

EXECUTIVE COMMITTEE MINUTES

Present: Anaya, Guevara, Lindquist, Nickerson, Schubert, Shea, Wysocki

Absent: Irmak, LaCost, Purdum, Rinkevich, Struthers, Varner

Date: Wednesday, November 9, 2011

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 to Order

Schubert called the meeting to order at 3:03 p.m.

2.0 Chancellor Perlman/SVCAA Weissinger/VC Green

2.1 Departmental Contact Person for Recruiting

Schubert reported that Extension personnel recently asked if there was a compiled list of department contact people that could be used by Extension and high school counselors when recruiting prospective students. Nickerson asked who departments should notify if they have identified a particular contact person for recruiting. SVCAA Weissinger stated that all of these contacts should go through the Admissions Office. She stated that she will ask Amber Hunter, Director of Admissions, to provide a clear understanding of how the Admissions Office contacts people in departments that can assist in recruiting efforts. She noted that the Admissions Office is the clearing house for recruiting.

Anaya asked who people should contact if they are interested in a tour of a specific department. Chancellor Perlman stated that Admissions can arrange the tour. SVCAA Weissinger pointed out that the administration wants all prospective students to go through the Admissions Office. She noted that Admissions works with the dean's office of each college. Nickerson asked if individual departments should not try to do any of their own recruiting. Chancellor Perlman pointed out that recruiting has broader responsibilities to it than one would expect and it would be difficult for one person to handle all of those responsibilities. This is why it is best to let the Admissions Office handle the recruiting efforts. SVCAA Weissinger noted that one of the keys to the recruiting enterprise is having an extraordinary database of information and a driven approach that coordinates what we know about the prospective student. She stated that she has complete trust in the Admissions Office and in its knowledge of the departments.

SVCAA Weissinger pointed out that we will have to energize our recruiting efforts to attain the goal of 30,000 students. She stated that recruiting is a very sophisticated business these days and the Admissions Office are the professionals hired to do this work. She noted that the administration wants to encourage department participation but the Admissions Office is the main office for recruiting.

2.2 Time Frame for Replacing VSIP Members

SVCAA Weissinger reported that half of the money from the VSIP lines is out in the departments and many searches are going on now to replace the retired faculty members. She stated that, on the Academic Affairs side, some money from these lines has been retained and her office will be looking at a competitive process to determine what departments will receive funding for hiring. She stated that she does not know how CASNR is handling the remaining VSIP funds.

2.3 160 New Faculty Members – Does this include replacing VSIP members?

SVCAA Weissinger noted that the Chancellor announced in his state of the university address that the goal is for UNL to become a larger, more vibrant university for both the students and the faculty. As a result, the campus is going to invest in hiring and these new hires do not include VSIP replacement lines. She pointed out that if a lot of senior faculty members are hired there will not be as much money to go around because of the higher salaries. She stated that the revenue will be from tuition generated by new students. She stated that increasing enrollment and number of tenure track faculty are highly interrelated. She stated that we need to grow our tenure track faculty so we can build and expand undergraduate programs to attract more students and we need to build our most significant strengths to address today's problems.

Anaya stated that a point was raised as to whether the new hires are replacing faculty members who may have been cut over the last decade due to budget cuts. SVCAA Weissinger reported that while there have been some dips in the number of tenure track faculty over the years, the number has remained surprisingly stable.

2.4 Plans for Restructuring Departments to Help Facilitate Goals

Schubert asked if there is a master plan for restructuring departments, similar to the merging of two departments in Engineering that will help us attain the goals. Chancellor Perlman stated that there is no set plan, but deans have been encouraged to consider how we are going to meet the objectives of the Chancellor's goals. He pointed out that the deans will have to make the decision if there is going to be any restructuring.

SVCAA Weissinger stated that the deans are just beginning to engage the faculty in the colleges about how we are going to expand the capacities that will fit students' needs. She stated that we need to identify what our strengths are that we need to sell and that we can market in Nebraska and beyond. She stated that whether these conversations lead to changes in the structure of units and colleges is unknown.

2.5 Plans for Identifying Academic Areas the Need to be Bolstered or Merit Enhancement

Schubert pointed out that we will need to identify areas of expertise with our transition into the Big Ten. He asked if the areas of expertise that UNL will focus on have been identified.

