

MINUTES

March 13, 2019 University of Nebraska – Lincoln Academic Planning Committee

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

Members Absent: Purcell

Others Attending: Dean Heng-Moss

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 3:00 p.m.

2.0 Approval of February 27, 2019 Minutes

Bender asked for approval of the minutes. O'Connor moved for approval of the minutes. Geisinger seconded the motion. Bloom requested that a minor change be made to the section pertaining to observance of religious days when APRs are conducted. Motion was then approved.

3.0 Proposal to Rename “Environmental Restoration Science” to “Environmental Sciences”

Bender stated that there is a proposal to rename the “Environmental Restoration Science” program to “Environmental Sciences”. Dean Heng-Moss stated that she appreciates the APC reviewing the proposal and pointed out that there is a Memorandum of Understanding between CASNR and the College of Arts & Sciences to discuss how the colleges can move the program forward. She noted that the proposal will provide opportunities for collaboration across the campus. Geisinger moved to approve the proposal. Motion seconded by Gay and approved by the APC.

4.0 Proposed Amendments from the Faculty Senate to the Procedures to be invoked for Significant Budget Reallocation and Reductions

Bloom stated that proposed revisions to the Procedures were presented to the Faculty Senate at the March 5th meeting. He reported that President-Elect Belli of the Faculty Senate stated at that meeting that he would be presenting amendments to be considered. Bloom reported that he worked with Belli on the recommended amendments and suggested language that more accurately reflects what occurs when the Procedures are invoked.

Plowman pointed out that in the document, reductions refer to the reduction in our state allocation which is a permanent reduction in our budget. She stated that a reallocation is a shifting of funds to cover our expenses.

Bloom stated that he thought the amendments proposed by Belli were minor changes and that they make an improvement to the Procedures. He stated that they will go to the Senate for a vote on April 2nd, but the idea is to get the APC's approval with the understanding that the Senate will be voting on the same language. Gay moved to accept the amendments. Motion seconded by Clarke and approved by the APC.

5.0 Office of Research and Economic Development Strategic Planning Process (VC Wilhelm)

Wilhelm reported that in coordination with the N150, ORED has started working on developing its strategic plan. He noted that he has been having multiple discussions around the campus in both open and invited sessions and is getting advice from faculty leaders regarding ORED's strategic plan. He reported that a good part of the listening session and focus groups have been completed and the next step will be to synthesize the information that has been gathered and to coordinate what the priorities are that were identified. He stated that in the next 4-6 weeks his office will be able to start developing a plan which will be shared with faculty members. He stated that his goal is to have all of the planning done by the end of the summer. He noted that he recently gave a report to the Senate on the planning process.

Bloom pointed out that there are many strategic plans being created and he questioned whether we have the available resources to accomplish the goals identified in the plans. He also questioned how the plans will relate to the RCM budget model. Wilhelm noted that the RCM discussions will begin next week so it is too early to know what impacts it will have on the strategic plans. He stated that the goals identified in the strategic plans will first have to work within the current budget structure. He noted that one of the primary goals is for research growth to occur across the campus, but stated that there needs to be some work on how ORED distributes funds. He pointed out that it will be a couple of more years before the RCM model will be put into place.

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

Executive Vice Chancellor's Office

Plowman reported that her office is focusing on leadership development this year and one of the programs is the FLAIR program for faculty members who might be interested in working in an administrative position. She stated that there was great response to the call for applicants and over 50 faculty members applied to the program and 28 were chosen to participate in the program. She noted that the idea to create the program came from the department chairs and there are plans to conduct it again. She reported that there is participation from every college on campus.

Plowman stated that she recently reported to the Faculty Senate that a consulting firm has been hired to see if there are some business practices that could be done more effectively on campus. She reported that a committee has been formed to look at the more routine functions such as human resources, SAP, and accounting to see if it would be more effective to have people who specialize in these tasks do the work for a number of units, rather than each unit having just one person who occasionally works on these kinds of tasks. She pointed out that in large colleges

these functions are more repetitive and done frequently, but in the smaller colleges these functions may only be done occasionally. She stated that the idea is to have business pods across the campus so every dean would have the ability to have access to the same expertise. She noted that the transactional business functions could be pulled out of the departments allowing the staff to focus on the academic enterprise. She stated that the hope is to find some savings which could then be invested back in to the unit and academic mission. She noted that the idea is just in the planning stages and a few alternatives will be proposed and vetted with deans, department chairs, and the faculty to see which way would work best and to alleviate concerns. She reported that over 280 different people fill out SAP forms, and while there are a lot of generalists on campus, there are not many specialists. She stated that the campus needs to find additional resources when possible, but nothing will happen without input from the campus.

Plowman reported that the RCM Committee will begin work tomorrow. She noted that there are faculty representatives, Vice Chancellors, Assistant Vice Chancellors, and others serving on the Committee. She stated that the Committee will begin the work of determining what the RCM budget would look like and how it would work. She pointed out that the deans, chairs, and faculty will need to review the proposed model. She stated that the purpose of going to an RCM budget is to try to align resources better with the goals of the units. She stated that the question is how do we measure a department's goals and then allocate our resources accordingly. She stated that for instance, the College of Journalism and Mass Communications is growing and pointed out that there should be some incentive for them to continue their growth, but resources need to be realigned to allow this to happen. She stated that nothing will be done without the RCM model being vetted across the campus.

Bloom reported that initially he was the only faculty member on the RCM Committee, but there are now three additional faculty members on the Committee.

Boehm pointed out that the APC is the sounding board for both of the initiatives Plowman spoke about and he encouraged the APC to ask and invite both of the Committees to come to speak to the APC about the work they are doing and to provide input to the APC. Plowman suggested that both committees be regularly scheduled to provide updates to the APC.

