

EXECUTIVE COMMITTEE MINUTES

Present: Bender, Dawes, Joeckel, Konecky, Lee, Nickerson, Purcell, Rudy, Steffen, Sollars, Vakilzadian, Woodman

Absent: Reisbig

Date: Wednesday, October 14, 2015

Location: 203 Alexander 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

Bender called the meeting to order at 3:00 p.m.

2.0 VC/Interim SVCAA Green

2.1 Long term planning for student recruitment and retention

VC Green reported that the original plan was to hire a new dean for ASEM, but the administration determined that the real gap at UNL for enrollment management is in analytics which also involves the full spectrum of recruiting, admissions, scholarships and financial aid, student success, and retention. He pointed out that UNL already had expertise in analytics with Assistant Dean James Volkmer who has assumed the role of Assistant Dean for Enrollment Strategy and Analytics as of October 1. He stated that Volkmer will serve in this position for two years and report to Associate Vice Chancellor Goodburn. Afterwards the new SVCAA can determine whether to hire a new dean for student enrollment and recruitment.

VC Green reported that recruitment plans were presented to the deans and noted that the plans looked at the demographics of the individual colleges in a more refined way. He pointed out that the plans are not just to increase enrollment, but will look at what the growth should look like for each college and what would be a feasible and optimal increase.

Purcell asked if the recent changes in Enrollment Management are in response to President Bound's comments to the UNL Faculty Senate concerning recruiting efforts. VC Green stated that President Bounds was impressed with UNO's recruitment. When looking at our incoming class and the number of first generation students it seemed like we lost more students in Omaha to Iowa State, particularly engineering students. He noted that the Iowa Board of Trustees made the decision to base their budgeting system more on resident student enrollment amongst their three campuses (University of Iowa, Iowa State University, and University of Northern Iowa). There was a concern that too many of the University of Iowa's students were from out-of-state, as a result Iowa State felt it had to recruit more heavily out of state due to the University of Iowa's elevated

recruitment of Iowa resident students. He stated that we will continue to amplify our recruiting efforts in Omaha and state-wide.

Woodman asked if there was a difference in the number of scholarships being offered by Iowa State. VC Green reported that Iowa State offers considerable scholarships, particularly in engineering and noted that we have to use all of our resources, including our scholarships, more effectively to improve our recruiting efforts. He noted that UNO has amped up their recruiting efforts and while we have increased our recruiting efforts there, we need to do more.

Woodman stated that he has heard that most of the recruiting effort is focused on first generation students. He pointed out that retention of these students can be more difficult and asked what the campus is doing to help retain these students. VC Green noted that retention efforts are done college by college and he encouraged the Executive Committee to have Associate VC Goodburn come to speak about the work being done with student success and retention initiatives which has been significantly enhanced in recent years.

Woodman pointed out that improvements in retention of students might be higher if there were more tutoring services at the department level rather than just at the campus level. VC Green noted that we now have a mechanism that allows us to identify students who need help and efforts are being made to contact these students. Woodman pointed out that a good example of a successful tutoring program is in Athletics. VC Green noted that Athletics has a lot of resources that can be put into helping student athletes to be successful. He pointed out that such academic support of athletes is completely within of NCAA rules in providing the support and it really comes down to effectively using those available resources.

Lee asked if the campus has changed our view on recruiting and how it is conducted. He noted that when Dean Cervený was hired he was known for his expertise with admissions. VC Green noted that Dean Cervený was well known and accomplished and elevated admissions here, but admissions is just one part of the picture. What we really need is overall enrollment management. He noted that an outside consultant was brought in to look at our admissions and enrollment management last year and the consultant reported that we have a very good admissions program, but we needed to elevate our overall enrollment management program effectively coordinating and leveraging those components beyond admissions, particularly in terms of analytics. The key component to this is that we were missing in the analytics aspect which would allow us to better manage and predict our enrollment overall, particularly as we grow in size. He noted that Associate VC Goodburn is serving as interim dean of ASEM.

