

EXECUTIVE COMMITTEE MINUTES

Present: Baesu, Bearnese, Boudreau, Kolbe, Kopocis, Latta Konecky, Paul, Weissling, Zuckerman

Absent: Eklund, Krehbiel, Lott, Minter

Date: Tuesday, February 28, 2023

Location: Nebraska 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.

1.0 Call (*Kopocis*)

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

2.0 EVC Ankerson

2.1 Early Indicators for Fall Enrollment

EVC Ankerson reminded the Executive Committee that when the enrollment figures are calculated they include undergraduates, graduates, and professional students. She reported that for undergraduate enrollment, we are focused on the areas that contribute to the overall enrollment number, including retention of existing students, graduation rates, and recruitment of new students at the freshman and at transfer levels. For the overall enrollment figures, as we bring in new freshmen, (which we have a goal for Fall 20 of increasing that number by 5%) we also have to keep in mind the larger “n” – the remaining undergraduate population. This is where retention plays such a key role – whether through early warnings such as the Husker Power survey which identifies those students in their first year who are struggling in some way (not sure who to go to, financial struggles, mental struggles, not going to class, etc) and being able to reach out to them very early to remove these barriers; or through close attention to DFW rates and especially equity differences in those rates – and more. This is all part of developing an Ecology of Validation designed to increase degree completion and close equity gaps. Through attention to retention rates, even a 1% increase has a much larger impact than increasing only incoming freshmen and when taken together can mean a much greater impact.

EVC Ankerson stated that March is not a very definitive month for gauging enrollment. For undergraduate enrollment, we continue to be a bit down in enrollment deposits, but there are not any landmarks currently that incentivize putting one in. In late March, students will be much more likely to put an enrollment deposit down because of First Admit Day event is in late March; Housing contracts open on April 5, and New Student Enrollment registration opens on May 2.

EVC Ankerson noted that there are some marketing and communication events currently happening right now in nine high schools in both Kansas City and Minneapolis. She reported that there is also a digital campaign occurring in India, Malaysia, and Vietnam.

EVC Ankerson pointed out that graduate student applications first go to Graduate Studies and then are sent to the departments where the decision is made whether to provide the student an offer of enrollment. She stated that currently graduate student applications are up by about 10%, mostly driven by international student applications, but we will need to wait before we will have a more definitive number. She noted that most of the increase in applications for graduate students is in Ph.D. programs, but there is limited growth potential with Ph.D. students as there is with enrollment in Masters' programs. She stated that even if faculty add just one Ph.D. student, it could make a huge difference in enrollment.

Kopocis asked if there is any movement in offering lifelong learning courses, badging or certificate programs. EVC Ankerson noted that Dean Heng-Moss has been part of a pilot program through NUOnline and has been working on credentials with badging through online courses and pointed out that this is an area that we are developing. She stated that certificate and degree programs are being worked on. She stated that AVC for Digital Online Learning Shriner has been meeting with the colleges to determine potential strategic markets for existing and desired future offerings.

Kolbe stated that he often receives emails from people in the state who would like to take a singular class from him, but UNL currently doesn't have a way to offer this because people have to be admitted into the university. He asked if the university has ever considered offering courses on a single basis during the summer or evening. EVC Ankerson reported that there are categories for non-degree seeking students. Zuckerman pointed out that her department offers a number of these types of courses.

Zuckerman noted that there are opportunities for growing enrollment in her department, but this currently cannot be done because there are not enough faculty members, particularly faculty members who can chair or be a member of a graduate committee. She asked what the incentive would be to increase enrollment if resources are not available. EVC Ankerson pointed out that this is a discussion that needs to occur within the college and noted that incentives are incorporated in the incentive-based budget model. Zuckerman stated that she asked this question of the chair and but was told that it is not necessarily the case that a department would receive more faculty lines even if it increased its enrollment. EVC Ankerson responded that the idea with the incentive-based budget model was to provide the colleges with more autonomy and to increase transparency with the budget. As a result, the decisions about allocating faculty lines within the college and noted that this is where the discussion to increase faculty for a department needs to occur.

Kolbe asked how our targeted pilot program with out-of-state recruiting has gone and whether it has been more successful than last year. EVC Ankerson pointed out that this is an awkward time during the recruiting process because this is when many out-of-state

students are waiting to make their decision. She noted that currently we are down in deposits from out-of-state students, but we should have more information in about a month. She reported that we very recently lost a recruiter in the Chicago area which may have a slight impact on student enrollment from this area.

