

UNL FACULTY SENATE MEETING MINUTES
East Campus Union, Great Plains Room
November 1, 2011
President Lindquist, Presiding

1.0 Call to Order

Past President Lindquist called the meeting to order at 2:33 p.m.

2.0 Announcements

Past President Lindquist reported that President LaCost was unable to attend the meeting due to a family emergency and President-Elect Schubert was traveling on business.

2.1 CIC Faculty Leadership Conference at Purdue University

Past President Lindquist reported that President LaCost and Secretary Shea recently attended the CIC Faculty Leadership Conference. Secretary Shea stated that the conference was very interesting and useful and most of the Big Ten schools were represented at the conference. He noted that the attendees were members of campus faculty senates or members of an academic council. He reported that there was an extensive and complete agenda which left little time for additional discussion. He said he and President LaCost would write a brief report on the conference to share with the Senate.

Secretary Shea reported that topics of discussion at the conference included the future of information technology on campuses and the importance of having a digital repository. He pointed out that how we view the publications of faculty members is changing. He stated that there was discussion on how we value and evaluate various communications and how it plays a role in our promotion and tenure committees.

Secretary Shea stated there was discussion about if and how the various institutions compensate faculty members for serving on faculty governing bodies. He noted that there is a wide difference among the Big Ten schools in how, or if, individuals are compensated.

Secretary Shea reported that there was some discussion about the possibility of considering inclusion of a faculty member on university Boards of Trustees or Regents. Other topics of discussion were on funding graduate education and the growing importance of masters programs. He stated that there was discussion on how universities could be more philanthropic in funding graduate students. He noted that the University of Wisconsin-Madison is making quite an effort to find unique ways to fund graduate students. Secretary Shea stated that there was discussion about the change in the demographics of students with the increase in the number of Hispanic students and the growth of international students, particularly students from China.

Secretary Shea reported that there was discussion about the relationships among regional and flagship campuses and how they are changing. He noted that each institution has a different arrangement for regional campuses.

Past President Lindquist asked if President LaCost and Secretary Shea offered to host the conference at UNL. Secretary Shea reported that UNL is on the list to host the conference but he is not sure when that will be.

2.2 Conflict of Interest Policy

Past President Lindquist reported that a Conflict of Interest Committee was formed a couple of years ago but efforts to revise the policy were put on hold due to changes in federal regulations. He stated that the Committee is now active again and a draft of a policy will probably be coming out soon.

2.3 Extension of Deadline Date for Submitting Applications to the Convocations Committee

Past President Lindquist reported that the deadline for submitting applications to the Convocations Committee for bringing in guest speakers during the spring semester has been extended to November 15.

2.4 Streaming of Faculty Senate Meeting

Past President Lindquist announced that a pilot test of streaming the Senate meeting live is taking place today. He noted that streaming the meeting will be helpful for people who are out in the state, but this does not mean that Senators should not attend meeting. He pointed out that Senators need to be present at meetings to vote. The intent of the streaming is to provide Senators with an option to view the meeting if

they are unable to attend the meeting. He noted that the idea is to eventually open the streaming up to all faculty members.

3.0 Chancellor Perlman

Chancellor Perlman reported that the State's Legislative Executive board approved the improvements to the campus recreation facilities. He noted that a new recreation center will be built on east campus and some changes will be made to the city campus facility. He reported that a student referendum initiated the plans for the improvements.

Chancellor Perlman stated that in deciding how to make UNL a Big Ten university the idea arose to realign the Offices of Academic Affairs and Student Affairs. He reported that the principal concept behind the alignment was to house units pertaining to curricular activity into one division and the areas that provide support outside of the curriculum into another area. As a result, Registration and Records, Student Financial Aid and Scholarships, have been moved to Academic Affairs. He stated that there will need to be close coordination between the functional offices, the deans, departments, and the faculty to make this work.