Vakilzadian asked how our recruiting is going in neighboring states. VC Green stated that we are making improvements as indicated by our increased non-resident enrollment, especially through recruitment in targeted areas such as Chicago, Minneapolis, Milwaukee, Kansas City, Denver, and Dallas-Fort Worth. He pointed out that these particular markets have the highest opportunities for us and we have been successful. He stated that we have had some progress in Denver, although this is a challenging market.

He noted that we saw an increase in the number of students from California and Texas this year. Vakilzadian pointed out that we have had some students coming from Iowa in their junior year and asked if this is being done with students from other states. VC Green stated that we need to be recruiting more of these students in Nebraska.

Konecky reported that she has a daughter in high school and they have been receiving about three times as much information from the colleges in Iowa then from Nebraska. VC Green stated that this is an area we can improve in the future. He stated that he is pleased with Extension Educators because they have stepped up and are increasingly helping with recruiting efforts. He noted that five years ago Extension wasn't as involved as might have been optimal, but now this is at a completely different level, including direct funding being provided to assist Extension Educators in their recruitment of high school students. Purcell pointed out that Extension Educators currently are involved in recruiting 5th through 12th grade students.

Joeckel stated that it seems as if recruitment and branding is like an arms race and he likes the idea of targeting certain markets, but asked if there is any possibility of a conceivable paradigm shift in how we go about recruiting. VC Green stated that he recommends the Senate invite Associate VC Goodburn and Admissions Director Amber Williams to speak on some of the recruiting efforts that are being done. He noted that this will allow the faculty to provide input into recruiting.

Nickerson asked to what extent faculty members should be involved with on-campus visits. He stated that in the past faculty members wanted to participate more but their requests were ignored. VC Green pointed out that our recruiting efforts have been successful, because even with a declining student population nationally, we still have increased our enrollment numbers.

Rudy asked how other colleges in Nebraska are doing with enrollment. VC Green reported that community colleges are down and UNK's enrollment is down as well. Lee noted that the direction colleges in Illinois (Northern Illinois University, Eastern Illinois University, etc.) have also seen a decrease in enrollment.

2.2 How are we going to deal with the 1% increase in staff salaries that was supposed to be restored but was then retracted?

VC Green stated that this is a question appropriate for the Chancellor to address.

2.3 Possibilities of more organized VSIPs

Woodman noted that the timing of the last VSIP was unfair to those people who decided to retire several months prior to the announcement of the VSIP. He pointed out that it would be helpful to retiring faculty members if the VSIP was offered regularly. VC Green stated that he interpreted the question as to whether we are going to have a rolling VSIP. He reported that the decision this year to offer the VSIP was based on the fact that we have an accruing older faculty, particularly at the top end of the age spectrum. He noted that there were a number of these faculty members who could have taken advantage of the first VSIP but did not. He stated that he understands the fairness issue

and efforts were made to offer the VSIP if the faculty member delayed their retirement until June 30. Nickerson pointed out that he did not think this was publicized to the faculty.

Vakilzadian asked if it was possible to keep a small portion of salaries in a pool so that the VSIP could be offered every three or four years. VC Green noted that this is basically what has been done for the last two VSIPs. He pointed out that we do have a policy at the university allowing for buy out for retirement, although approval of this would be at the discretion of the administration. Joeckel asked if this is a mechanism to deal with budget cuts within a department. VC Green stated that it is not related to budget, but management of retirement. He noted that it is in the best interest for faculty members and departments to have the ability to negotiate, although it is rarely used.

2.4 Opinion on Job Security for Professors of Practice

Vakilzadian stated that there are some Professors of Practice that have been here for ten years or more but who do not know if their contract will be renewed. He stated that they should be informed ahead of time whether they will retain their contract. Woodman pointed out that there is a new modification in the Regents Bylaws that seeks to provide some protection for Practice and Research Professors by stating that they cannot be fired arbitrarily until their contract expires. He stated that in Arts & Sciences Professors of Practice are notified in the fourth year of their contract whether there is the intent to renew the contract, although this is not guaranteed. VC Green reported that the policy states that Professors of Practice are to be given a 12 month notice. Bender questioned whether there might be any statistics on how many times contracts have not been renewed. VC Green stated that Human Resources should be able to provide this information.

