

EXECUTIVE COMMITTEE MINUTES

Present: Adenwalla, Buan, Fech, Hanrahan, Kolbe, Latta Konecky, Peterson, Purcell, Woodman, Vakilzadian

Absent: Franco Cruz, Minter

Date: Tuesday, November 19, 2019

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 (*Hanrahan*)

Hanrahan called the meeting to order at 2:30 p.m.

2.0 Chancellor Green

2.1 Appointments

Chancellor Green stated that the Board of Regents will have a public discussion and are expected to vote on the President Priority Candidate at the December 5th Board meeting.

Chancellor Green reported that discussions are still ongoing with the lead candidate for the EVC position, but resolving the position is close to being finalized, and he hopes to be able to make an announcement before the Thanksgiving break.

Chancellor Green noted that four finalists have been identified for the Dean of the College of Journalism and Mass Communications, and interviews will begin very soon. He stated that Interim EVC Moberly met with the college faculty yesterday and had an in depth conversation about the process. He stated that the finalists will be announced very soon.

Chancellor Green reported that there will be a national search for the VC for Student Affairs, and the members of the search committee will be announced soon. He stated that a search firm will be used and he hopes to get the process going before the winter holiday break. He pointed out that Interim VC Bellows is now in her third year as interim. He stated that Student Affairs includes many student services including University Housing and Dining, Student Health, Students with Disabilities, Student Code of Conduct, TRIO, the Gaughan Multi Cultural Center, LGBTQ+A Center, Women's Center, and more. Woodman asked if the VC for Student Affairs will report directly to the Chancellor. Chancellor Green stated that his intent is for the reporting line to continue with the EVC.

Woodman asked about contract term limits. He pointed out that non-tenure track faculty members have a much more limited contract, but coaches can have longer contracts. Chancellor Green stated that coaches can have a more specific contract which is identified differently from non-tenure track faculty members. Hanrahan noted that

coaches are considered special appointments. Woodman asked if a non-tenure track faculty member can be given a longer contract. Associate to the Chancellor Zeleny stated that that if there is a special research appointment associated with a grant, a non-tenure track faculty member could be extended for a longer term. Purcell stated that she thought interims could only be appointed for two years. Chancellor Green noted that interims are appointed for specific terms, usually stated as “until a permanent appointment is made.”

2.2 Incentive-Based Budget Model Governance

Chancellor Green reported that discussions continue about the governance structure that will be needed for the new budget model. Vakilzadian asked if the governance structures would include all administrators from the service units. Chancellor Green pointed out that under the new budget model there are units in the university that are completely self-governed in the way they are funded. He stated that University Housing is an example, and it is a totally self-contained unit in the budget model. Vakilzadian asked if these units would be subject to transparency and reviewed for efficiency like the other units would be. Chancellor Green stated that this already occurs and would continue.

Hanrahan asked if there are individuals on any of the governance committees who can veto a proposed tax. Chancellor Green stated that these kinds of details have not been discussed yet. Hanrahan asked when the structure of the governance committees will be solidified. Chancellor Green stated that it should be completed by mid-spring semester. He pointed out that the budget model will hold units harmless this coming year. He stated that it is the following year (FY 2021-2022) where the incentive-based budget model will take full effect.

2.3 VSIP

Chancellor Green noted that the applications for tenured faculty members to participate in the VSIP are open until December 3rd. He reported that currently over 30 applications have been received, but these have not been screened or evaluated yet. He stated that those that applied could still pull back their applications by submitting a withdrawal form by February 13.

Latta Konecky pointed out that the minimum age for being eligible for the VSIP is 62, but a faculty member cannot be covered by Medicare until the age of 65. Hanrahan asked if there could be a discussion of the university subsidizing health insurance until the age of 65 for those who wanted to take advantage of the VSIP at 62. Purcell pointed out that COBRA is available for 18 months after a person retires, and the university has a retirement health plan.