Chancellor Perlman reported that a number of units have now been assigned to Student Affairs and VC Franco has agreed to take on the goal of achieving a student enrollment of 30,000 students. He pointed out that the increase in students will come from mostly non-resident and graduate students and that recruiting international students is going to be critical. He noted that there has not been a conscious effort to integrate international students into the campus once they arrive here. He stated that recently there was an article in the Wall Street Journal reporting that international students tend to remain in a bubble on campuses. He noted that this also occurs with American students who attend international universities. He stated that VC Franco is going to take a look at how we can integrate international and non-resident students into the campus. He pointed out that many nonresident and international students remain on campus during the holiday breaks and we need to make things more exciting for them during the campus' downtimes.

Chancellor Perlman stated that housing, campus recreation, student health, and other departments all have a big role to play in achieving the goals of increasing enrollment and retention rates. He stated that the International Affairs office will be reporting to the Office of Academic Affairs. He noted that recruiting efforts will still be in Admissions and obtaining visas will probably remain with Academic Affairs. He reported that both SVCAA Weissinger and VC Franco have enthusiastically embraced the changes and the staff understands the reasons for the changes. He pointed out that most of the other Big Ten schools are set up this way.

Chancellor Perlman reported that recently UNL helped to establish the American Culture Center in Xi'an, China which is similar to the Confucius Institute established at UNL and funded by the Chinese government. He noted that the Confucius Institute is designed to bring the Chinese language and culture to areas around the world and UNL and Lincoln has benefitted by having the Institute here. He reported that the Institute interacts with K-12 students. He stated that the US Embassy in Beijing has determined that this would be a good thing for the U.S. to do in China. As a result, President Milliken was at the US Embassy about six months ago discussing the University's growing relationship with Xi'an Jiaotong University and how the University would be willing to partner with the Embassy to create an American Culture Center in Xi'an. He noted that only ten universities have been funded to create these culture centers. He stated that Xi'an Jiaotong University is providing the space for the Culture Center and the hope is to have the grand opening of it in April. He stated that opening the Center will provide faculty members and students a gateway to China. He reported that the plan is to have faculty members teach next summer at Xi'an Jiaotong University. The faculty would teach both American and Chinese students. In order to further the American Culture, American musical groups will perform, there will be a movie festival, and other events. He invited the faculty to share their ideas on other events that can take place that will familiarize people with the American Culture. He noted that Xi'an is a very hospitable entry place to take student abroad groups to.

Chancellor Perlman reported that the university is progressing along on acquiring the software package Starfish which should help with our retention of students. He noted that Starfish will help identify students who are academically at risk and provides advisors with real time opportunity to work with these students. He stated that the program will allow advisors to review a student's progress throughout their academic career at the university. He pointed out that the faculty module to the program will be available at the end of the roll out period for the program.

Professor Zlotnik, Earth & Atmospheric Sciences, asked how many Chinese undergraduate students are currently attending UNL. Chancellor Perlman replied that it is about 500, the most from any country.

Professor Zlotnik asked if there will be a reciprocal program with China where our students can attend school there. Chancellor Perlman stated that this is unlikely. He stated that there is a 2 + 2 program with China where students go to school in China for two years and then come to UNL for two years. Students receive a degree from each of the universities involved when they graduate. He noted that there is a teacher at UNL who works with the Chinese students on their language skills. He reported that there may be an agricultural school in China that might want to do a similar 2 + 2 program with us. He noted that getting admitted to the top national universities in China is difficult and many students are not admitted. He stated that it is beneficial for people to have a degree from the U.S. in order to compete in China.

Professor Crews, Textiles, Clothing & Design, asked if managerial/professional employees can take advantage of going to Xi'an Jiaotong University. Chancellor Perlman said yes and noted that we want to broaden the American culture in Xi'an and Quilt Center museum people would be helpful in acquainting the Chinese with the American Culture Center.

