Discussion with CIO Askren

Schubert stated that he has several concerns with issues that were raised by CIO Askren in last week's discussion. He noted that there is concern with the fundamental email addresses of faculty members being changed if we move to a different email program. He pointed out that it is important for there to be consistency of email addresses for faculty members particularly in regards to publications. He stated that he has also learned that students are upset with the bigred server being shut down.

Lindquist suggested that Schubert send CIO Askren an email about these issues and report back to the Executive Committee.

The meeting was adjourned at 5:01 p.m. The next meeting of the Executive Committee will be on Wednesday, September 29 at 3:00 pm. The meeting will be held in the Faculty Senate Office. The minutes are respectfully submitted by Karen Griffin, Coordinator and Pat Shea, Secretary.