Chancellor Perlman stated that in a general way we are known for what most of the Big Ten land grant universities are known for: engineering, business, and agriculture. He reported that he is already seeing evidence that we are interacting with the business and engineering programs of the Big Ten. We will employ the same strategies throughout the rest of the campus to identify areas of strength by having formal and informal conversations with deans, department chairs, and faculty groups to try and figure out where our opportunities lie. He stated that we need to think about the areas where we can increase enrollment and research. He stated that some ongoing efforts have been with the Programs of Excellence which has been occurring for about ten years. Many of these programs have stayed stable over the years and helped to enhance our campus but there is probably more urgency now to identifying our areas of strength.

Shea asked if there has been any thought or action taken about working in cooperation with the Big Ten schools by having each school recognized for some specific areas of strength. He noted that each of the Big Ten schools can't excel in all programs and having cooperative programming in the Big Ten could bring some new opportunities. He stated that teaching could be shared between the institutions for some programs similar to the program we have with Iowa State for our veterinary program. He pointed out that in some ways we are in direct competition with the other schools of the Big Ten. SVCAA Weissinger reported that she has attended two meetings of the Provosts of the Big Ten schools and there has been no discussion along these lines. She pointed out that the cooperative arrangement that exists with the CIC focuses on business opportunities that can be shared. She wondered if the reasoning for the absence of this kind of cooperative programming is because schools are focused on dominating in particular areas. She stated that Shea's suggestion could be something to consider in the future. Shea stated that this was one of the topics of informal conversation that came up during the recent CIC conference of Big Ten faculty leaders. Chancellor Perlman stated that it is natural for us to seek areas that we can be successful in. He stated that much of the collaboration that will occur will be driven by faculty members that interact with their colleagues. He noted there are already some strong collaborations taking place. He reminded the Executive Committee that we are still competing with the other Big Ten universities for students, faculty, and research.

SVCAA Weissinger stated that in some sense we are much more knowledgeable and energized about the CIC than the other Big Ten schools. She pointed out that we did not inherit being in this conference, we were added and the advantage that this brings to the CIC is that our entrance has energized collaborations in new ways. She noted that we will be in a competitive stance with academic programs of the other schools but all of those campuses are in a much more complex financial situation than us and our being in a better financial situation could lead to collaborations.

Shea stated that he is aware of the enthusiasm that has been generated on campus since our joining the Big Ten. He stated that being the new member of the Big Ten allows us the opportunity to ask questions at CIC meetings such as the one he recently attended. He noted that his questions were looked at as opportunities to explore and could spark some new discussions amongst the Big Ten schools.

SVCAA Weissinger stated that we need to use these opportunities to our advantage. She stated that we are going to coalesce a digital humanities session this spring between the Big Ten schools. She noted that this will bring a number of people to our campus and we will have other opportunities for similar things to happen.

SVCAA Weissinger stated that the strategic planning process should identify areas that need enhancement. She reported that this past spring colleges and departments were asked to compare themselves with the Big Ten schools and out of this exercise the digital humanities developed. She stated that there are two questions at play: where we can enhance and expand undergraduate enrollment, which could mean expanding the number of tenure track faculty. She stated that as a research campus we will need to invest in the best tenure track faculty members that we can attract. She stated that faculty members need to be thinking about focusing on the potential return on investment of tenure track positions in key areas and we need to make investment in these areas.

2.6 UNL Salary Increases to be in Line with Social Security Increases?

Wysocki noted that there was recently a 3.6% increase in social security checks. He asked if the university was going to move towards giving faculty a salary increase commensurate with the social security increase. Chancellor Perlman stated that he does not think the average increase in social security checks is that much. He pointed out that it is difficult to say what will happen in regards to salary increase. He noted that the salary increases for this year came from dollars that have been reallocated from programs. He stated that a 3.6% increase could be given but pointed out that it would require a number of reductions in other areas to do this.

SVCAA Weissinger pointed out that the Board of Regents sets the salary increase. The Legislature gives us a budget that may include all or some of the budget request, but if the campuses go for a higher increase than recommended by the Board, the money will have to come out of other programs. She pointed out that UNK and UNO had to take budget cuts to fund the salary increases that were negotiated above what the Regents gave us. She stated that her personal experience has convinced her that there is little left to cut in the academic enterprise.

Wysocki stated, given the current perceived improvement in the State of Nebraska's budget, is there a tendency for state employees to get a higher salary increase this year. Chancellor Perlman stated that this is unknown and there are a number of factors that go into the decision about salary increases. He pointed out that the university is not the only claimant that will be seeking increases from the state.

