

## EXECUTIVE COMMITTEE MINUTES

**Present:** Adenwalla, Franco Cruz, Fech, Hanrahan, Kolbe, Latta Konecky, Peterson, Woodman

**Absent:** Buan, Minter, Purcell, Vakilzadian

**Date:** Tuesday, October 8, 2019

**Location:** City Campus Union, Big Ten Conference Room

**Note:** These are not verbatim minutes. They are a summary of the discussions at the Executive Committee meeting as corrected by those participating.

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### 1.0 Call (*Hanrahan*)

Hanrahan called the meeting to order at 2:34 p.m.

### 2.0 Chancellor Green/VC Boehm

#### 2.1 RCM Governance

##### 2.1.1 RCM Governance Structure

Chancellor Green noted that over the last year the focus has been to develop the structure for the incentive-based budget model, and this fiscal year we are observing how the model is operating while it is shadowing the existing model. He stated that the next step will be to determine how the model should be governed. He reported that there will be an Executive Budget Committee that will oversee the governance, but other committees will be needed such as the Data Quality Committee that is currently being established, a curriculum committee, and a space management committee. He noted that the Executive Budget Committee will have broad representation of faculty, staff, and administrators. Adenwalla asked how large the committee will be. Chancellor Green stated that it will be similar to what other universities have. Peterson asked what the structure of the committee will be like. Chancellor Green stated that the Huron Consultants will provide some advice on the structure of the committee. Peterson asked if the committee structure can be changed to fit our needs. Chancellor Green stated that it would be designed to best serve our University.

Adenwalla asked if the data streams will be different. Chancellor Green stated that we will be looking at data quality, and we do have some data streams in place, but we do not have the software system that is needed. He reported that there is an RFP out for the software development. Adenwalla asked when the data used in the shadow model will be unveiled. Chancellor Green stated that the deans already have this information. He pointed out that there is still some tweaking being done to the model and we may need to make further adjustments.

Peterson noted that the model has been applied to university data from the 2018 fiscal year. Chancellor Green stated that the 2019 fiscal year has just closed and the model will be further tested using data from that fiscal year. He noted that most of the metrics that

will be used have been set. Peterson reported that the Huron Consultants have stated that these budget models are continually adjusted.

Adenwalla asked if the downfalls and benefits have been carefully considered. She noted that we don't want long term decisions that would result in poor academic virtues. Chancellor Green reported that we have looked at a number of different budget models and the budget issues that could arise, including whether the model could encourage the wrong kind of behavior such as departments creating duplicate courses to try to increase the college's credit hour production. He stated that everything has been carefully considered, but he is sure that some adjustments will need to be made at some point. He pointed out that we have had considerable guidance, particularly from the individuals from other universities who participated in the August budget forum. He stated that he has been very impressed with the diligence and thoughtfulness that went into the process of developing the budget model.

Hanrahan asked if there will be faculty representation on each of the subcommittees. He noted that any subcommittee dealing with curriculum should be largely composed of faculty members and asked if there will be a percentage of faculty on the other committees. Chancellor Green stated that the structure of the committees needs to be formed yet, but there will be broad representation.

Chancellor Green stated that the governance of the budget model will include strategic investment decision-making. He pointed out that every college will be developing its budget each year. He noted that the budget model creates a strategic investment pool and this will occur at the Chancellor, EVCAA and VCIANR level where they will identify what strategic investments need to be made.

Hanrahan stated that one concern being raised is how the funds will be used for new faculty lines. He noted that colleges would have to fund new faculty lines either through existing funds or from subvention pools which means that these funds could come from another college. He stated that these kinds of decisions could impact enrollments which would impact department college allocations for the following year. He suggested that new faculty lines should come from strategic investments. Chancellor Green reminded the Executive Committee that the incentive-based budget model is driven by the revenue, and it is the growth of revenues that will drive the funding for the next year. He pointed out that what this means is that at the college level the expectation is that there will be a certain amount of funds in the following year which would allow a college to increase the number of faculty members. He stated that if a college is in a growth mode and there is demand for a new position, the growth will fund that position, and funding into the next year will be based upon that growth.

VC Boehm stated that his experience at The Ohio State University showed that there are no perfect incentive-based budget models and a governance structure is needed to allow the model to run, but which is also transparent to allow adjustments to the model. He noted that at Ohio State the senior leadership team included the Chancellor and Provost and they had complete control over the strategic reserve which is not the transparent

approach that we will have here. He stated that with our model the colleges can increase their base budget through enrollment, research funding, and other sources, and the college then has the discretion to employ those resources. He noted that this approach allows the deans, in partnership with the faculty, to start to align their strategic decisions.

## **2.2 Updates**

### **2.2.1 Priorities for Upcoming Capital Campaign**

Chancellor Green reported that the last comprehensive campaign of the University of Nebraska Foundation finished in 2015 and raised \$1.9 billion. He stated that the next major campaign for the Foundation is currently in the silent phase, and this coming year the planning for the public part of the campaign will occur. He reported that the deans have been notified to establish a campaign committee to identify their priorities. He stated that the target for the campaign is considerably greater than the \$1.9 billion raised in the previous campaign.

### **2.2.2 East Campus Facilities Renovations**

VC Boehm stated that the new dairy store is now open, although some adjustments still need to be made. He reported that CYT Library is now under construction and the temporary library circulation desk will be set up where the old dairy store was located.