Professor Eskridge, Statistics, asked if the Chancellor has any sense of whether the additional 5,000 students needed to increase enrollment will be international or non-resident students. Chancellor Perlman stated that he cannot make that determination and noted that it will be complicated to accomplish this goal. He reported that there are a couple more Chinese universities that want to establish a program with us and we are establishing a close responsibility with Brazil. He stated that there are approximately 1,000 alumni in Malaysia and we need to be opportunistic in recruiting students. He stated that recently 30 high school counselors from the Chicago area came to look at the campus and this weekend another 30 will be on campus. He pointed out that masters programs will be the key to increasing enrollment and the 120 credit hour requirement will open up opportunities for masters' degree students.

Professor Abel, English, noted that there are very smart students coming to campus from other countries but there is sometimes a linguistic challenge. He asked if specific support will be provided to departments to help deal with these kinds of problems. Chancellor Perlman noted that this is clearly a key in attracting and retaining international students. He stated that there are informal programs on campus working with international students to teach them not only proper English, but slang as well. He reported that we will need to take a very careful look at the English as a Second Language program to see if it is successful and whether it needs to be expanded.

Professor Subbiah, Biological Systems Engineering, stated that he is glad to hear about enhancing American culture in China through the American Culture Center, but he wondered if there are any specific rewards for individual faculty members to be engaged with the Culture Center. Chancellor Perlman reported that the experience of being there is personally rewarding, but he is sensitive to the increased demands the interaction will place on faculty members. He stated that all faculty members are feeling enormous pressures because of restrained resources and he will try to find incentives or remove barriers that could help faculty members to engage in activities such as the American Culture Center. He noted that not everyone can get a bonus for doing this kind of work, but in the end if the university gets better, we will all get better.

Secretary Shea reported that during the CIC conference on faculty leadership there was discussion of having a surcharge on international students as one of the Big Ten schools already does this. He stated that the feeling was that the surcharge did not influence the number of students applying to programs. He asked if there has been any discussion of having a surcharge for international students here. Chancellor Perlman stated that the university is trying to be sensitive to the market but he does not think we are able to do anything with surcharges. He pointed out that international students already pay significantly more in out of state tuition.

Professor Kranz, Northeast Research & Extension Center, asked if there was an umbrella group on campus that can assist individual faculty members who are working with international universities. Chancellor Perlman noted that this is a great question and one that he has been thinking about for a long time. He stated that any effort to provide help will not interfere with personal or working relationships. He stated that the question is how we develop a strategic agenda for international activities that makes sense but doesn't restrain faculty members from engaging in existing relationships they might have. He noted that starting with existing relationships with international universities is helpful and we have started a strategy with Xi'an Jiaotong University. He stated that there are broad opportunities with this university. He reported that there are different components with international affairs; there is the functional work that needs to go on and assistance in getting graduate students to campus. He stated that we need to have a good support piece for international students once they are here. He reported that at the central administration level Associate VP Farrell is trying to develop a strategic plan for the university system, but we do need a group on this campus that can give us some strategic direction. He noted that we are struggling with this right now but Associate VC Wilson has

some experience in this area and is doing some work on it.

Chancellor Perlman reported that there are a lot of things going on at Innovation Campus although it is in a stage when these changes aren't visible. He stated that extraordinary things are occurring on the development side of the campus and there are some potential tenants. He noted that efforts are working towards getting some tenants on the property.

4.0 Approval of 10/4/11 Minutes

Professor Anaya, University Libraries, moved for approval of the minutes. The motion was seconded by Professor Peterson, Agricultural Economics. The motion was approved.

5.0 Committee Reports

5.1 Research Council (Professor Bloom)

Professor Bloom, Vice Chair of the Research Council, reported that the Council meets once a month and the bulk of its work is to distribute funds for research, especially for start-up research. He noted that the report provides a list of grants that were distributed. He reported that there are several funds that help bring in guest speakers. He reported that there were a high number of applications this year and the Council is in the midst of reviewing the grants.

Professor Bloom stated that the Council recommends potential speakers for the lectureship series to VC Paul. He noted that a call for guest speakers was sent out this past year.