2.5 What are the prospects for enhanced D-line budgets to strengthen the graduate programs in the departments?

VC Green noted that this is an issue that has been pointed out by a number of deans. He stated that there is definitely a need to increase the budgets because they have been stagnant for a long time which restricts growth. He stated that there is the need to increase the budgets, but a mechanism has to be developed to identify where the increases are needed. He reported that he has been visiting each of the AA colleges and has told them to rethink the way our budget model works relative to our base budget because currently it is not based on performance. He said that revenue growth is the only mechanism to increase budgets without using external funds, but this will require some changes to our current budgeting process moving forward.

Lee stated that his department is still funding TA's on temporary money because of the high general education needs. He asked if this is typical. VC Green stated that this is typically how many TA lines are funded.

2.6 Any ideas or successes in readjusting budget inequities that resulted from how the distance tuition dollars were redistributed?

VC Green reported that he has been looking at this and a possible new model for distance education. He noted that with the change that was made about a year ago some permanent funding was put back into college budgets, but departments no longer received distance education tuition. He stated that he has been looking at the task force report on future incentives for distance education that was commissioned by former SVCAA Weissinger and he has asked for a full breakdown of how Academic Affairs used the funding that was generated by distance education tuition. He stated that currently fewer distance education courses are being created because of the lack of resources, but he has been working with Dean Kostelnik, who co-chaired the task force, on creating a new model that will address this issue.

VC Green stated that one part of the problem is to create true distance education courses that are part of a program. The other part of the problem is providing online courses for on-campus students who may have difficulty getting into required courses (so-called “bottleneck courses”). Nickerson pointed out that distance education courses could be used as a successful recruiting strategy as suggested by NU Associate Vice President of Distance Education Mary Niemiec.

Steffen noted that even when there was an incentive he did not want to offer a course that was not part of a program. He pointed out that faculty need help with assessment in what courses are needed through distance education and if there is interest for a particular course. He pointed out that there is a huge value in taking courses on campus and he discourages his students from taking online courses, in part because there is a higher dropout rate with online courses than on-campus courses.

VC Green stated that there were some colleges that were particularly hurt by the change in the distance education tuition, such as Arts & Sciences, CEHS, and CASNR who experienced a significant budget reduction from the lack of previously available distance education funding. He noted that the revenue allowed these colleges to fill a lot of gaps so the loss was significant.

VC Green pointed out that distance education is a balancing act because budget, revenue, and quality all need to be considered. He stated that it is most important that we deliver quality courses and programs. He stated that he hopes to have the issue resolved by the end of the calendar year.

2.7 Opinion on whether tighter integration of City Campus and East Campus is desirable or feasible. Views on a possible College of Life Sciences, including portions of both campuses.

Nickerson stated that the topic refers back to a white paper on the idea to create a College of Life Sciences from 2002 and what can be done to improve the quality of research in the life sciences. He also wondered whether tighter integration of the campuses could remove any existing barriers.

VC Green stated that there are models at other universities where there is a College of Life Sciences, but the bottom line here is that you have existing entities that are spread

between the two campuses. He noted that the School of Biological Sciences has a strong emphasis in two primary areas – ecology/evolutionary biology and genetics/cell/molecular biology, then there is the School of Natural Resources that has outstanding ecology-based programs, and there is also a host of life sciences-based programs in animal science, agronomy and horticulture, biological systems engineering, biochemistry, entomology, food science and technology, plant pathology, nutrition and health sciences, and vet med and biomedical sciences in IANR. Veterinary Medicine and Biomedical Sciences. He pointed out that there is a state statute authorizing IANR that needs to be considered as well in the way that the academic programs are structured at UNL. He suggested that it might be more feasible to have all of the life sciences housed in one entity. He pointed out that he believes that things have improved considerably in recent years between the two campuses and the barriers are not as prevalent as they once were—prime examples are in the teaching of the new life sciences (LIFE) undergraduate courses jointly between colleges, and the plans for the new interdisciplinary complex Biosystems life sciences Ph.D. program.

