

EXECUTIVE COMMITTEE MINUTES

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

Absent: Reisbig

Date: Wednesday, October 28, 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 2:57 p.m.

2.0 President Bounds

2.1 What characteristics is he seeking in a Chancellor? How important is faculty support in deciding who will become Chancellor given the recent controversy at the University of Iowa?

President Bounds stated that he is seeking a well-rounded individual who has the ability to interact with the faculty, has well developed political and diplomatic skills, understands the complexities and issues with athletics, and can develop external resources and partner with the private sector (to see a complete list of the characteristics go to <http://nebraska.edu/media-resource-center/news-releases/1704-university-of-nebraska-president-hank-bounds-issues-chancellor-profile.html>.) He stated that the individual needs a Ph.D. or other relevant terminal degree with credentials sufficient for appointment as a professor with tenure in an academic department.

President Bounds noted that there are many constituency groups that need to be listened to and he does not want to put a Chancellor into place that does not have the support of these groups. He pointed out that he is the person who will actually select the individual, but he will listen and consider feedback from important constituent groups such as the faculty and the Board of Regents. He stated that having a public search makes the process a bit more difficult and reported that he will be meeting with the search consultants soon to get an update on how the search is progressing. He wanted to thank the Executive Committee for providing faculty names for the search committee.

Nickerson noted that consultants do what they are told to do by the hiring organization and are provided a description of the position, but it is the consultants who use their connections to identify people. President Bounds pointed out that search consultants have a list of people that they know, but other candidates are brought into the search by other means. He stated that the qualifications and characteristics for the position are determined and directed by the University. Nickerson noted that the consultants used for the search of a President for the University of Iowa were probably given direction to look

for a more business leaning individual. He pointed out that our criteria are clear that we are looking for someone who is an academician.

Rudy asked if President Bounds has had any surprises in working with the unicameral. President Bounds reported that working with a unicameral legislature is easier in some ways than working around a bicameral legislature. He noted that it is much easier to get 25 votes in one house rather than trying to figure out the democratic and republican agendas, particularly if the state is stratified. He pointed out that the Chancellor will need to be astute at both the state and federal level.

Rudy asked what President Bounds thought of the landscape for raising endowments for the University. President Bounds noted that it is easier here because there are a lot of people with significant resources. He pointed out that basically the state has one University, even though there are four campuses in the system, and there is only one foundation. He stated that the donor pool is knowable by everyone because this is a small state, but at universities that have multiple foundations the same donor can be asked for support from different foundations associated with a university. He stated that the one thing different here is that Athletics has its own foundation staff. Overall the endowments are in pretty good shape but they could be better. He pointed out that the foundation has to be structurally separate from the University to protect donors' records and the University. If the University wants to raise money it needs to be in step with the foundation. He stated that it is important for the foundation to be integrated with the University so he now has President and CEO Hastings on his President's Advisory Council.

Woodman noted that he is in the School of Biological Sciences and that a new building to replace Manter Hall, which has numerous problems, has been spoken of frequently. He reported that faculty members have been actively discouraged from participating in fundraising for a new building. He asked if the faculty should have a role in fundraising. President Bounds stated that it is important to have a strategy to have a successful fundraising campaign. In some cases faculty need to be involved with a donor, but in other cases they need to step back. He pointed out that so much of fundraising is relational. He noted that we do need more resources because we have \$800 million in facilities' issues across the campuses that needs to be addressed and this cannot be done only by donations. Nickerson reported that faculty members have been told not to be involved directly with the Foundation in fundraising. President Bounds stated that we need to be working together. He stated that he plans to have more people involved with fundraising. He noted that when he became President he expanded the President's Advisory Council to make sure there is representation from the foundation.

Nickerson asked if there is a faculty member on the cabinet. President Bounds stated that he does not have a faculty representative, but he is still trying to determine how to engage the leadership of the Faculty Senate at the Board level. He noted that the Board has committee meetings and there needs to be more involvement from the faculty. He stated that he would like to see the Faculty Senate Presidents as members on the different Board committees because sometimes it is important to vet issues with the faculty which will

allow for better decision making. Nickerson suggested that the Past Presidents be involved because they have experience after serving as President, but also have more time available to serve on committees than the sitting President. President Bounds pointed out that this will need to be decided by the faculty.

Vakilzadian noted that there could be internal and external candidates for the Chancellor's position and asked, if the candidate's qualification were equal, what would be President Bounds choice. President Bounds pointed out that there is always something that differentiates people, but he is not going to lean towards an internal candidate just because they have been here for a while. He stated that he wants the best person and that the fit matters. He noted that things have been going along well here, but we still have some real challenges that need to be addressed. He stated that he is adamant about enrollment growth and what it should look like over time. He reported that UNL has only averaged a 1% growth rate over the last ten years and we need to increase our growth rate. However, the question is where to make investments that will provide growth. He stated that research space, the growth of individual colleges, and problems that growth can create all need to be considered.

