**Actions taken on behalf of the Senate:**

1. **Four faculty members were nominated to serve on the UNK Facilities Planning Advisory Committee. Bev Frickel and Gary Davis were chosen to serve on the committee:**
   - Steven Rothenberger, Professor of Biology, Faculty Representative
   - Gary Davis, Professor of Music & Performing Arts/Director, Honors Program, Faculty Representative
   - Beverly Frickel, Associate Professor of Accounting/Finance, Faculty Senate Representative
   - Brandon Benitz, Assistant to the Dean of Student Life, President of Staff Senate
   - Deb Schroeder, Assistant Vice Chancellor, Information Technology, Staff Senate Representative
   - Kevin Wait, Student Senator, Vice President
   - Amber Lewis, Student Senator, Speaker of the Senate
   - Lee McQueen, Director of Facilities
   - Kevin Clark, architect with Sinclair-hille, will serve as technical advisor.

2. **Clarification on Campus Gender Equity Committee and Diversity Committee**

   Claude Louishomme and Cheryl Bressington are serving as the UNK representatives to the University-wide Diversity Committee.

   I talked to Marlene Kuskie about the campus Gender Equity committee. The Chancellor approached her about chairing the committee this year and she agreed. By default then, she is one of the UNK reps on the u-wide committee on gender equity. The committee has not met in the past year, but she has or will be meeting with the Chancellor soon to see what the charge to the committee will be and other expectations.

   The prior committee members:
   - CBT: Bev Frickel and Stan Lightner
   - COE: Marlene Kuskie and Glenn Tracy
   - CFAH: Darlene Mitchell and Carol Lomicky
   - CNSS: Linda Spessard Scheuth and Maha Younes
   - Acad. Affairs: Trudy de Goode
   - Bus./Fin.: Chery Bressington
   - Stud. Life: Nancy Kneen
   - Aff. Action: Linda Clark
   - Staff: Anita Kucera
   - Campus Ministry: Sister Rose
   - Women's Studies: Carol Lilly

   Marlene will be working to get representatives to continue on the committee or to find replacements for them. I also noted, and Marlene agreed, that we should let this reconstituted committee select their own u-wide rep. She will keep us informed and will be sending minutes for the Senate to read.

   In the interim, Kathy Smith will serve as the other UNK faculty representative to the University-wide Gender Equity Committee. Cheryl Bressington is the UNK staff representative to the committee.

3. **Selected Glen Powell to represent COE on the FS ad-hoc WI / CD committee.**
4. **Selection of Nominees to serve on search committee for Faculty Assistant to the SVCAAA&SL.**

Several nominees were submitted to SVC Murray. Roger Davis (History, CNSS), Bev Frickel (Acct / Fin, CBT), and Daren Snider (Modern Languages, CFAH) were selected to serve on the committee. Other faculty representatives will be submitted by each college dean and will be announced at a later time.

5. **Recruiting and Admissions**

At the Senate meeting on September 7, 2006, the Senate passed two resolutions with respect to Admissions and Recruiting. The first was that the Exec committee discover or push for a Strategic Recruiting Plan with specific assessable goals, and the second was that the Exec committee inquire about the formation of an Advisory committee. The Chancellor’s announcement to campus on September 18, 2006 addresses both motions. A copy of the letter is included as an appendix to this report.

On September 19, SVC Murray asked the Exec Committee to appoint a Senator to serve on the Recruitment and Retention Enhancement Advisory Council. After seeking nominees, Maha Younes was appointed to serve on the council. A copy of the organizational plan is attached as Appendix II.

6. **Administrative Support for Senate Committees**

Karin Covalt is providing administrative support to the FS WI/CD committee and will be able to support additional tasks from Senate standing committees. Kim Elliot and Kristi Milks are providing support to the FS Academic Affairs Committee and that support will continue as it has in the past.

If there is a project in a Senate committee that requires some administrative support, please contact me so that I can inform Karin of the incoming tasks. Potential tasks include election mailings from the Oversight Committee, and handling of grievances from the Academic Freedom & Tenure Committee, Grievance Committee, or the Professional Conduct Committee.

SVC Murray’s office will cover Senate related costs that Karin encounters.