Professor Bloom reported that the Council makes sure that it has the proper procedures in place for awarding grants. He stated that the Council recently discussed some NSF compliance issues because there are now requirements that graduate students have to be trained in scientific ethics.

Professor Bloom reported that VC Paul is developing a university research strategy for the next six years and will be seeking some advice from the Council on this. He stated that the Research Council wants to continue interacting with the Office of Research & Economic Development and how faculty can get more engaged in helping to develop the strategy.

Secretary Shea pointed out that Professor Bloom made a very generic statement regarding the NSF compliance issues and providing advice on this issue. He stated that it would be good to have more specific information in the report on the activities of the Council. He asked what the real role of the Council will be in developing research strategies for the campus. He stated that he thought it was the Research Council that selected the speakers for the Nebraska Lecture Series, not VC Paul. Professor Bloom stated that the Research Council solicits nominations for speakers for the Lecture Series and makes recommendations to VC Paul. Secretary Shea pointed out that the report states that the Research Council selects the speakers. He noted that the report should accurately reflect what the Research Council is doing.

Professor Chouinard, Mathematics, asked if the Research Council is adequately funded. He asked what fraction of grants the Council is able to approve versus what the Council would like to approve. Professor Bloom noted that some statistics were provided in the report. Professor Chouinard asked if funding is contingent on how much money is available and whether more funding should be requested from the Foundation to support the Research Council. Professor Bloom pointed out that if more funding was available, more could be distributed for research. He noted that there are more good proposals for funding than bad proposals.

5.2 Grading and Examination Committee Report (Professor Woodward)

Professor Woodward stated that the Grading & Examination Committee is a bit unusual in the way it is organized because each college has a subcommittee that looks at the appeals and late withdrawals. The subcommittee approves or denies the requests and he then collects a report from each of the colleges' subcommittee. He stated that the subcommittees meet about once a month, more towards graduation. He stated that the Committee looks at withdrawals and keeps track of grade distribution.

Professor Woodward noted that the senior person in advising for the colleges is the appeals officer. He noted that statistics on the appeals are included in the report. He stated that typically late withdrawals are related to health problems. He stated that one of the main reasons for the grade option appeal changes is that students do not realize when they sign up for a class that they have to take it for a grade. Typically the reason is to adhere to requirements for receiving a scholarship. Most scholarships require a student to receive a letter grade.

Professor Woodward stated that information is provided in the report comparing the number of appeals over a ten year period. He reported that we are holding steady on the numbers and there are no glaring changes that have occurred.

Professor Woodward noted that the Committee was asked to keep track of the grade distribution since the inception of the plus/minus grades. He noted that the number of A's distributed have been growing over the past five or six years. He reported that 70% of students are getting A's or B's and the overall GPA is 3.11 which is about the same as when we changed to the plus/minus grade system.

Professor Rudy, Nutrition & Health Sciences, stated that there are several courses that do not have examinations during their regularly scheduled final exam time. He asked what happens if a student has a conflict with an evening course they are taking and the scheduled final exam for another course. Professor Woodward pointed out that the exam time for these large classes is published and it is the student's responsibility to be aware of the potential conflict. Professor Rudy noted that he teaches an evening course and has had a number of students who have had this conflict. When the student asks if there is an alternative time that they can take the final they are frequently told no. Professor Woodward stated that in the Mathematics department a make-up exam is usually given. He stated that students are not supposed to register for a class that they may have a conflict with for taking exams. Professor Rudy pointed out that for some majors there is a very specific sequence of courses that students must take courses and the student may not have an option of taking the course at a different time. He stated that there are some professors that do not allow any flexibility in regards to exams. Professor Woodward stated that this is an issue that needs to be visited. He noted that he is not sure if the Grading & Examination Committee has the power to do anything about this but the Senate could ask the Committee to look into this issue.