2.7 Changes in Building Priorities as a Result of the Goals

Nickerson stated that this relates to new faculty hires and what departments can plan when they are constrained by a lack of space. He pointed out that we can't consider the need for expanding tenure track lines without considering the amount of available space that will be required for these new hires. He asked if there are any changes in building priorities given the intent of increasing enrollment and tenure track lines.

Chancellor Perlman noted that he does not need to be convinced that we need to expand Manter Hall. We just need \$10 - \$40 million to do it. He stated that the lack of buildings is one of the more difficult constraints that we have to face and he is unsure how we are going to get sufficient space. He stated that there are a number of philanthropic opportunities that might be of assistance. He stated that if one of our areas of strength is business we have a problem because CBA is not large enough.

Chancellor Perlman stated that there is contemplation of some shifting of space in order to get ready for the expanded recruitment effort. He stated that the expectation is that the Sponsored Programs Office will be replaced by Admissions in the Alexander building and Sponsored Programs will be moved to Whittier. He reported that there is some space in Brace but the problem with this building is that it does not have a women's restroom. He noted that laboratory space is harder to find than office space. He stated that he is not confident that we are using all of the buildings in the most efficient way. He stated that he is still not convinced that the life sciences students and Bio 101 students need to be in a lab 14 weeks of a semester, but even with the grandest design with Manter Hall, there will need to be some creative solutions because a new or expanded building will be at least five years in the future.

SVCAA Weissinger pointed out that the broad answer is that none of us have been around long enough to have to deal with managing growth, but these are the kinds of problems we want to be grappling with. She stated that we will have to be nimble in the phases of growth until we can afford the construction of more buildings. She noted that we will not only have more faculty but more students and the university will have a larger footprint. She stated that she believes we have enough capacity to absorb the first few years of growth.

Chancellor Perlman stated that he is convinced that if we do not have these objectives and don't actively pursue them we won't move forward. He noted that he has been to a lot of alumni events recently and people are excited about the goals. He is confident that this excitement will help generate donations to the university. SVCAA Weissinger stated that it will be wise for us to identify the needs we are going to have as a result of these goals.

2.8 Plans to Increase Student Retention Rates

SVCAA Weissinger reported that recently a two day retreat was held in Nebraska City and the focus was to begin plotting a roadmap to increase our recruiting and retention rates. She stated that Dean Cerveney and Associate VC Goodburn are working on regenerating the Enrollment Management Council. She noted that the initial steps are to identify the main issues, initiate tasks to help make improvements, and develop a strategic plan that will be presented to the Deans Council.

SVCAA Weissinger stated that Associate VC Goodburn is currently on a listening tour of the campus to understand the small and large efforts that are taking place in units to increase retention. She stated that Associate VC Goodburn and CIO Askren worked

together to review potential programs that could assist faculty members and advisors. The result is the purchase of Starfish which many advisors are excited about using. She stated that Starfish will be implemented in January and is a way for students to have a digital advising record. This will allow the advising record to travel with the student should the student change advisors, departments, or even colleges. She pointed out that to keep students on campus and to have them academically successful requires a lot of interaction between the student and various people on campus.

Nickerson asked if Starfish does anything else other than transferring records easily. SVCAA Weissinger stated that Starfish has a communication method that allows records to be easily transferred and there is the ability for the faculty member to tell an advisor if a student is absent from class. VC Green stated that information entered into Starfish all becomes part of the student record. Chancellor Perlman stated that Starfish will also allow students to make appointments on line and it even reminds the students of the appointment.

Nickerson noted that he teaches a large class and he was wondering if Starfish could identify students in trouble with a class and who an instructor should contact in terms of advising for the student. He pointed out that follow up with students who are having difficulties is critical. He stated that he was wondering what could be done with providing tutoring sessions and asked if Starfish could be used to help locate tutoring services. SVCAA Weissinger stated that Starfish is really more of an advising program. She stated that Associate VC Goodburn is trying to figure out where the communication gaps are and through which some students fall through. She stated that we need to fix these gaps.

Nickerson stated that he has found it difficult to locate tutoring services on campus for students when they are seeking help. SVCAA Weissinger agreed it is difficult and stated that she recently spent some time with a student trying to locate a tutoring service. Anaya noted that the TRIO Program offers support services and instructional assistance and the OASIS program provides assistance for students with emphasis on meeting the needs of ethnic minority students. SVCAA Weissinger stated that OASIS has a certain kind of tutoring and there are other campus-level centers that can assist students. She stated that there are probably a lot of good things taking place on campus, but there is not much coordination of these services. Nickerson stated that having some coordination of these services would probably help with retention. SVCAA Weissinger stated that there are a number of factors that relate to retention and some of the factors are not academically oriented.