Included in the packet are two files relating to Academic Affairs approval process and deadlines that Senators may find informative (AAProcess.pdf and Annotated Academic Affairs Process 2006-2007.doc)

7. **Nebraska National Guard GOLD (Guard Officer Leadership Development) Program**

The College of Business and Technology is beginning a process whereby a new program in conjunction with the Nebraska National Guard will be developed: Guard Officer Leadership Development (GOLD) Program. The following information was given to me by SVC Murray. If the Senate wishes a full discussion of the Program, we can invite both representatives from UNK (Dean Forster or SVC Murray) and the NE National Guard to speak to the Senate in November.
You may recall that last winter and spring UNK was engaged in a discussion of UNK allowing an Army ROTC program, based at UNL, to operate on our campus. That initiative did not continue due to resource issues on the ROTC side. However, in the summer, the Nebraska National Guard approached us with a proposal to establish a program at UNK that is similar in many respects to an ROTC program except that it would be designed to produce commissioned officers in the Nebraska NG. It would offer a leadership development curriculum -- the Guard Officer Leadership Development (GOLD) Program -- similar to ROTC courses and would follow a model that has been established recently in one or two other states.

We have encouraged the GOLD Program's proponents to bring the proposal into our regular curriculum review and approval channels, under the aegis of the College of Business and Technology (where UNK's former ROTC program was housed for many years). At the beginning of this semester Dean Forster discussed the general idea with his faculty, who were preliminarily in favor of pursuing this relationship with the NE National Guard. This will involve reactivation of our still existent Military Sciences Courses and perhaps the Military Science minor. Once those procedures have been completed and other implementation details have been worked out, UNK would conclude a formal agreement with the NE National Guard to host and support the program.

I wanted to inform you of this development, now that we seem to be in a position to move forward, but before details are worked out between UNK and the Guard. If you would want to discuss this with us directly as the Executive Committee or as the whole Faculty Senate, we (Dean Forster and/or me) would be pleased to meet with you. I am sure that the NE National Guard representatives would be glad to join us for any such discussion.
Report from the September 8, 2006 Board of Regents Meeting

The full agenda packet is available online at http://www.nebraska.edu/board/board_agendas.shtml or hardcopies of the agenda and presentations are available by request in my office. A summary report published by the Regents is available in your packet. (BOR-Report-September 2006.pdf) Also included in the packet is a copy of the official BOR minutes. (BORMin9-8-06.pdf)

Morning Working Committee Sessions:

UNO Athletics Update:
The BOR heard from David Karnes, attorney at Kutak Rock, who chaired a committee that studied the UNO Athletic Program. The main recommendations were for better oversight of the departments budget and expenditures along with an additional $250,000 to be used to market UNO athletics, hockey in particular. UNO was recommended to stay with NCAA Division II status and to seek affiliation with the MIAA (Mid-American Intercollegiate Athletics Association).

Update on UN Strategic Framework:
The BOR heard a presentation on the Strategic Framework and the schedule for completing the establishment of “metrics” for measuring the goals in the plan. Two additional reports on Diversity Hiring and Enrollment were presented. The Diversity Report was given to the Senate at its last meeting and is on the October agenda for discussion.

Gender and Diversity Equity in hiring:
Overall, NU is above its peers (32.5% vs. 30.8%) in the number of women faculty members but lags its peers (13.7% vs. 15.5%) in the number of minority faculty members. However, the gap between NU and its peers has decreased from a 3.2% gap (7.9% NU vs 10.9% peers) in 1995 to a 1.8% gap in 2005. UNK has significantly narrowed the gap relative to its peer group in that same time frame: 4.7% gap (2.7% UNK vs. 7.4% peers) in 1995 was reduced to 2.2% gap (7.8% UNK vs. 10.0% peers) despite increasing minority faculties in the peer group. UNO is the only campus to be at or above its peer group with respect to both numbers of women and minority faculty members. There was some discussion of how campus and community climate has and will limit retention of minority faculty members. Additional discussion touched on the competition for minority candidates nationwide in a limited hiring pool.