VC Boehm stated that the East Campus Union will take possession of the dining hall facility on November 4<sup>th</sup> and it will be open to faculty, students, staff, and the public on November 14. He reported that the renovations on the second floor of the Union are scheduled to be completed on the last day of March and there is already an event scheduled for April 1. He stated that after that the third floor will be closed to allow for replacement of the sprinkler system. He noted that the bowling alley will be closed for renovation over the summer and the work is being funded by Athletics.

VC Boehm reported that the \$5 million gnotobiotic mouse facility has broken ground and it is anticipated that it will open on July 1, 2020.

Chancellor Green noted that \$357 million in construction work for academic facilities will be done between now and 2022. He stated that he has great pleasure and pride that this work is a major investment in the future of the University and it is unprecedented in level of investment in a time period in our history.

### **2.2.3 New Student Recruitment Strategy**

Chancellor Green reported that beginning this past spring we started doubling down on in-state recruiting efforts and we are maintaining what we have been doing in the out-of-state markets. He stated that we are trying to add more scholarship funding, but pointed out that this is going to take time. He noted that Interim President Fritz testified to the Legislature to try to get new state funds allocated for scholarships, particularly for high demand job areas (high skill, high wage, high demand of “H3”). He stated that there is a proposal being made by the Appropriations Committee to provide \$10 million in scholarships with 2/3 of this going to the university and the remainder to the state and community colleges, but it is too early to speculate what will happen with the proposal.

Chancellor Green noted that in comparison, to Iowa State University, and the University of Iowa, we did quite well with our enrollment. He reported that Iowa State's enrollment decreased by 5%, and their international student enrollment decreased by 37%. He stated that the University of Iowa's enrollment was also down, and the South Dakota schools saw a decrease of approximately 7% in enrollment.

#### **2.2.4 Status of Title IX Collaborative Group**

Chancellor Green reported that nominations for representatives on the Group were sought and he is still finalizing appointments from ASUN and GSA. He stated that the intent is to send out the letters of appointment next week. He noted that there is enthusiasm to start the work of the group.

Hanrahan asked if Assistant to the Chancellor Strickman has purchased Title IX training Chancellor Green reported that she is working on identifying a training program.

### **3.0 Announcements**

#### **3.1 Proposed Changes to ARRC Procedures and Resolution Supporting Proposed Changes to the Board of Regents Bylaws**

Hanrahan reported that he communicated to the Chancellor the Senate's approval of the proposed changes to the ARRC procedures and the resolution supporting changes to the Board's Bylaws. He stated that he shared the resolution with the Faculty Senates at the other campuses because their support is needed in order for the changes to be put before the Board. He noted that UNO is supportive and UNK has communicated that they agreed that the changes were good, but they want to vet the changes with the faculty. He stated that UNMC would like to meet with him to discuss the changes.

#### **3.2 RCM Information**

Peterson provided a spreadsheet to the Executive Committee showing the allocations of funds to the colleges. He noted that the figures were based on 2018 fiscal year data.

#### **3.3 AAUP Workshop on Financial Analysis**

Hanrahan reported that he spoke with Associate to the Chancellor Zeleny regarding faculty attending the local AAUP chapter's workshop on financial analysis to see if the administration would be supportive of faculty attending the workshop.

### **4.0 Approval of October 1, 2019 Minutes**

Hearing no further revisions to the October 1 minutes Hanrahan called for approval. The motion was passed and there was one abstention.

### **5.0 New Business**

#### **5.1 Sexual Relations Policy Draft and Bullying Policy Draft**

Hanrahan noted that a taskforce was created by former EVC Plowman to develop separate statements on academic freedom, sexual relations, and bullying. He suggested instead of a taskforce the Senate should create an ad hoc committee to develop a Professional Code of Conduct. He pointed out that the other campuses have these Codes.

He stated that he believes the Code should be developed by faculty, but shared and collaborated with the administration. He noted that the Faculty Senate would need to approve the Code and faculty would then need to adhere to the Code.

Peterson agreed that it would be a good idea to have a Professional Code of Conduct and pointed out that it would be useful to tie it to the Academic Rights and Responsibilities Committee which oversees Professional Conduct grievances. Hanrahan noted the UNK's Professional Code of Conduct does what Peterson suggested.

Adenwalla stated that she has concerns with the draft policy written by the EVC's taskforce. She noted that the sanctions are Draconian, and if the faculty draft a Professional Code of Conduct there needs to be clarity on what the consequences would be if a faculty member violates the Code. Hanrahan stated that an ad hoc committee would have to decide when the Code would apply and how it would be applied.

Woodman moved that Hanrahan respond back to AVC Walker and inform her that the Executive Committee takes these issues seriously, but it plans on establishing an ad hoc committee to create a Professional Code of Conduct for the faculty with the intended delivery date of September 2020. Motion seconded by Peterson and approved by the Executive Committee.

The meeting was adjourned at 4:34 p.m. The next meeting of the Executive Committee will be on Tuesday, October 15, 2019 at 2:30 pm. The meeting will be held in 203 Alexander Building. The minutes are respectfully submitted by Karen Griffin, Coordinator and Joan Latta Konecky, Secretary.