2.8 Issues on the Horizon

Rudy asked if VC Green knew what was going on with the research lab in East Stadium. VC Green reported that he is not aware of any changes and noted that the research lab reports to VC Paul's office. He stated that there will be a change in the Center for Brain, Biology, and Behavior with Professor Molfese stepping down as director.

VC Green stated that a large packet will go to the legislature in January for capital needs and UNL is fairly prominent in the package because many of the buildings on campus are in need of major renovation to meet academic needs. Woodman asked if most of the request will be for maintenance of buildings. VC Green stated that the majority of it will be for renovation and renewal of existing buildings. He stated that the amount requested will likely be significant and will focus on real priority needs especially for the Colleges of Engineering, Education and Human Sciences, and Ag Sciences and Natural Resources. The proposal is now being developed by the central administration and will not be finalized until January.

Lee asked if any decisions have been made about how the existing CBA building will be used once it is vacated by CBA. VC Green noted that the building is part of the priorities under discussion for the legislature. He reported that there have been three meetings for consideration of where the highest needs are for re-using the building. He stated that currently there are a lot of needs in the various units of Arts & Sciences and there are plans under development for a 400-seat classroom. He stated that most of the classrooms in CBA would likely become general purpose rooms.

Purcell asked if VC Green could address the reorganization of the Northeast and Southeast Research and Extension Centers. VC Green noted that he recently addressed this in the IANR All Hands Meeting. He stated that the implementation of the changes will begin on November 1.

Purcell noted that the Faculty Senate has a goal to increase job security for Extension Educators and asked VC Green his thoughts on this goal. VC Green stated that Dean Hibberd reported that he had good discussions with the Senate Executive Committee and that he was fairly open to the idea. VC Green stated that at this time he is letting Dean Hibberd work with the Senate on the issue.

3.0 Announcements

No announcements were made.

4.0 Approval of September 30, 2015 and October 6, 2015 Minutes

Vakilzadian moved for approval of the September 30, 2015 minutes as revised. Motion seconded by Purcell and approved.

Konecky moved for approval of the October 6, 2015 revised minutes. Motion seconded by Lee and approved by the Executive Committee.

5.0 Unfinished Business

5.1 Review of Extension Educators Proposals and Options

The Executive Committee reviewed and suggested changes to the draft document of proposals and options for Extension Educators. Bender pointed out that this document is only to provide suggestions to the Extension Educators, but it will be up to them to decide whether they want to go with any of these suggestions.

5.2 Final Draft of Professional Ethics Statement

Item postponed until the next meeting.

5.3 Executive Committee Spring Semester Meeting Time

Griffin noted that the majority of the Executive Committee members indicated they could attend a meeting on Tuesday afternoon. Steffen moved that the Executive Committee meetings for the spring semester be held from 2:30 – 4:30 on Tuesday afternoons. Nickerson seconded the motion. Motion approved but with one opposition.

6.0 New Business

6.1 Open Mic Discussions for the Senate Meetings

Bender suggested that the following topics for open mic discussions at the Faculty Senate meetings:

- ACE five year evaluation
- Ways to improve writing skills and numeracy across disciplines

Rudy stated that there is constant frustration in ACE 10 courses with students only using the internet as their resource for obtaining information. He suggested another topic of discussion might be how to increase students' skills in using other resources for research. Konecky pointed out that the University Libraries staff are willing to speak to classes about this subject. Rudy suggested having someone from the Libraries speak about this at an open mic discussion.

The meeting was adjourned at 4:55 p.m. The next meeting of the Executive Committee will be on Wednesday, October 21, 2015 at 3:00 pm. The meeting will be held in 203 Alexander Building. The minutes are respectfully submitted by Karen Griffin, Coordinator and Allison Reisbig, Secretary.