Enrollment figures:

<table>
<thead>
<tr>
<th>Institution</th>
<th>Overall</th>
<th>Freshman</th>
<th>Undergrad</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNK</td>
<td>+0.4% (+23 students)</td>
<td>−4.5% (−48)</td>
<td>−2.0% (−105)</td>
<td>+12% (+128; +81 non-resident)</td>
</tr>
<tr>
<td>UNO</td>
<td>−1.3% (−187 students)</td>
<td>−2.8% (−173)</td>
<td>−1.5% (−105)</td>
<td>−0.5% (−14)</td>
</tr>
<tr>
<td>UNL</td>
<td>+2.0% (+431 students)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
UNL has been very aggressive in marketing and recruiting and the numbers show the result of that effort. There was no open discussion of whether UNL’s aggressive tactics played a role in the decreases at UNO and UNK.

(For your consideration, forwarded from Debbie Bridges: UNL’s recruiting plan [http://www.unl.edu/resources/documents/office_of_admissions_recruiting_plans_2005-2006.pdf])

**Academic Affairs Committee**

The BOR heard a presentation on “Math in the Middle”--a project to increase performance of both teachers and their students in the middle grades. The project is spearheaded by the UNL math department’s Jim Lewis with additional programs at UNO and some projects at UNK. The projects focus on rural education and using master teachers to lead and inspire efforts in their own schools to improve mathematics education. A major push is to give teachers a “deep” understanding of the mathematics they teach.

**Business Affairs Committee**

The BOR heard a presentation on Disaster Planning, with a focus on a pandemic flu outbreak where many students, faculty and staff will be unwilling or unavailable to continue their studies and work. The premise is that a complete plan for something as serious as pandemic flu will enable the University to handle events of less severity.

**BOR Meeting**

Paula Gaasch, Office Associate in the Department of Communication Disorders and the COE clinic was recognized with a Kudos Award.

The BOR agenda had no substantive items that directly affected UNK. One item to monitor is the possible establishment of Faculty Practice Appointments or Research Appointments at UNL. These lines are non-tenure, one to five year appointments at each faculty level. The Practice Appointments are for teaching assignments and require workloads above those required in the tenure-track. These appointments can be terminated at any time given the appropriate notice. Research Appointments, especially those funded exclusively by grants, can be ended with much less notice, as little as 90 days. This item will be up for discussion and approval at the next Regents meeting. Full details of the proposal is included in the Senate packet (PracticeAppt.pdf).
Over the last two years, the strategic planning process led by the University of Nebraska Board of Regents, the president, and campus chancellors has developed a shared vision for the University as well as broad planning goals and specific objectives in a number of areas. These are stated in the Strategic Framework 2005-2008, which is available on Central Administration's website. At UNK we have incorporated that guidance into our own draft strategic planning document. Both documents will require us to develop implementing plans in key areas, which is a process that we will take up in the next stage of our planning effort.

In two areas of special interest, I believe we will need to establish new mechanisms to prepare comprehensive plans and to oversee and evaluate activities by many units. Because we will implement them soon, I want to sketch the outlines of these initiatives for the benefit of the entire campus community. They will entail efforts to enhance student recruitment and to promote student success (or "retention" and persistence to graduation).

**Student Recruitment**

The University has established aggressive enrollment growth objectives: to enroll more Nebraska high school graduates, more out-of-state students, more students from under-represented populations, and more high-achieving students. Making progress toward those goals will require a great deal of work in marketing, in designing and delivering academic programs tailored to educational needs, in all units that have specific recruiting responsibility, and among all employees who have the capability to advance those efforts. (It also will require significant effort to improve our students' persistence-to-graduation rate, which I will discuss further below.) For some time I have thought about how to orchestrate recruitment planning and operating comprehensively. A comprehensive approach would involve all our "headcount producers" -- the Undergraduate Admissions office, the Graduate Office (for graduate enrollment and educational outreach programs), the Honors Program, the Office of International Education, the Office of Multicultural Affairs. It would also involve other elements on campus which can collaborate in or support that work.

Among the ideas I have considered are several that were put forward in a 1999 report to the Chancellor by a campus-wide committee charged to examine our Student Affairs portfolio as it was then constituted. Former faculty senate president David Clark chaired the committee and wrote the report.