Nickerson asked if there is anyway of evaluating whether a candidate is likely to remain at UNL, rather than just using the position as a stepping stone to further one's career. President Bounds stated that he does not see UNL as a stepping stone and one way to possibly determine a commitment to the position is to use past performance of a candidate as a measure. He pointed out that contracts carry penalties if someone should leave early. He stated that he wants a rock star Chancellor for six years.

2.2 Has he developed more specific ideas for recruitment plans at UNL, particularly in the graduate programs, and what are his enrollment goals for each campus?

Bender asked President Bounds if he has specific recruitment plans for UNL, particularly for graduate programs. President Bounds reported that he looked at the enrollment growth over a ten-year period and looked at the best two years to try and determine what UNL's enrollment growth should be. He stated that a goal to have 30,000 students at UNL is good, but he does not see the linkage as to why we are doing it and what departments and colleges need to grow to reach that number. He pointed out that the economic indicators of the state need to be considered and we need to determine what areas need to be invested in to provide Nebraska businesses with appropriately trained people. He stated that we need to be a lot more strategic with setting goals, and we need to build a really solid enrollment management plan. He pointed out that enrollment is not only about recruitment, it also includes retention. We have to look at how we use scholarship dollars, how we look at non-resident surcharges and where it should be waived. He noted that universities that have done well in areas with low populations typically have an enrollment manager that is seriously committed to enrollment growth.

Woodman pointed out that even if we have increased enrollment numbers, we will probably not see growth in funding from the legislature so in the end we would have less money per students. He asked if there is a point where increased enrollment creates

problems. President Bounds stated that he has had a complete analysis of every building on campus, including the HVAC, plumbing, and electrical systems. He stated that he brought in another group to evaluate and look at the space, what it is used for and to determine what the capacities are of the buildings and rooms and where we are stressed. He noted that this is driving a request that will be presented to the legislature. He pointed out that we have serious issues in all kinds in lab space, both teaching and research, but he believes UNL will be excited to see what is being proposed to the legislature.

Bender asked if some of the goals for enrollment growth could come from the departments and colleges and if they could suggest how they should grow. President Bounds pointed out that this should already be taking place. He stated that classrooms need to be run at capacity, and in fact should be slightly over filled to ensure that we are getting a net profit. This money could then be used in areas that are growing. He pointed out that in some cases quality improvements need to be made rather than growth and the next Chancellor will need to be knowledgeable about this and will need to explain it to him to get additional resources. He noted that the University is not a business, but there are parts of it that should be run like a business. He stated that we need to be smart about how we move dollars around so faculty can be productive and we don't want faculty members who are worried about how they can get lab time. He stated that he wants faculty members who worry about how to deliver good instruction and how to compete for the next grant.

Woodman asked if President Bounds was suggesting that department funding might be linked to credit hour production. President Bounds asked how growth can occur if you don't link the two together in some way. However, he stated that administrators have to know that there are going to be some programs that are important to the life blood of the institution but are not in high demand.

Rudy asked how our plans to increase enrollment growth will fit into the context of the state given the decline in the number of Nebraska high school students. President Bounds pointed out that enrollment grows in two primary ways. One of these ways is to improve retention rates and improving our percentage point in retaining students in each category of students will increase our enrollment. He stated that what needs to happen to help the state is for us to recruit nationally rather than just focusing on Nebraska. He stated that Texas is really a place that we should focus on because it has a growing population and we have the ability to capture some high end students there. He noted that there are also some large cities across the country that we should recruit in too. He stated that we need to figure out how to invest in some programs and to lift our national reputation in research and academic programs. He pointed out that we want to excel in areas so that high school counselors mention us all of the time. He stated that we need destination majors and programs.

Bender asked about graduate enrollment. President Bounds stated that graduate education should get more attention. He pointed out that we have some good partnerships of graduate programs among the campuses and we should try to grow these

partnerships. He noted that he has asked Vice President Fritz to see how we can grow graduate education and to have some destination programs.

Nickerson pointed out that we do not want to battle for the same students as UNO and UNK. President Bounds pointed out that we have a problem if the campuses think we are competing for the same students. He noted that those students who want to go to UNO will go there and those that want to come to UNL will come here. He stated that he has heard complaints from some people that their child was not being recruited by UNL.

Woodman stated that the advertisements for UNL on TV contain the tagline of “one university, four campuses” and almost no mention of UNL’s status as the flagship campus. President Bounds noted that in 1991 the Board of Regents approved the mission of the University and created the tag line “One University, Four campuses, For Nebraska.” He stated that while the University is under one brand, each campus will retain its mission. He said it will be difficult for UNL to be ultra-competitive in the Big Ten if it does not collaborate with the other NU campuses. He noted that when the campuses work together they increase their size, have more lab space, facilities and resources. He pointed out that he wants us to figure out how we can reach more students, conduct more research that benefits the world, and he will work to remove barriers that keep us from attaining these goals. Woodman pointed out that related to the issue was the loss of our AAU status, possibly because we were not attached to a medical school. Joeckel asked if UNL will ever see AAU status again. President Bounds stated that we will need to grow significantly before we could become a member of the AAU again.