5.3 Chancellor's Commission on Environmental Sustainability (Professor Todd)

Professor Todd reported that the CCES has now been in existence for four years. She noted that recently there has been a change in leadership of the Commission and Dean Waller is now serving as the deans' representative. She stated that there are a total of 16 members on the Commission representing faculty, students, and staff. She noted that there is a subcommittee that works on planning and moving the efforts of the CCES forward. She stated that student members have been very engaged this past year and the Commission is working on re-energizing itself and is making preliminary comparisons of sustainability activities at other Big Ten schools.

Professor Todd stated that the Commission is engaging with the development efforts of Innovation Campus. She stated that she expects to see in the next year an increase level of what the university is doing within the Big Ten and with our peer institutions. She reported that the CCES website is being revised and updated.

6.0 Unfinished Business

6.1 Proposed Revisions to Definition of Disciplines

Past President Lindquist stated that last spring the Executive Committee was asked to review the Definition of Disciplines as listed in the Faculty Senate's Syllabus on Campus-Wide Committees. He noted that the Definitions help to establish diversity on various campus committees. He stated that a motion is being put forward by the Committee on Committees to approve the recommended changes. He stated that no second is needed since the motion is coming from the Committee on Committees. He stated that the motion will be voted on at the December Senate meeting.

Professor Bender, College of Journalism and Mass Communications, stated that News-Editorial has now been changed to Journalism.

Professor Reisbig, Child, Youth, & Family Sciences, asked if the term units in CASNR should be used rather than divisions in IANR.

Secretary Shea noted that Professor Archer, School of Natural Resources, pointed out that the SNR reports to both the Institute and to Academic Affairs. Professor Archer pointed out that he is the representative for SNR but his tenure home department is through the College of Arts & Sciences. He suggested that SNR be listed separately in the Biological Sciences definition.

Past President Lindquist stated that the suggested revisions will be considered by the Executive Committee and presented to the Senate at the December meeting.

7.0 Honorary Degrees

Past President Lindquist reported that the Honorary Degree Committee receives nominations for honorary degrees, reviews and considers the nominations, and then makes a recommendation to the Senate. He stated that it is essential that the names of the nominees be kept confidential because the nominees will not automatically receive an honorary degree, they must be selected by the Board of Regents. He noted that the names of nominees are put into a file for a five year period and some of the people voted on by the Senate may never receive the degree. The Faculty Senate voted on the nominees for honorary degrees.

8.0 New Business

8.1 Proposed Revisions to University Curriculum Committee

Past President Lindquist stated that the Senate just heard the Chancellor speaking about changes in the administrative structure of the campus and the University Curriculum Committee is proposing changes to its syllabus to reflect some of these changes by eliminating the Dean of Undergraduate Studies position on the UCC. He noted that other changes are modifying the way the UCC is set up. He stated that the motion will be voted on at the December meeting and does not need a second because it is coming from a committee.

Professor Eskridge asked what the logic is for not having a Graduate Studies liaison on the UCC. Past President Lindquist stated that the Senate Office was told that there has not been a member from Graduate Studies on the UCC for a long time. Secretary Shea stated that there ought to be a Graduate Studies liaison. He asked if there is some other avenue to link Graduate Studies with the UCC. Past President Lindquist stated that this could reflect the need for better communications between Graduate Studies and the UCC. He suggested that the UCC reconsider whether this position should be removed.

Professor Chouinard, stated that the sentence referring to ASUN appointments is phrased poorly. He asked if the student representatives have to be ASUN members and it is unclear whether the student members can serve two consecutive terms. Past President Lindquist stated that it would be helpful if Professor Chouinard sent an email message to the Senate Office with his suggestions for changing the language.

8.2 Discussion on How Your Department is Identifying Specific Needs for New Faculty Hires

Past President Lindquist reported that the Executive Committee recently met with members of the Academic Planning Committee and there was concern with whether or not, and how faculty members are going to be involved in the hiring of 160 new faculty members. He stated that after discussing this, the Executive Committee felt that there should be an open conversation with the Senate to see if or how departments are planning for new hires.

