

MINUTES

October 10, 2018 University of Nebraska – Lincoln Academic Planning Committee

Members Present: Bender, Bloom, Boehm, Clarke, Gay, Hinchman, O'Connor, Plowman, Purcell, Purdum, Reilly, Smith, Sollars, Traynor, Tschetter, Wilhelm, Zeleny

Members Absent: Hibberd

Others Attending: Dean Lance Perez; Brooke Hay, Assistant Director Facilities Plan & Construction

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

1.0 Call

Bender called the meeting to order at 3:03 p.m.

2.0 Engineering Complex Plans - Dean Lance Perez

Perez noted that he was asked by the APC to provide an update on the first phase of the Engineering Complex Plan. He reported that the program statement for the Scott Engineering Center renovation and Link replacement was approved by the Board of Regents in August and just recently the firm that will enact the project was selected. He pointed out that the first phase of the project has two components and will cost \$75 million. He stated that the Link, which was built in 1984, will be torn down and a slightly larger building will be put in its place. He noted that the new building will have a different function focusing on research. He noted that over 60 new faculty members have been hired in recent years and the research being done these days is much different from what was done when the Link was first built. He pointed out that it is easier to construct a new building rather than trying to renovate the Link.

Perez stated that the second component is to renovate the Scott Engineering building which was built in 1972. He stated that this space will primarily be focused on providing much needed office space for faculty members and graduate students.

Perez stated that the University is currently in the contracting negotiating phase and the plan should go to the Coordinating Commission for Postsecondary Education in the spring. He stated that he hopes demolition of the Link will occur in May.

Bloom noted that Perez was asked to come back to provide further information to the APC because the original project initiation request approved this past spring was under specified. Zeleny pointed out that this PIR was more challenging because it will occur in two different phases. Perez noted that the APC's subcommittee that reviewed the PIR gave help on framing the program statement and the Board of Regents and Coordinating Commission for Secondary Education appreciated the feedback.

3.0 Approval of September 26, 2018 Minutes

Bloom suggested some minor revisions to the draft minutes. Bloom moved to accept the minutes with the revisions, motion seconded by Gay and approved by the APC.

4.0 Proposal for Gnotobiotic Program Statement

Zeleny reported that the program statement would be available later this week, but the goal is to appoint a subcommittee in advance because the project is on a short timeline. Boehm stated that gnotobiotic, which means germ free, is connected with the Nebraska Food for Health program which involves 15 faculty members from three of the NU campuses and conducts research on the gut microbiome. He stated that the program statement is to build a germ-free mouse facility which will help with the research. He reported that five years ago Jeff Raikes, along with Bill and Melinda Gates, provided \$5 million for research and these funds were used to stimulate additional funding. He noted that late this summer Chancellor Green and the NU Foundation were successful in raising another \$3 million which will allow the program to move forward.

Boehm stated that a consultant has been hired to assist with the proposed facility and two areas, Innovation Campus and East Campus, have been considered for building the germ-free facility. He noted that East Campus already has a germ-free facility and it makes sense to put the germ-free mouse facility on East Campus. He stated that ultimately the APC and the Board of Regents will need to approve the proposal, and the hope is that it can be presented to the Board at its November 9th meeting. Hay stated that the facility will be 12,000 square feet with plans to begin construction in late spring.

Bloom pointed out that the proposal is a project initiation request, not a new program. Zeleny stated that it is a combination of a program statement and a project initiation request. Clarke noted that the APC should have been notified of the proposal when East Campus was first being considered as the location for the facility. She reported that the project has been worked on for some time and questioned why it is suddenly on a fast-track. Boehm stated that the final funding was not granted until the end of June, and it was only last week that it was determined that the facility would be better on East Campus. He pointed out that being able to open the facility by 2020 is a contingency of the newly acquired funding.

Bender noted that Purdum, Sollars, and Zeleny volunteered to review the proposal and to report back to the APC.

5.0 Revising the Procedures to be Invoked for Significant Budget Reallocations and Reductions

Bender noted that last year the APC discussed the idea of reviewing the Procedures to see if they can be streamlined, and he asked if anyone from the APC was willing to serve on a subcommittee to review and propose revisions to the document. Bloom, Boehm, and Purcell agreed to serve on a subcommittee. Bender suggested that the subcommittee should propose revisions to the Procedures by March 2019.