Gay questioned whether there was any written information on RCM budget models. Plowman noted that the RCM Committee is just getting started and no documentation has been generated yet, but she pointed out that the faculty will be kept apprised of the work of the Committee. Gay stated that an executive summary about the RCM committee would be helpful.

Boehm noted that some universities began going to a RCM budget model in 2005 and some schools love it, some are adjusting to it, and some don't like it. Plowman pointed out that both Boehm and new Dean of the College of Arts and Sciences Mark Button have been at universities that have the model.

Boehm stated that there are a lot of aspects of the RCM model that will need to be explored and addressed. He stated that there is the expectation that there will be increases which will allow growth in the budget, but if there is a downturn in funding sources then units would be in a

constant negative. He stated that a way around this would be to build a reserve fund that could help offset when there is a decrease in funding.

Plowman stated that one of the attractive things about the RCM budget is its transparency. She stated that there will be some units that will never be able to cover all of their costs and the budget will need to help these units, but this is the price of being a comprehensive university. She noted that another positive aspect of the RCM is that the deans would make the decision inside their colleges on how they would use their resources, rather than this decision being made by upper administration.

Bloom agreed that the RCM model would provide transparency and clarify how funds are distributed, and this is especially important if budget cuts come up again in the future. Plowman pointed out that with the RCM model we would know have more knowledge about the expenditures of the colleges.

Plowman stated that the way the campus will move up in stature and visibility is by taking what we are doing well now and leveraging these areas. She noted that there may be some other areas that are good providers and doing well, but we would not necessarily want to invest in growing these areas, while there are other areas that can make significant strides and need to continue to grow. She pointed out that there will be some hard decisions that need to be made at the college level in regards to the budget model.

Plowman reported that the FLAIR program, which helps faculty members interested in serving in administrative roles by providing them with a series of leadership workshops, was started this spring semester. Geisinger pointed out that the person who was selected in his unit was picked by the dean without any input from the person's supervisor and he stated that the supervisor should have been consulted with prior to the acceptance of the person into the FLAIR program. Plowman pointed out that the EVC Office selected the participants from the applicants that were received. She noted that the workshop is only 90 minutes a month and applicants were encouraged to apply.

IANR

Boehm reported that the faculty of IANR voted on whether to create an Institute-level promotion and tenure committee which would be similar to a college promotion and tenure committee. He noted that IANR's bylaws state that 2/3 of the 631 faculty members in IANR need to vote for approval to make a change, but the motion failed by just 10 of the needed votes. He reported that every single group within IANR was represented in the voting. He noted that the experience has been informative and he has gained some insight on how to move forward with the idea to form the committee.

Boehm stated that he was recently in Washington D.C. and attended the Nebraska delegation's breakfast meeting where Nebraskans visiting D.C. can meet with our state's representatives. He noted that the representatives discussed what they were advocating. He reported that he also met with federal agencies related to agricultural funding.

Boehm wanted to report that the Student Affairs Office has hired Connie Boehm as director of student resilience and there is now a suicide prevention training program that 650 students, faculty, and staff have participated in. He noted that the campus will probably be hearing more about this effort as suicide is an issue that has impacted our campus.

Boehm stated that he conducted a listening tour of Northeast Nebraska and one of the concerns raised often was the need for public education to do a better job of moving students forward. He stated that there will be further discussions with those involved with PK-12 in this area of the state to think about educational outcomes and success through PK-12 and how we can make efforts to make improvements. He noted that Dean Tiffany-Heng Moss will be the lead person in these efforts and he is confident that she will provide good leadership.

Office of Research and Economic Development

Wilhelm reported that there is an ORED ad hoc committee which includes members of the staff and faculty who are working on ways to improve the common security information required for some external research. He stated that the idea is to streamline the process and have it completed by the end of the semester. He noted that there is another ad hoc committee, comprised of mostly staff members, who are reviewing the impact of the federal government shutdown in regards to our research grants. He stated that the committee is looking to see if we could make some organizational improvements to deal with this situation should it happen again.

Wilhelm reported that our awards continue to be up even when we had a month when we didn't have any grants funded. He pointed out that the number of proposals being submitted are still down, however our expenditures are still 5% above our rate for last year.

Wilhelm stated that many more faculty are being recognized with national and international awards. He reported that applications are open for the Sciences, Engineering, and Medicine Initiative which is a joint program between UNL and UNMC to promote the inter-institutional collaboration and strengthen teams' competitiveness for federal grants. He stated that the deadline date for application is April 29. He stated that a team from the Knight Foundation will be coming to campus and it will help evaluate the public perception regarding the media and how it is influenced in the media.

Wilhelm reported that 65 proposals have been made by cross-discipline faculty teams from across the university system. He stated that 10 were of higher interest, and 10-15 warrant more interest. He stated that UNL is working more proactively with the proposals.

Wilhelm reported that the Spring Research Fair will be held on April 15 and there will be a connector night at Innovation Campus.

Wilhelm stated that ORED has been working with a large team on campus and in the region to draw the USDA's Economic Research Service and National Institute of Food and Agriculture center to Innovation Campus. He noted that currently the centers are located in Washington D.C. and Maryland. He pointed out that the evaluation process is taking a little longer, but the USDA has whittled down the proposals and we are still in contention for having the center located in Nebraska. He stated that this would be a great opportunity for Nebraska and the University. He

noted that 500-600 people could be relocated and we hope to be put on the short list of possible locations.

The meeting was adjourned at 3:58 p.m. The next meeting of the APC will be on Wednesday, April 10, 2019 at 3:00 in the City Campus Union, Georgian Suite. The minutes are respectfully submitted by Karen Griffin, Coordinator.