Professor Purdum, Animal Science, noted that the culture is different in departments, especially with how departments handle open lines when faculty members retire. She stated that in Animal Science an open position goes back to the dean and the department has to come up with a new program description and define its needs in order to get the position back. She stated that the faculty in the department typically discusses what needs are not being met in the department and they look at future programming for the department. This information is then sent into the dean. She reported that as the department focuses in on an area of excellence, two or three types of positions are usually attached to the identified area. Secretary Shea asked if her department has started the process of identifying the need for new faculty members. Professor Purdum pointed out that this has been an on-going process.

Professor Peterson stated that the situation in Agricultural Economics is very similar, but he pointed out that each department will have its own unique needs. He noted that his department used to have 34 faculty lines but has been downsized to 17. He stated that his department thinks about how it can recover the lost lines so it can better handle the needs of the department and the students. He noted that the open lines go back to the Vice Chancellor. He reported that his department has been encouraged by the administration to start the process of requesting positions. He noted that the suggestion has been made that the department do cluster hires, defining a specific area of excellence and seeking two or three positions for this area. He pointed out that he does not think that the cluster areas have been well thought out though, and when recruiting efforts begin there is some concern about whether to have three separate search committees or one search committee looking for three faculty members. He stated that a question arises about tenure, will tenure be based on the work of an individual, or will it depend on the work of the cluster. He stated that his department is looking at these potential new hires as a way to recover.

Past President Lindquist noted that the IANR administration buys lunch for the Senators on the days of Senate meetings in order to meet and discuss issues that are on the Senate agenda. He reported that the Dean's Council in IANR has been meeting to decide how to plan for the growth of new faculty members. He stated that he hopes the IANR administration is including the faculty in these discussions. He wondered how many

of the 160 new hires will go towards rebuilding departments or towards new programs. He stated that the idea of cluster hires is exciting but he wondered how the departments plan on where the new programs are.

Professor Burnett, History, stated that her department is smaller now and recently lost several professors through retirements, yet the enrollment numbers have gone up. She asked what the total numbers of faculty members were ten or fifteen years ago and how many new hires would be needed to bring us back to where we were in the past. Past President Lindquist stated that he believes that the number of tenure track faculty members has been fairly stable over the past decade. He stated that departments need to reinvest in growth areas within their unit. He stated that the question is how we get the recommendations for the new hires to the administrators. Professor Burnett reported that her department has gone through its curriculum and have seen what areas the department has been hurt in the most. She pointed out that identifying these areas has put the department in a stronger position to seek new faculty hires.

Professor Anaya stated that the University Libraries has identified two areas, the Life Sciences and Humanities that it wants to provide more support to. As a result, the University Libraries is looking for more help in these areas.

Professor Rudy suggested beginning with an investigation of how many unfunded positions deans are holding. He stated that some departments may not want to put forward too many proposals for new faculty members because they don't want to compete within ourselves. He stated that 160 new faculty members would not be adequate now, never mind expanding the student population by another 5,000 students. He guesses that the dean of his college can only fund about half of the new positions that are requested.

Secretary Shea stated that related to this issue are all of the positions lost through VSIP. The question is how the 160 new faculty members relate to the VSIP positions and will the new positions help fill the openings created by the retired professors or will these be additional positions.

Professor Marks, School of Music, stated that he asked the Director of the school about this question. He noted that the School of Music is in an unusual situation across the campus because they do mostly individualized instruction and the capacity for teaching is limited by the number of faculty members on staff. He pointed out that the School cannot just increase a class by five or more students to take care of additional enrollment. He stated that it seems like new hires will be formed by the need for individual instruction in the School. He stated that he does not get the sense that the faculty will be involved in the hiring process for the School. He noted that the Associate Director has been involved in campus wide discussions about how the process of hiring will work.

Professor Marks stated that it seems that the whole conversation on new faculty hires depends on enrollment and initiatives for increasing retention rates. He stated that the reduction in required credit hours for graduation, enrollment increases and improving retention rates are all intricately entwined in getting additional faculty members. He stated that he does not get the sense that there is any faculty input into these decisions and yet these changes impact the faculty on a day to day basis. He stated that he is glad to see this discussion being considered.