Shea pointed out that from a faculty perspective, not only do the faculty members need to be aware of what they can do to help students, but faculty need to know what is expected of them. He stated that we need to be careful that we do not put too much of a burden on faculty members who already have a lot of responsibilities with teaching, research, and service.

SVCAA Weissinger stated that we need to clarify what our faculty obligations are. She noted that an obligation could be to submit midterm grades for students. She noted that this used to be done on campus and suggested this question might need to be revisited. She stated that it is an interesting academic issue as to what obligations the faculty has in giving students notice as to where they stand in a class during the semester.

SVCAA Weissinger noted that faculty members help students in other ways too. She noted that some faculty members are advisors while others go the extra mile to find help for a student. She stated that at the very least we need to empower faculty members with the tools that can help them assist students.

Shea noted that the obligations of the faculty in general have changed in how they spend their time. He stated that some time ago for many people academic obligations were foremost, but now we've shifted more towards research activities which have become so critical for the university but are very time consuming. As a result, a faculty member has less time to spend on doing things that could help retain students.

2.9 Possibility of Limiting the Number of Majors for Students

SVCAA Weissinger reported that there are no plans to limit the number of majors for a student. She stated that she doubts that having a double major contributes to the length of time it takes to receive a degree. She noted that in general these students are more motivated and students with double majors may in fact graduate faster. Guevara asked if any analysis has been done to verify how long students with double majors take to graduate. SVCAA Weissinger stated that the goal is to improve the six year graduation rate and she does not think dual majors are a significant factor but she will have the numbers run.

Chancellor Perlman stated that there are serial majors and VC Green noted that these are students who cannot decide on a major. Chancellor Perlman stated that there is some thought that advising might be able to help with this problem.

2.10 Update on Search for Dean of Fine and Performing Arts

SVCAA Weissinger reported that there is a large applicant pool for this position. She stated that the search committee will be identifying a preliminary set of candidates and the search is still on track to have finalists on campus for interviews at the end of November – beginning of December. She reported that she is very optimistic given the interest that has been shown with the position.

SVCAA Weissinger stated that the faculty of Architecture has been informed that a search committee will be started to replace the Dean of Architecture. She stated that the hope is to have the position advertised by December 1 which would put us on a good time line for having on campus interviews in March.

2.11 Agricultural Research Division Budget – Income from Gross Receipts

Lindquist noted that the university owns a lot of land that is producing crops and with corn and soybean prices high the university is generating more income this year. The

question came up concerning where and how this money will be used. VC Green stated that the university has operations all across the state that are part of the Agricultural Research Division. He noted that some of these operations generate cash receipts on corn and livestock production. He reported that the funds that are earned go back into the long term management of these operations. During the years when the income is higher, much of the funding goes back into the operations. He stated that the largest facility is the one we have in partnership with the USDA at Clay Center. He noted that the university owns all of the livestock at this operation.

Nickerson asked if a reserve of funds can be accumulated. VC Green stated that they can but this is unusual because it is a self-sustaining operation. He noted that most of the facilities are quite aged, the Panhandle Research Center being one that needs significant repair. He pointed out that the needs are abundant for how these funds are used.

Guevara asked how funds are managed during lean years. VC Green stated that the money from these operations is in a long standing revolving account. He stated that cash reserves have to be left into this account to help maintain the operations during difficult times. Guevara asked what would happen if the cash reserve is depleted. VC Green stated that operations would have to be closed if that were to happen. He noted that we do not have the means to carry a long term deficit.

Shea stated that he has heard that there is an effort or expectation for core laboratory facilities to become more self-sustaining, which would result in faculty and departments being charged higher fees for running samples. He stated that he was told that faculty members should expect to pay more for these services. He pointed out that this raises potentially major concerns for faculty members as some of the current costs are already prohibitive, especially if faculty members do not have very large grants. He said many research labs that have analytical equipment have difficulties maintaining the equipment or do not have a way to get newer equipment, so faculty are becoming more dependent on core facilities. He pointed out that if core laboratory facilities become more expensive for users it will limit research.

VC Green stated that the Provost's office in Central Administration is going through a process of looking at all of the core facilities that are funded this way and is analyzing the variance of how these facilities operate to determine if they can be better run. He noted that the process is unfolding and the concerns of the faculty have been heard.