Boehm pointed out that the tentative budget hearing in front of the Appropriations Committee for the University is March 4. He stated that it would be prudent to have the revised procedures in

place prior to this date should they be needed. Purcell noted that the Faculty Senate and ASUN would need to approve any revisions. Boehm suggested that the subcommittee should get together soon because the Governor will put his budget on the table in early January. Bloom stated that he would be willing to serve as chair of the subcommittee.

6.0 N150 Commission Report - Professor Will Thomas

Thomas noted that he was asked to provide an update on the N150 Commission. He reported that the draft working report from the N150 Commission Subcommittees will be released soon, and it will provide the university community with an update of the Commission's activities. He noted that the report will list the vision, mission, goals, and strategies. He stated that there will be listening sessions later this month on the report and the consultants will be gathering reactions and feedback. He noted that there will also be an online survey and the consultants will distill all of the gathered information and will bring the results back to the full Commission. The N150 Executive Committee will then draft a plan and vision statement.

Thomas stated that the Commission struggled with every word in the report, but several main questions had to be addressed: where do we want to be in 25 years from now, what do we want to concentrate on, who do we want to bring here, what do we want to do here, and how best to unite everyone and break down barriers. Ultimately, he stated that UNL wants to create a better life for everyone through our research, teaching, and service. He noted that the Commission wanted to bring forward bold ideas without sounding like every other university in the world.

Thomas stated that the N150 Commission's purpose was to turn Nebraska and the University from self-reflection to an inviting and welcoming place that would bring people here. He pointed out that one of the bold ideas to come out of the subcommittees is to have everyone treated as a Nebraskan which means that the tuition rates would be the same whether you were an in-state or out-of-state student. He noted that if we want to send a message to the rest of higher education we need to envision a university for all and to welcome all. He reported that another bold idea is to creatively use our spaces and schedules to make education more accessible to everyone.

Thomas reported that another idea is to unify student experience, whether through research or common learning experience. He stated that the experience would identify what the University does. Another idea is to reward collaborative research that helps to create a better life for people and the environment.

Thomas stated that if the vision is to unite bold trailblazers then we need to close the economic achievement gap. He reported that the strategy would be to develop a campus-wide initiative to improve academic outcomes for economically-disadvantaged Nebraskans and making college, graduate, and professional degrees achievable for all. He pointed out that we are already one of the most socio-economic diverse universities in the Big Ten and this is a strength that we should develop further.

Plowman asked APC members to encourage their colleagues to attend the listening sessions. Zeleny noted that the APC will have a meeting on October 18th with the consultants. Plowman

pointed out that the N150 Commission is a once in a 25-year opportunity to help shape the future of the university.

Gay noted that one of the goals is for UNL to be unique, and he asked what aspect was used to attain this goal. Plowman stated that since Nebraska became a state it has been a welcoming place and that spirit needs to be kept and fostered at the University. She stated that having a unifying student experience is a unique concept, and our smaller size allows us to offer a unifying experience for students. She said that other goals of the N150 Commission are grounded in the notion of the economic achievement gap idea.

Bloom stated that the one-based tuition concept may be the right thing to do, but he asked at what point the tuition would be set to make education at UNL affordable, yet still provide the needed revenue for the operations of the campus. Plowman stated that at this time it is just a bold idea that is being considered. Bloom questioned how this tuition model would change our relationship with the State. He noted that we receive allocation from the State because taxpayers think they are buying something for Nebraska.

Purdum stated that she thinks the report looks good and the one idea that stands out to her is that at UNL, every person and interaction matters. Thomas noted that this idea came up early in discussion and has stayed throughout the revisions and has been consistently received well. He stated that the question is to how to make this concept happen.

Gay had a question regarding process. He noted that he served on the campus community subcommittee and there were good discussions during which he fought hard to build some consensus about including specifics. One is to define the faculty roles as intellectual and community leaders especially through the Faculty Senate. He pointed out that most of the substantive things that the subcommittee worked on are not in the report. Thomas stated that a longer version of the report, which includes action steps for each goal, is available on the web (<https://n150.unl.edu/working-report-nebraska-commission-150-subcommittees>). Gay stated that the brief report is very generic and the worst thing that could happen is to produce a document that is destined to sit on a shelf. He stated that the report has a series of philosophical statements, but no substantive action steps. Plowman stated that the longer report will have the details. Thomas pointed out that the draft working report is only an overview.