Past President Lindquist noted that the Executive Committee received an email message from a Senator who forwarded the email message about the issue to his chair. He pointed out that the faculty responsibility is to be proactive on this issue. He stated that if hires are in response to student enrollment increases some of the discussion will be out of the faculty's hands, but the faculty have the opportunity to speak up to determine where they want their department to grow and the faculty needs to make planning efforts in the areas identified by the faculty.

Professor Carlson, Veterinary & Biomedical Sciences, noted that the Chancellor stated that the faculty increase will be in tenure track faculty, yet these lines do not necessarily coincide with an increase in student enrollment. He suspects that the burden of teaching the additional students will fall on professors of practice. He stated that the faculty has to understand and get involved in the budgetary aspects of hiring new faculty members. He noted that the faculty will not be able to influence the planning of departments if we do not have the budget information. He stated that questions that need to be asked are what are the new faculty lines, what will these faculty members be doing, and how are they going to be funded. He pointed out that more than likely there will not be an increase in state funding. He stated that the faculty needs to be careful about how administrators are managing these additional faculty members and faculty members need to serve on the various committees so their voices can be heard.

Secretary Shea stated that the fiscal reality of the university is that people need to be bringing in income and this typically comes through research. He pointed out that so many of our funding programs are connected to economic development. He stated that it will be interesting to see what the administration is thinking in regards to the 160 new faculty hires. He stated that the new hires will probably be in areas where they have a high probability of generating funds which causes him concern because we are a comprehensive institution and we want to elevate our stature. He noted that we are already cutting back on some positions in core programs. He stated that new hires should not be made at the expense of the basic academic parts of our institution because it would weaken the university overall.

Professor Stoltenberg, Psychology, pointed out that in his contract it specifically states that he is expected to seek external funding. He noted that his department is just completing its academic program review and members of the Big Ten served as the external members on the review team. He stated that his department is the smallest of all of the psychology departments in the Big Ten and by a considerable amount. He noted that some departments in the Big Ten have 100 faculty members and they are focused primarily on research. He reported that comments in the academic program review were that the department needs to identify core areas of strength and pursue growth in these areas. He stated that his department has gone through the process of identifying its core research strengths and has developed proposals to get positions in these areas. He reported that the plan is to reduce the teaching loads of faculty members who are active in research and the department will focus on people who can help build their areas of strength and bring in research funding. Past President Lindquist stated that this is great and that departments should be putting together a package of proposed positions, presenting them to the administration, and arguing for the package saying this is the area where we want to build. Professor Stoltenberg stated that his department has started to apply for cluster grants and is building on these grants and trying to be proactive.

Professor Purdum suggested that the next step might be to ask the deans how they are going to sort through these requests and how they are going to set up committees that will help make these decisions. She noted that statistics pertaining to these positions should be made available to the committees. She stated that we need to ask how the faculty can facilitate the deans making fair decisions.

Past President Lindquist stated that the Executive Committee will continue to work on this issue and he hopes all of the Senators and departments will continue as well. He pointed out that if anyone has any questions or feels that the Senate needs to be working on specific issues should contact Coordinator Griffin.

Professor Kranz stated that Innovation Campus will probably be a driver for some of these positions. He stated that he does not know how much departments are being kept abreast of what is happening with Innovation Campus and there needs to be stronger communications about what is happening with it. Past President Lindquist agreed. He stated that he can understand some of the dilemmas involved in attracting companies to make investments in the campus, but a balance needs to be maintained with the faculty.

The meeting was adjourned at 4:19 p.m. The next meeting of the Faculty Senate will be held on Tuesday, December 6, 2:30 p.m. in the City Campus Union, Auditorium. The minutes are respectfully submitted by Karen Griffin, Coordinator, and Patrick Shea, Secretary.