2.12 Upcoming Issues

Chancellor Perlman reported that the decision to allow Lauren Cook to continue playing on the volleyball team was made with his involvement. He noted that she is going into a diversion program and the university does not have any prohibitions restricting students from competing in sports or attending the university if they are in a diversion program. He did point out that the Student Code of Conduct does have some policies that may have been violated and the Judicial Affairs Office will need to look into this. He noted that her felony will be expunged if she completes the entire diversion program.

Chancellor Perlman stated that he has received a lot of suggestions for us not to play the football game with Penn State on Saturday. He stated that while he understands what people are saying, he does not think allowing the football team to play condones what has happened at Penn State. He reported that he felt the university should say something about the situation and he made comments supporting President Spanier as a person.

3.0 Announcement

No announcements were made.

4.0 Approval of 11/2/11 Minutes

Anaya moved for approval of the minutes as revised. The motion was seconded by Guevara.

5.0 Unfinished Business

5.1 Student Bereavement Policy

Schubert reported that ASUN is requesting that an ad hoc committee be formed of Executive Committee members and ASUN members to review and work on the proposed policy. He suggested having two faculty members on the ad hoc committee. The ad hoc committee will work on the policy and then present it to the Executive Committee and it will eventually go to the Senate for approval.

Shea pointed out that the draft policy is not very long and he wondered whether it was necessary to have a committee. He suggested that the Executive Committee look at the policy, compile suggestions, and send it back to the ASUN. He stated that if there are issues that cannot be resolved then we could meet with ASUN.

Guevara stated that the policy is not complicated but some faculty members might have concern over the section of the policy relating to the number of days a student can miss based on the amount of miles he/she has to travel. He stated that faculty members might be concerned about the length of time a student can be gone. Shea noted that this is a good reason for having more people take a look at the policy rather than just members of an ad hoc committee.

Schubert pointed out that an ad hoc committee could provide the Executive Committee with initial considerations and two faculty members on the committee could directly communicate with the students to hear their needs. He stated that this could save the Executive Committee some time. Shea pointed out that going through an ad hoc committee could take longer than if the Executive Committee goes ahead and addresses the policy. He stated that the policy will need to go the entire Senate for a vote.

Lindquist pointed out that the policy could be taken directly to the Senate. If anyone wants any major changes to the policy they could volunteer to be on an ad hoc committee.

The Executive Committee agreed to put the item on the agenda for next week.

5.2 APC Responsibilities

Griffin noted that the Executive Committee agreed to complete the discussion on the APC responsibilities when LaCost returned. Shea stated that he is against making any changes to the APC responsibilities at this time. He reported that he is reviewing the faculty governance bylaws at the other Big Ten schools. He suggested that the Big Ten schools could move towards more uniform faculty governance policies that provide greater faculty participation at all of the Big Ten universities. He stated that it would be better to see if the Big Ten schools are interested in moving to more uniform faculty governance before any changes are made to the APC responsibilities.

Lindquist stated that if there is interest in modifying the APC responsibilities, he disagrees with holding off on making changes just in case there is some uniform policy on faculty governance coming from the Big Ten universities. He pointed out that the Executive Committee members need to come to the meeting next week prepared to make a joint decision about the procedures.

Shea stated that a problem is that bylaws are not always being followed and that we should press for everyone to follow the bylaws. He stated that it is not unreasonable to expect administrators to follow bylaws.

Guevara pointed out that the concern of the APC is that they are being ignored by the administration. He stated that the APC should be fighting to make sure their responsibilities are adhered to and should demand that resources will be provided for the APC to do its work as stated in the bylaws.

Schubert suggested that the APC be asked to form a list of how the bylaws have been violated. Anaya noted that the APC was not consulted with about the goals and budget cuts. Shea agreed that a specific list would be helpful. Schubert stated that the question of whether the bylaws have been violated needs to be answered.

The Executive Committee will address the issue further at the next meeting.

6.0 New Business

6.1 Additional Revisions to Definition of Disciplines

The Executive Committee worked on addressing the revisions suggested at the Senate meeting.

6.2 CIC Table on Senate Compensation

Shea noted that he does not think the compensation information listed for UNL on the table created by the CIC on compensation for serving on the Faculty Senate is accurate. Griffin stated that she informed the CIC that \$15,000 is provided to the department of the Faculty Senate President to provide release time for the faculty member serving as President.

The meeting was adjourned at 5:16 p.m. The next meeting of the Executive Committee will be on Wednesday, November 16 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.