Chancellor Green noted that the two previous VSIPs were ones that UNL originally proposed. He stated that this year’s VSIP was initiated by University of Nebraska Central Administration, and developed relatively quickly. He reported that consideration is being given to any qualified faculty who were caught by surprise in having recently made retirement plans before the announcement of the VSIP.

Hanrahan asked what happens to the funds in a faculty member's line when a person retires through VSIP. Chancellor Green stated that whenever there is a reversion, a person retires or leaves the university, the position goes back to a faculty pool. He noted that 70% of the funding reverts back to the home College. He noted that during 2020, the first year of the buyout, 80% of the faculty salary for those who take the VSIP is not available due to the buyout, but departments will be allowed to recruit during that year. Associate to the Chancellor Zeleny pointed out that in the incentive-based budget model the funding will be actual dollars, not lines.

2.4 Legislative Updates

Chancellor Green reported that the Legislative session beginning in January will be a short, non-budget setting session. He noted that the State appears to be in a more favorable position relative to revenues thus far into the year. He stated that the property tax discussions seem to be on a positive track for the moment with a potential resolution under discussion.

Chancellor Green noted that on the docket for the Legislature will be a proposal from the Appropriations Committee to develop a scholarship fund for students majoring in high demand, high wage, high skills disciplines (so-called H3 areas). He reported that there is also discussion about funding research efforts at the University on water issues for the State.

Fech stated that he is surprised that the flooding damage that occurred in the State has not impacted the State's budget. Chancellor Green stated that he does not think the impacts of the flooding have been entirely felt yet across the agricultural sector, but we might see it in the next cycle.

2.5 United Way Contribution Campaign

Hanrahan reported that he has heard complaints from several people about the aggressiveness of the United Way campaign this year. He pointed out that there are some people with strong religious affiliations that object to the United Way because of some of the agencies that it supports, and they feel that they are being pressed to participate in the campaign. Adenwalla stated that her department received a kind of shaming email message about contributing to the campaign.

Chancellor Green noted that we certainly want to encourage people to participate because we are a member of the community, and we are the largest single employer in the City. He stated that the intent is not to shame people, but to encourage people, as they feel so led, to be an active member and participant of the community in supporting the agencies and program in the Combined Campaign. He stated that he will think carefully whether the emails are portraying the correct intent. He noted that last year was an elevated method of seeking contributions because the traditional level of giving at UNL had decreased, and the elevated method was successful.

2.6 Priority Candidate Carter

Adenwalla stated that the faculty members were unhappy with the search process for a new President, and while there were meetings with Regent Pillen, where faculty members voiced their concerns, it was clear that the concerns were not heard. She pointed out that we have a Priority Candidate who is clearly not an academic. Chancellor Green noted that Priority Candidate Carter is not classically trained as an academic, but pointed out that he has not been hired to manage the campuses, but to be a system president which does not require the individual to be an academic. Adenwalla stated that she does not expect the President to conduct research or teach, but without this understanding why would he care what happens at the campus level. She pointed out that we want to make sure that we are not reduced to being a technical school. She stated that the issue of the President's salary is another concern. Chancellor Green stated that he cannot speak to how strong the faculty voice was part of the process, but noted that UNL Professor Kwame Dawes was on the search committee and he appeared pleased with the process and priority candidate.

Hanrahan stated that the impression is that the faculty haven't been heard, however, when looking at the six qualities that the Senate Executive Committee identified for a new President, Priority Candidate Carter fits most of these qualities. He stated that he thinks the search committee identified two of the qualities as the most important, a good system facilitator and fund raiser. He noted that the 30-day vetting period and the limited faculty participation in the search process has given the impression that the faculty were being pushed out of the process.

Adenwalla pointed out that the feedback to the Board of Regents is not anonymous, and some people may not want to provide feedback because of this.

Chancellor Green stated that his assessment of the Candidate is that he is highly impressed with him and has been very pleased with Mr. Carter's interactions across the University campuses and the state. He noted that there are increasing numbers of university presidents around the country that are not classic academics and they are very successful, for example Janet Napolitano in the University of California system president position. He stated that Candidate Carter has led an academic institution, although acknowledged that it was different from the NU system. Adenwalla stated that she does not think Candidate Carter knows what research is all about. Chancellor Green asked her to remember that it is his job, together with the academic leadership of the University of Nebraska-Lincoln, to manage and promote the University's tri-partite mission, including research and creative activity.