O'Connor noted that the goals are visionary, but asked how we will know when the goals have been achieved. He stated that an assessment process of some kind would be needed to determine if this effort has been successful.

Bender asked how the Commission plans on getting the people of the University, the Board of Regents, and the State to accept some of these proposals. Plowman stated that first we need to establish a coherent set of ideas and afterwards strategies will be developed to get acceptance of the plan.

7.0 Reports from the Executive Vice Chancellor, Vice Chancellor for IANR, Vice Chancellor for Research & Economic Development

Boehm reported that he recently returned from a trip to Huazhong Agricultural University in Wuhan, China to celebrate the collaborative research effort of Professor Ed Cahoon and colleagues of UNL and Professor Chunyu Zhang and his colleagues at Huazhong Agricultural University. He noted that the teams discovered two new fatty acids. He stated that there was considerable discussion about reinvigorating rural China. He reported that he also went to Seoul, South Korea to visit with partners of Sunseo Omega 3, a South Korean agricultural company located on Innovation Campus.

Boehm noted that the East Campus Union renovation project is moving forward. He pointed out that the Union will stay open during the renovations. He reported that work is actively taking place to enable the CYT renovation project which will go through the formal programming design phase in the spring. He stated that the former Food Processing Center will be the interim library space during the CYT renovation. He noted that the 100 year-old dairy store will be moved into the former Food Processing Center factory and it will face the green space.

Boehm reported that the Nebraska Forecasting Board meets again on October 24 and the Board's report could impact the University's budget. He pointed out that last spring the Board's positive report helped the University to receive less of a cut. He reported that the Board of Regents recently approved allowing President Bounds to raise tuition rates, if it should be needed. Traynor stated that the Board's decision to allow the President to raise tuition rates is in part, an effort to let the Legislature know that the series of budget cuts that the University has endured in recent years has drastically cut the University's budget to the bone, and a future cut would not allow us to recuperate from the previous cuts.

Plowman reported that the candidates for the Vice Chancellor for Diversity and Inclusion are being interviewed on campus and she hopes that the process will be wrapped up by the end of October.

Plowman stated that she was asked to speak about proposed changes to the budget model. She noted that we are still using a budget model that would provide a base budget each year plus a 2% raise. She stated that with this kind of model strategic improvements and development of new programs is difficult. She stated that many universities are moving towards a performance based model, or Responsibility-Centered Model (RCM), and UNL is considering a hybrid between the currently used budget model and the RCM. She stated that a units' budget would be based, in part, on whether they achieve their goals. She pointed out that this kind of budget provides incentives for departments to grow or to start new efforts and to meet their research goals. She stated that no decisions have been made yet on what the criteria for improvements would be, but research quality and quantity, increased enrollments, and increased credit hours would be a consideration. She reported that the goal is to have the model determined so that in 2020 we would shadow the old budget model while piloting the new system. She reported that Interim VC of Business & Finance Bill Nunez, will be bringing in a consultant that has worked on transitioning Universities to a different budget model.

Bender asked if faculty will have input into this decision, and if so, when. Plowman stated that faculty input would probably be sought after we get some models from the consulting firm.

Wilhelm reported that looking at the figures in terms of awards and expenditures that there was a 5% growth in research, however in the last few months the number of proposals that have been submitted have decreased. He stated that 21 faculty members joined UNL this year, and efforts are being made to move their research programs forward.

Wilhelm stated that UNL will be meeting with a new lobbying firm that the University has contracted with. He noted that the lobbying firm will see how it can work with us on federal initiatives and to promote our faculty and provide them with more research opportunities and exposure.

Wilhelm stated that he appreciates the need to spend more time visiting the State and he is going to be spending a good amount of time in Omaha, putting more emphasis in communication with the UNL faculty members who work on the UNO campus.

Wilhelm reported that the Hamilton Lectures have been occurring on campus and the Museum has the Hubbard lecture. He noted that both are bringing in top speakers such as Dr. Frances Arnold from Cal Tech who just recently won a Nobel Prize and Mary Kathryn Nagel, a playwright and Partner at Pipestem Law Firm P.C.

Reilly moved for adjournment. Motion seconded by Traynor and enthusiastically approved by the APC. Meeting adjourned at 4:22 p.m. The next meeting of the APC will be on Wednesday, October 24, 2018 at 3:00 in the City Campus Union, Georgian Suite. The minutes are respectfully submitted by Karen Griffin, Coordinator.