--- A key observation was that student recruitment is the responsibility of the whole institution, not just one office or division, and that it should be led through a task force reporting to our Chief Academic Officer.

--- Another was that the undergraduate admissions office be placed in the academic affairs division, in view of the increasing integration of its work with academic affairs units.

Although we implemented many of the 1999 report's recommendations over time, we did not adopt these two suggestions. It is clear now that we should. Student recruitment is indeed an institution-wide task that can be most efficiently led from the center of the academic enterprise to which we hope to attract more students. And it is also relevant that, with other organizational changes we have made since the 1999 report was issued, all our headcount producers with the exception of Undergraduate Admissions are now located in the academic affairs portfolio. In today's context, transferring that office, together with the Office of Financial Aid, will complete a recruitment team whose center of mass already is located in academic affairs. Accordingly, we will reorganize in that way effective immediately, and Dr. Murray will proceed to establish a task force within his portfolio which will be charged to plan comprehensively to
increase enrollment of new undergraduate and graduate students in both on- and off-campus offerings, and
to oversee and coordinate recruitment activity. The group will include undergraduate admissions, graduate
admissions, educational outreach, the Honors and multicultural affairs offices, academic college deans, and
representatives of other offices such as marketing, alumni affairs, and institutional research.

Student Success

As I indicated briefly above, the strategic objective to enroll more students requires that we give systematic
attention to promoting the success and persistence of the thousands of students who are already
matriculated at UNK, beyond the entering classes of new students. If, for instance, we were to reach and
sustain an undergraduate "graduation rate" ten points higher than our current level, so that it was
comparable to some other institutions in our recruitment "zone," we would have a student body that is 400-
500 students larger than we now do. We know that, by standard university benchmarks that have been
incorporated into our strategic guidance, we retain our students from the first to the second year at a rate
that compares favorably to the best institutions of our kind. But by a second benchmark, the 6-year
graduation rate, we are undistinguished, even though we have made a great deal of progress since entering
the University (and since we adopted University admissions standards). What explains that difference?
How can we reach graduation rate levels attained by the best institutions of our kind (and by many of our
competitors)?

These questions have led me to consider how we can best orchestrate all our institutional capability to
promote student success. Factors promoting that success are, of course, many and various. We need
capable students who pursue their studies seriously. We need a faculty devoted to student learning, and we
need curricula and pedagogy designed to enhance learning. We need a campus environment and student
support services that help students mature as whole persons and deal with academic and other problems
that may arise during their UNK careers. As I survey our organizational structure, it is clear that we have
a variety of units that are charged to deal with parts of the challenge. Nearly all of them are located in our
academic and student life portfolios. To help us develop an integrated and comprehensive way of
understanding the problem, and to develop plans and programs across organizational lines, I have asked
Senior Vice Chancellor Murray to form a steering group for our efforts to promote student retention and
success. He will announce the group and its membership soon. It will include academic deans, the Dean
of Student Life, directors of a number of student service offices, and undergraduate and graduate students.

Consolidated Enrollment Planning and Evaluation

The two coordinating groups I have just described will report to Dr. Murray. He will initially chair each,
but we envision that once they have begun to operate the chair responsibility will be delegated to other
members.

To assist Dr. Murray in directing the work of these two teams, we will take two further organizational
steps.

-- An Enrollment Management Team, led by Dr. Murray, will be composed of academic deans,
the Dean of Student Life, and a number of others who will also be members of the two functional
groups. This group will develop an enrollment management plan which will be adjusted annually,
based on close study of student recruitment and persistence/success results.

-- A Recruitment and Retention Advisory Council will be formed to review all enrollment (recruitment
and retention/persistence) efforts and plans, and to make recommendations to the Senior Vice
Chancellor on how to improve. This group will include faculty (including faculty senate
representation), undergraduate and graduate students, and representatives of a number of
academic and student life offices. The Associate Vice Chancellor for Academic Affairs will chair it.

With these changes, my colleagues and I believe we will be better able to plan and operate across
organizational boundaries in two critical, mission-central functional areas. Moreover, the efforts will be led from the heart of our educational enterprise, in academic affairs. I am confident we will be in a much better position, going forward, to achieve our institutional goals once these adjustments have taken effect.