2.2 Is recruiting college-centric or is it ASEM's responsibility? Faculty are getting conflicting messages. What is the timeline expectation for hiring the Director of ASEM?

EVC Ankerson reported that ASEM began meeting with the colleges in November to clarify roles ASEM began meeting with colleges in November to clarify roles and provide information specific to their colleges. In those meetings, they review Clearinghouse Data (which lets them know where students who have been admitted come from and go if they don't decide to come to UNL), First-time-freshmen goals, yield activity discussions (yield activity includes messaging, events, and other planned videos, and the like). The answer to the question is recruiting is everyone's responsibility as it is affected by our actions, communications, and reputation. The specific recruitment of first-time freshmen as they are making decisions about universities is shared between ASEM and the Colleges. The Office of Scholarships & Financial Aid is also an important partner and has impactful econometric modeling that helps fine-tune financial offers that will have the most impact. There are specific primary responsibilities of each and it shifts according to where we are in the calendar (for instance, right now we are in the height of yield season where the carefully planned and coordinated communications and activities will make a difference in our enrollment deposits).

EVC Ankerson reported that the Director of Admissions position is currently posted. She noted that Kayla Tupper is the interim director. She stated that the search for the AVC of ASEM will be started late this spring or early summer and it will be a national search with help from a search firm. She pointed out that success in filling this position requires working around the recruitment cycle of universities and hopes the position can be filled by late summer to fall. She noted that Interim AVC Volkmer has been both an effective and transformational leader, and he has increased the transparency and expectations between ASEM and the colleges. She stated that, as information flows within a college, there may be people in the colleges at this point in time that have more information about the entire shared ASEM/college process and intersections than others, including many faculty members.

Weissling pointed out that over the years that she has been at UNL she has seen an ebb and flow with university-wide recruitment efforts, noting that she sees the inconsistency as our single biggest problem to recruitment. She stated that this year we are seeing a lot about recruitment, but a ten-year recruitment plan needs to be developed. She stated that there are a lot of discussions at the department and college levels about recruitment but there is a void because they do not have the large budgets for getting the message out about the kinds of work that the college and departments are doing. She stated that getting these kinds of messages out will be key to the recruiting efforts.

EVC Ankerson reported that Jacqueline Hills', Director of Enrollment Marketing and Strategic Enrollment Initiatives, specialty is strategic communications, and she has been integrally involved in the meetings with the colleges. She suggested becoming familiar with the college plans regarding communication strategies for recruiting, and that strategies can be developed in line with varying levels of financial commitment.

EVC Ankerson agreed that consistency is important, but noted that there are pressures throughout higher education causing administrators to be in their positions less than in the past. She stated that our hope is always to have stability in our leadership roles.

EVC Ankerson pointed out that prior to Covid, UNL contracted with educational specialist Ruffalo Noel Levitz to develop enrollment strategic planning, but things were put on hold when the pandemic hit. However, we are now getting back to the strategic planning and hope to position ourselves so we can look ahead to the next five years. She noted that Ruffalo Noel Levitz has a large presence in the educational specialist field.

2.3 With the minimum for GTA stipends increasing, who will be responsible for covering the increases: the department, the college, or Graduate Studies?

EVC Ankerson reported that Graduate Studies sets the minimum stipend, and the colleges and departments determine how much their graduate students are paid beyond that minimum. She stated that the Office of the Executive Vice Chancellor will make temporary bridge funds available for 2023-24 and 2024-25 to assist colleges impacted by this increase and allow programs time to engage in strategic discussions about funding for graduate assistantships.

Specific to bridge funds, the Office of the Executive Vice Chancellor will commit temporary bridge funds for 2023-24 and 2024-25 to assist the Hixson-Lied College of Fine and Performing Arts and the College of Business, the two colleges most impacted by the increase to the minimum stipend. They have estimated gaps in funding of over \$20,000. The EVC Office will cover the full funding gap amount in 2023-24, and 50% of the funding gap amount in 2024-25. This approach aligns with other temporary bridge funding arrangements for faculty salary increase initiatives.

2.4 Have the deans already been working on proposed budget reductions for the upcoming budget cuts?

EVC Ankerson noted that Chancellor Green described our deficit at the December Leadership Townhall meeting, and the December 6 Faculty Senate meeting; it would be premature for her to address this until the Chancellor meets with leadership and APC March 7 and 8th.

2.5 Is there anticipation that the new biennium budget will include a faculty salary increase? If so, would it include an increase for non-tenure track faculty members?