3.0 Associate VC Goodburn

3.1 Course Performance Dashboards

Associate VC Goodburn stated that she was asked to talk about using data to improve student success. She pointed out that when you talk about student success, retention is frequently mentioned and a question associated is what strategies should we use to improve retention. She stated that a better question to ask is how do we define undergraduate excellence, which includes a variety of factors such as planning and

advising, affordability, belonging, engagement, and equity. She noted that she has been working with the colleges on strategies within each of these areas.

Associate VC Goodburn reported that UNL is working with four national initiatives on how to use data to improve student success: APLU'S Powered by Publics Scaling Student Success, First Forward which is the Center for First-Generation Student Success, Unizin, and the Institute for Higher Education Policy (IHEP). She stated that as part of Powered by Publics are working with seven other Big Ten universities on a five-year project to close equity gaps and increase overall degree completion.

Associate VC Goodburn Stated that the Center for First-Generation Student Success recognizes 80 institutions and works on developing strategic plans for first generation students. She noted that UNL was one of 20 institutions invited to participate in a two-day workshop last summer that examined how to use data to focus on student success, regardless of the demographics of the students. She noted that Unizin has a tri-part focus on affordability, research, and analytics. She pointed out that affordability not only includes trying to keep the cost of tuition down, but to reduce the cost of textbooks through using online resources.

Adenwalla asked if there is a website that would provide information about the student success efforts. Associate VC Goodburn stated that the information is on the EVC Office website at <https://executivevc.unl.edu/academic-excellence>.

Buan asked if data shared with the four national initiatives are protected by a firewall, or if there are assurances that the data cannot be tied back to the institution. Associate VC Goodburn reported that only aggregate information is provided, so no identification of students could be made.

Associate VC Goodburn presented data from 2014 on the four-year graduation rates of students in CAS. She noted that 45.3% of Caucasian students graduate in four years, compared to students of color which had a 31.4% rate, students receiving Pell grants had a 30.7% rate, and first generation students had a 34.4% rate. Adenwalla asked how the figures look for the other colleges. Associate VC Goodburn stated that the statistics shows that Caucasian students had a 14% higher graduation rate in four years than students of color, and about a 12% difference for first generation students. Hanrahan noted that the figures show that there are improvements in the four-year graduation rates across all demographics. Associate VC Goodburn pointed out that the six year graduation rate has improved at a slower rate with a 4% increase in the overall number of students earning a six-year degree. Adenwalla asked if our rates should be higher. She noted that we are comparable to our peers in terms of equity gaps, but we still rank the lowest in the Big Ten in graduation rates. She pointed out that our four-year graduation rate for students should be better than 45%. She reported that advising and planning communication with students is a priority and has helped, but we still have work to focus on to improve students' success.

Hanrahan asked if there was a difference in graduation rates when the Regents changed the required credit hours to 120. Associate VC Goodburn stated that we started seeing improvements in the graduation rates. She pointed out that previously in CAS the average amount of credit hours students were graduating with was 140 hours. She noted that it has only been in the past four years that we as a campus started developing and focusing on four-year graduation plans. Buan asked how our number of credit hours compare to the other universities in the Big Ten. Associate VC Goodburn stated that it really depends on the college. She noted that colleges whose students have the lowest earned credit hour upon graduation have the highest four-year graduation rates.

Purcell asked if students who haven't graduated in six years are surveyed to see why this is occurring. Associate VC Goodburn pointed out that it is difficult to find these students if they stop registering for courses. She stated that the rates of graduation are being carefully looked at for each college, and transcripts, student degree plans, and advising plans are all being examined. She stated that a degree planning system is being piloted for this fall. Latta Konecky asked if there is a plan to hire more advisors to work with students. Associate VC Goodburn stated that some colleges are doing this as well as changing their advising models to utilize more professional staff, and it certainly is occurring with the Explore Center. She stated that the purchase of the MyPlan software program has helped, and she thinks advisors are doing an amazing job. She reported that beginning this semester required advising appointments in the Explore Center are being mandated for students, but some colleges are not staffed well enough to handle required advising. She stated that we now need to focus on our curriculum.