Finally, I want to make a very important point about institutional commitment. No kind or amount of reorganization can, by itself, generate energy and produce outcomes. Particularly in the areas of student recruitment and retention, everything depends on what people do, together. I believe the new entities and structure outlined above will help us plan and operate more comprehensively and cohesively. But in the end, success lies in the hands of all UNK employees. As will always be the case, it is in everyone's best interest to incorporate into our everyday routine a devotion to students -- attracting them to UNK, and assuring their success.

I look forward to working closely with Dr. Murray and the entire campus as these initiatives go forward.

Go Lopers!

Douglas A. Kristensen, J.D.
Chancellor
University of Nebraska at Kearney
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Kearney, NE 68849
308-865-8208
kristensend@unk.edu
I. Enrollment Management Team (EMT)
   A. Reports to VCAASL
   B. Team Leader: VCAASL
   C. Charge: Maximize University enrollment and Credit hour production while maintaining
          University admission and academic standards. Develop and implement an annual
          Enrollment Management Plan.
   D. Composed of the following core members:
      1. College Deans, Dean of Student Life, Dean of Graduate Studies
      2. Director of Admissions
      3. Director of Financial Aid
      4. Director of Residential and Greek Life
      5. Director of International Education
      6. Director of Graduate Admissions
      7. Director of Office of Multicultural Affairs
      8. Director of Honors Program
      9. Director of Academic Advising
     10. Vice Chancellor for University Relations or designee
     11. Director of Student Records and Registration
     12. Director of Institutional Research
     13. Assistant VC for Information Technology
     14. Support: Director of Finance

E. Recruitment and Admission Enhancement Team
   1. Reports to VCAASL
   2. Initial Team Leader: VCAASL
   3. Charge: Maximize student admission and matriculation while maintaining
          University admission standards. Develop and implement an annual Recruitment
          and Admission Enhancement Plan that will become a part of an overall
          Enrollment Enhancement Plan for UNK.
   4. Composed of:
      i. EMT
         ii. Assistant Dean of Student Life
         iii. Assistant Dean, Graduate Studies, Research, and Distance Education
         iv. Director of e-Campus
         v. Director of Distance Education
         vi. Director of Alumni Services
         vii. Director of Athletics
         viii. Undergraduate students (2)
         ix. Graduate Student
F. Retention and Student Success Enhancement Team
   1. Reports to VCAASL
   2. Initial Team Leader: VCAASL
   3. Charge: Maximize student retention and success, through graduation, while maintaining robust academic and behavioral standards. Develop and implement an annual Retention and Student Success Enhancement Plan that will become a part of an overall Enrollment Enhancement Plan for UNK.
   4. Composed of:
      i. EMT
      ii. Director of Nebraskan Student Union
      iii. Director of Career Services
      iv. Director of Student Health and Counseling
      v. Director of Center for Academic Success
      vi. Faculty Assistant to VCAA
      vii. Director of First Year Experiences
      viii. Director of General Studies
      ix. Director of Center for Teaching Excellence and Office of Assessment
      x. Associate VCAA
      xi. Undergraduate students (2)
      xii. Graduate Student

II. Recruitment and Retention Enhancement Advisory Council
   A. Reports to VCAASL
   B. Chair: Associate VCAA
   C. Charge: Review enrollment efforts and plans, and make recommendations to VCAASL on how to improve. Annually conduct student and alumni focus groups to get feedback from alumni and undergraduate, graduate, multicultural, and international students regarding recruitment, admissions, retention, and student services.
   D. Composed of:
      1. Five faculty members, one selected by dean of each academic college and Library
      2. Four undergraduate students, one selected by dean from each academic college
      3. Four graduate students, one from each academic college, selected by graduate dean
      4. A Representative from Faculty Senate
      5. Representative from the following groups: First Year Experiences, General Studies, Women’s Studies, Ethnic Studies, and Honors.
      6. Staff members selected by Dean of Student Life from each office providing direct student services
      7. Support from Director of Institutional Research as requested by Council Chair
      8. Support from Director of Alumni Services as requested by Council Chair