EVC Ankerson stated that if you look at the recent history of salary increases you will see that the NU system is aware of the salary pressures UNL faces. She noted that in addition to the \$10 million that President Carter designated for tenure-track faculty

members over the past two years, the EVC Office also led an initiative to increase non-tenure line faculty such as lecturer and faculty of practice or research. She pointed out that she does not anticipate another major salary initiative with this budget cycle.

2.6 Has the survey to students about the spring pre-session been sent out from the President's Office yet?

EVC Ankerson stated that she does not believe the survey has been sent out yet.

2.7 Do you think having a new Chancellor will have any impact on the incentive-based budget model now being used?

EVC Ankerson stated that the guiding principles of developing the IBB have impacted us positively as a university, especially through a level of transparency and quality data to help us all make collaborative and strategic decisions for now and into the future. The new chancellor will have experience with other budget model(s) and will bring that knowledge and experience to bear on our system.

2.8 What is your philosophy on service and its relationship to apportionment?

EVC Ankerson stated that service is an important component of faculty positions and suggested that one might consider service as citizenship to the university, one's profession, professional organization, or community at large. She stated that for annual evaluation, evaluation related to promotion, evaluation related to tenure, or evaluation related to reappointment, that the evaluation must be done in the context of the apportionment. In particular, service should count as a part of the evaluation, proportionately to the percentage apportionment assigned to it.

Zuckerman reported that she knows of a Faculty Senator who has zero apportionment for service yet she is serving as the department's Senate representative and asked how this faculty member would get credit for her service work. EVC Ankerson stated that she would recommend that the faculty member negotiate with her chair for a service apportionment. Zuckerman stated that the problem is that this is not happening consistently across the campus. EVC Ankerson stated that she would forward a [document on apportionment categories](#).

3.0 Announcements

No announcements were made.

4.0 Approval of February 21, 2023 Minutes

Kopocis asked if there were any revisions to the minutes, hearing none she asked for a motion to approve. Latta Konecky moved to approve the minutes. Motion seconded by Kolbe and approved by the Executive Committee.

5.0 Unfinished Business

5.1 Draft Letter to IANR Administration on Position Statement

The Executive Committee discussed its concerns with IANR's position statement on faculty expectations regarding shared governance, service, and culture/climate. They noted that IANR is moving to have zero service apportionment for faculty members and

questioned if their intent is to remove service from the evaluation process and the impact that this could have on committees, not only within IANR, but throughout the campus.

Baesu noted that the Executive Committee has been pushing to have the service apportionment adjusted for those people serving on the Executive Committee due to the time commitment for being on the Committee. Zuckerman suggested that a letter be sent to the department chair stating that their faculty member is serving on the Executive Committee and that this person's service apportionment should be adjusted accordingly. Kolbe suggested that a letter should also be sent for those who serve as a Senator.

Kopocis noted that Professors of Practice who are serving as a president of a professional organization do not get any release time for this work, but a tenure faculty member gets 100% release time in her college. Weissling stated that she thinks their apportionment for teaching can be dropped but this needs approval of the EVC.

6.0 New Business

6.1 Replacement Program for MyPlan

Kolbe noted that MyPlan allowed faculty members to provide more personal advising to students and allowed faculty members to easily “flag” students that were struggling - either with attendance and/or grades. He stated that the new “flag” procedures require faculty to go through Qualtrics form making it much more frustrating to use and more time consuming. Faculty members are often teaching on multiple computers and/or devices, but the new form requires the end user to recall the link to the form. He stated that since the new “flag” system is more arduous to use, even fewer faculty will use the system which could be catastrophic for student success. He stated that we are keenly aware that not every faculty member uses Canvas or any other singular system in their classrooms, making the decision on the best way to “flag” struggling students very difficult – but we must find a more universally simple way to get help for these students. Obviously, student success and retention are elements we all care about. Kopocis pointed out that faculty members have gone through the training for the new program but have been discouraged from using it because the university gets charged whenever it is used. She questioned why each campus has their own system noting that UNO's Degree Works is easy to use and a much better program.

The Executive Committee agreed to bring the issue up with EVC Ankerson when it meets with her in April.

The meeting was adjourned at 4:33 p.m. The next meeting of the Executive Committee will be on Tuesday, March 7, 2023, immediately following the Faculty Senate meeting. The meeting will be held in. The minutes are respectfully submitted by Karen Griffin, Coordinator and Signe Boudreau, Secretary.