Associate VC Goodburn stated that we have been focusing on looking at the data on D, F, W grades for every course. She stated that we can now look up by course, college, major to see if there are courses with a high percentage of D, F, W grades. She noted that we will be able to see how we compare with other universities, and this information is being shared with the department chairs. She stated that the D, F, W data can be broken down further by gender, ethnicity, and first generation students.

Woodman asked if ACT scores can be considered when the data are run, and are there any correlations between the graduate rates and ACT scores. Associate VC Goodburn stated that it depends on the course and the math preparation. She noted that she is hiring someone to be a director of data strategy who can run statistical correlations.

Associate VC Goodburn pointed out that we don't want to just provide the data to a faculty member and say make some changes with your course. She noted that the Center for Transformative Teaching will be providing grants to faculty members that want to focus on changing their teaching environment to make improvements.

Associate VC Goodburn stated that a question that needs to be considered is whether we want to make the D, F, W rate information public. She noted that many universities have done this, and we can certainly identify any data point, but we have kept this information closed and identified only those people who should have access to the reports. She

suggested that consideration needs to be given as to whether faculty should have access to the data.

Hanrahan thanked Associate VC Goodburn and suggested that there be further discussion about these issues when Associate VC Goodburn meets again with the Executive Committee in January.

4.0 2025 Draft Plan (Professors Sheridan and Farritor)

Sheridan stated that the 2025 Draft Plan is a campus-wide strategic plan initiated by the N150 visioning teams. She noted that the members of the N2025 Strategy Team worked diligently to review all of the documentation generated by the N150 visioning team and to make sure the strategy development was done in a very intentional way. She noted that the 2025 Draft Plan has been presented to all of the colleges, and the Strategy Team wants to make sure that everyone has heard the plan and has the opportunity to provide feedback.

Sheridan reported that the work of the N140 Team identified four key aspirations that define where the university wants to go in the next twenty-five years, and the N150 report was released this past January. She stated that immediately thereafter, the Chancellor convened the Strategy Team. She reported that the Strategy Team worked together to create goals and expectations for the four aspirations, and to develop a five-year strategy plan.

Sheridan stated that the one thing that really resonated most with people, and seemed to relate and permeate many of the themes, was that every person and every interaction matters. She noted that the other three aspirations are more consistent with what institutions like ours are focusing on.

Kolbe asked what is meant when the plan says that UNL students co-create their experience here. He noted that many faculty members are unclear of what this exactly means. Sheridan reported that this language was from the N150 visioning team, but the notion is not that students will define their own curricula or program. Buan stated that to her understanding it is encouraging students to do independent study courses, to get involved with affinity groups, to study abroad, and to be involved in experiences outside of courses. Peterson pointed out that when the ACE program was initially being constructed that there was a similar idea for students to co-create their experience. However, he stated that the colleges pulled back on this idea. Sheridan stated that there has been considerable discussion about this from both sides. Buan pointed out that it is interesting to hear some people are associating the co-creating experience more with general education. Sheridan stated that the idea is to allow students to have experiential learning opportunities to engage in a hands on meaningful way and to foster lifelong learning that carries over to the workforce. She stated that the 2025 draft plan calls for a much more dynamic, broader experiential base.

Sheridan stated that the team wanted a dynamic set of aims that were interrelated and equal in terms of importance and have the ability to support and be supported by each

other. She stated that the other aims are: interdisciplinary endeavors to address critical challenges, broaden Nebraska's engagement, participation and professional development, inclusive excellence and diversity, and impact of research and creative activity.

Sheridan noted that the 2025 Strategy Team wants to gather broad feedback and she reported that, in addition to the meetings with members of the Strategy Team, people can submit their feedback by going to <https://www.unl.edu/chancellor/n-2025-feedback>.