2.3 What is the legislative agenda for the upcoming year?

President Bounds reported that he will be pursuing dollars to focus on facilities improvement.

Lee asked if any other projects other than capital projects will be presented to the legislature. President Bounds said no because it is a short session. Lee asked if there is a financial aid piece that is being considered. President Bounds stated that the University announced a \$200 million campaign for need-based students. He stated that we need to make an investment and have more financial aid available for students, but we also need more intensive counseling to assist students. He pointed out that he would like to see all students have the quality of counseling and help that student-athletes receive. He noted that investing in these areas will create more skilled workers for the state which in turn will help the University.

2.4 Update on the Nebraska Bookstore

Nickerson asked what is happening with the Nebraska Bookstore and the timeframe on when the work will be done. President Bounds reported that part of the store will become a Nike store. The other part will be for academic purposes but he will let Chancellor Perlman make that announcement.

President Bounds thanked the Executive Committee for giving him the opportunity to visit and discuss issues that are of importance to the faculty.

3.0 Announcements

No announcements were made.

4.0 Approval of October 21, 2015 Minutes

Joeckel moved for approval of the minutes as revised. Motion seconded by Dawes and approved by the Executive Committee.

5.0 Unfinished Business

No unfinished business was discussed.

6.0 New Business

6.1 Resolution Concerning Guns on Campus

Bender noted that the Senate will be presented with a resolution regarding the proposed revisions to state law regarding gun free zones. He reported that Steffen has suggested changes to the Faculty Senate resolution. Steffen stated that the changes he has suggested will allow the University to set a policy on whether to permit guns on campus but will also enable the University to change the policy to benefit the campus. He stated that he believes that someone being stalked by an ex, who has violated restraining orders, should be allowed to carry a concealed weapon to protect themselves.

Woodman asked how long it takes for a resolution to leave a legislative committee and get considered at the floor of the legislature. Bender stated that if the legislative committee approves the resolution it can quickly go to the floor of the legislature. Woodman noted that the legislative session will be a short one and things could happen quickly on the proposed legislation calling for gun free zones. He stated that he thinks the Faculty Senate needs to act quickly and suggested that the motion be introduced as an emergency motion. Griffin pointed out that the resolution will be voted on at the December 1 Senate meeting which should be in time since the legislative session does not begin until January.

Bender reported that while discussing the issue with Chancellor Gold of UNMC he said that the University of Kansas faculty were split 50/50 on a similar proposal. Konecky asked how we will know what the general will of the faculty is on the issue. Rudy suggested that a straw poll vote be taken. Bender pointed out that the Senate is the faculty governing body and presenting the motion in November will allow Senators to speak to their colleagues about the issue before the vote is taken in December. Woodman asked what could happen if the Senate has a split decision. Lee pointed out that the Senate represents the faculty and if the faculty does not want to support the resolution it should state this. He noted that shootings occur all of the time and he believes the Senate should make a statement on the issue.

Rudy noted that there is a parallel suggestion being proposed to the legislature that would allow the selling of alcohol on campus to anyone 21 years of age or older. Bender stated that his attitude will change about whether to continue to teach should students be allowed to carry guns on campus. He stated that drinking on campus is also an issue and

people are naïve to think that under aged students would not get access to alcohol being served on campus.

Lee made a motion to have both versions of the gun control resolution sent to the Senators for their review with the note that Steffen's changes may be presented as a friendly amendment to the motion, and that the motion be put before the Senate at the November 3 meeting. Motion seconded by Nickerson.

Purcell pointed out that the motion lists classrooms, laboratories, libraries, and residence halls but does not include university offices leaving out possible protection for the staff. Steffen suggested replacing the existing language with the university campus which would cover all areas of the campus, and accepted Purcell's suggestion as a friendly amendment. Nickerson seconded the friendly amendment. The motion to present both versions of the gun control resolution passes with 10 in favor and 2 opposed.

6.2 Topics of Discussion for VC/Interim SVCAA Green

The Executive Committee identified the following agenda items for VC Green for the meeting on November 11:

- Tying enrollment growth to resources (credit hour production)
- Notion of creating destination majors

The meeting was adjourned at 5:02 p.m. The next meeting of the Executive Committee will be on Tuesday, November 3 immediately following the Faculty Senate meeting. The meeting will be held in the City Campus Union, Auditorium. The minutes are respectfully submitted by Karen Griffin, Coordinator and Allison Reisbig, Secretary.