Adenwalla stated that it would be helpful to have concrete examples of what would be considered experiential learning opportunities. She stated that she is unsure how to increase diversity, although she stated that she recently has been working with someone from the TRIO office that could help with diversity. Farritor stated that one idea being considered is that students will have a stamp on their diploma indicating they have participated in experiential learning. He pointed out that it was not the Strategy Team's job to create implementation details on what departments and colleges think would count as experiential learning. Buan pointed out that it might be helpful for faculty to have vignettes on experiential learning. Sheridan noted that not every faculty member is expected to do all of the aims. She stated that college strategic plans should be mapped out with the 2025 Strategic Plan.

Hanrahan stated that the plan is still somewhat vague, however it might become clearer when it gets to the college level. Sheridan noted that every college will have its own interdisciplinary plans. Hanrahan stated that the incentive-based budget model does not work well with interdisciplinary courses. Sheridan pointed out that the incentive-based budget model doesn't drive the university, the strategic plan does. She stated that the decision makers and the distribution of the budget down to the departments will have to be done so that the budget supports the strategic plan. Buan stated that how the aims are implemented is important because we do not want to have great ideas that will be blocked due to the budget model. She stated that it needs to be determined how the strategy will work with the new budget model. Sheridan stated that if the request for funding cannot map to the strategic plan, then there should be no money attached to it. She noted that programs will need to define and present their proposals so that they will follow the strategic plan. Hanrahan pointed out that we will all need to be diligent to ensure that the incentive-based budget model does not drive the strategic plan.

5.0 Announcements

5.1 Feedback on President Priority Candidate

Hanrahan reported that it is his understanding that UNMC will issue a letter in support of the hiring of Priority Candidate Carter, but UNO has not come to a conclusion yet regarding what it wants to do. He noted that at this time he is unsure what UNK is planning to do.

5.2 Professional Code of Conduct Committee

Hanrahan reported that Professor Jena Asgarpoor, Durham School of Architectural Engineering & Construction, has agreed to serve on the Committee.

6.0 Approval of November 12, 2019 Minutes

Hanrahan reported to the Executive Committee that he added an additional revision. He asked if there was approval of the minutes as revised. The Executive Committee approved the revised minutes.

7.0 Unfinished Business

No unfinished business was discussed.

8.0 New Business

8.1 Faculty Engagement with Public Policy and Legislative Advocacy

Hanrahan noted that he sent the draft Faculty Legislative Engagement Presentation and the draft letter for I Love NU Day from Central Administration for review. He reported that the other campuses do not have problems with the Faculty Engagement policy. Kolbe stated that he felt that the policy was a little heavy handed on the always be positive side, and he objects that the policy indicates that a faculty member cannot tell a Senator that they are wrong about something. Latta Konecky stated that the policy seemed controlling, and felt that it could be revised so it is less patronizing.

Fech pointed out that some of us need a reminder sometimes on how we should interact with people outside the university. He noted that Heath Mello and Michelle Waite know the legislators and their suggestions could help faculty members in their interaction with members of the Legislature. Buan pointed out that Slide 19 needs to be reworded because the current verbiage would not be received well by some faculty members. She suggested that it should say “that it is recommended that you avoid negativity.”

Hanrahan stated that he would pass the concerns on to Mello.

8.2 I Love NU Day Letter

Hanrahan stated that the letter would be sent out by the Chief Academic Officers at each campus to the faculty encouraging them to allow their students to be excused from class to go to the Legislature to help support the University. He noted that this would take place on a specific day, and in the past the event has been very successful to gain support for the University. The Executive Committee agreed that the letter was fine.

The meeting was adjourned at 4:46 p.m. The next meeting of the Executive Committee will be on Tuesday, December 3, 2019 immediately following the Faculty Senate meeting. The meeting will be held in the City Campus Union, Regency Suite. The minutes are respectfully submitted by Karen Griffin, Coordinator and Joan Latta Konecky, Secretary.