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Self-Study Report: 04 Background

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Section 4: Background

ADMINISTRATIVE STRUCTURE

University of Nebraska

The University of Nebraska consists of four components: the land-grant University of Nebraska-Lincoln (UNL), the University of Nebraska-Omaha (UNO), the University of Nebraska-Kearney (UNK), and the University of Nebraska Medical Center-Omaha (UNMC). This system (see Figure 4.1 on the next page) is governed by an elected board of regents representing eight geographical districts in the state. The chief executive officer for the entire system is the president. Each of the four components of the university is headed by a chancellor.

Institute of Agriculture and Natural Resources

The Institute of Agriculture and Natural Resources (IANR) is a separate component of the University of Nebraska-Lincoln and is headed by a vice chancellor. The position is unique in the university in that the incumbent also serves as a vice president of the University of Nebraska (see Figure 4.1 on the next page). Three IANR divisions of major importance to the department are: the Agricultural Research Division (ARD), the College of Agricultural Sciences and Natural Resources (CASNR), and the Cooperative Extension Division (CED). Each is headed by a dean. Three other divisions, headed by deans or directors, are the College of Human Resources and Family Sciences, the Conservation and Survey Division, and International Programs. Our department is one of 17 academic departments within IANR, each administered by a head who reports to respective deans for each program represented in the department. Fourteen interdisciplinary centers and programs within IANR are administered by directors. IANR's administrative structure and the present officers are presented in Figure 4.2, on page 4-3. Also listed in Figure 4.2 are the extended campus locations administered by the IANR vice chancellor.

Research and Extension Centers

IANR pioneered the concept of subdividing the state into districts based on production patterns and population centers and established a research and extension center within each district. The location of each center is indicated on the state map in Figure 4.3 on page 4-4.

The Panhandle Research and Extension Center (PHREC) is located in Scottsbluff and serves the 11 counties in western Nebraska. *The West Central Research and Extension Center (WCREC)* at North Platte serves 26 counties bordered by South Dakota, Colorado, and Kansas. *The Northeast Research and Extension Center (NEREC)* serves the 12 counties bordered by South Dakota and Iowa and is located at Concord. *The South Central Research and Extension Center (SCREC)* at

Figure 4.1

University of Nebraska Organizational Chart

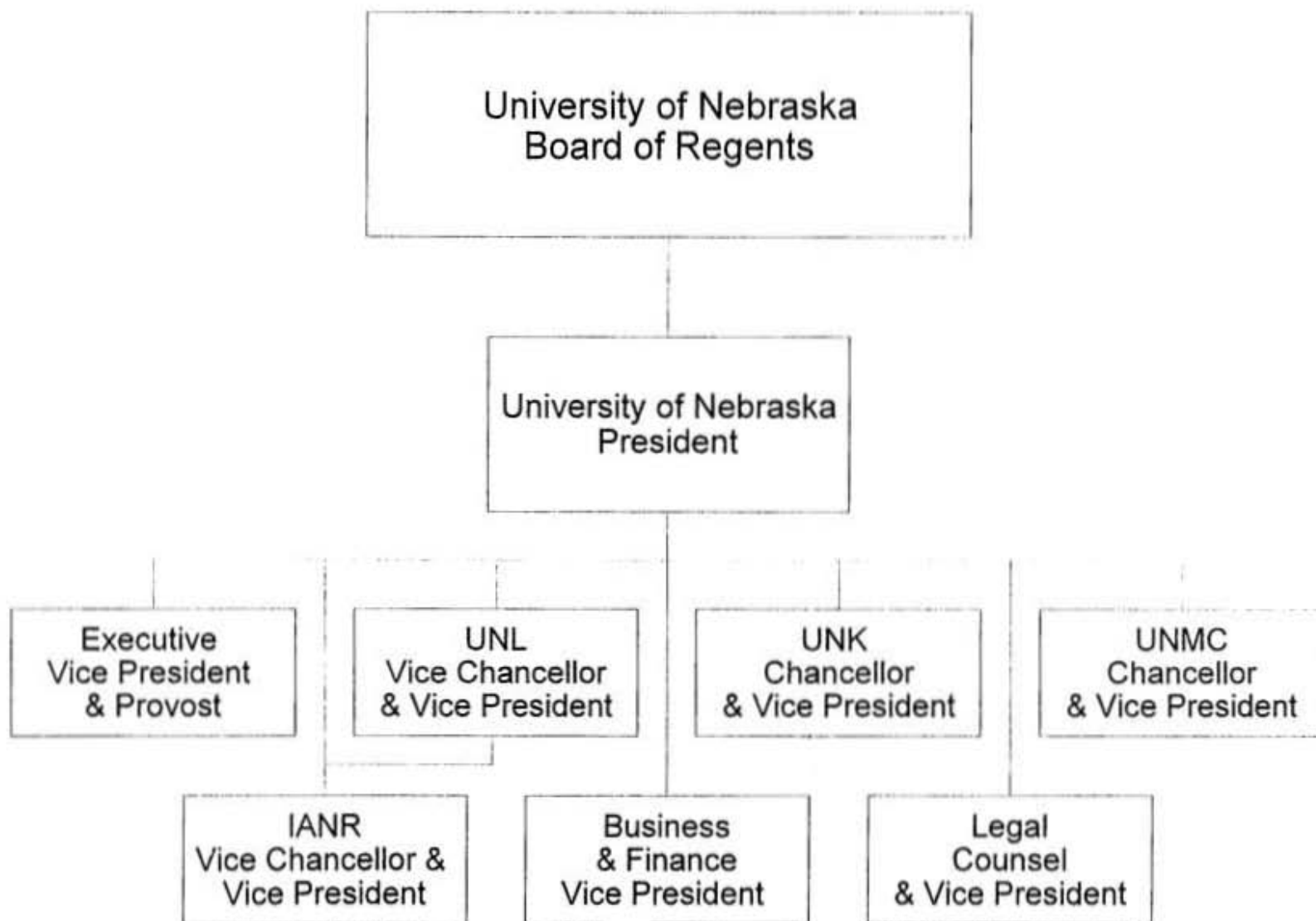
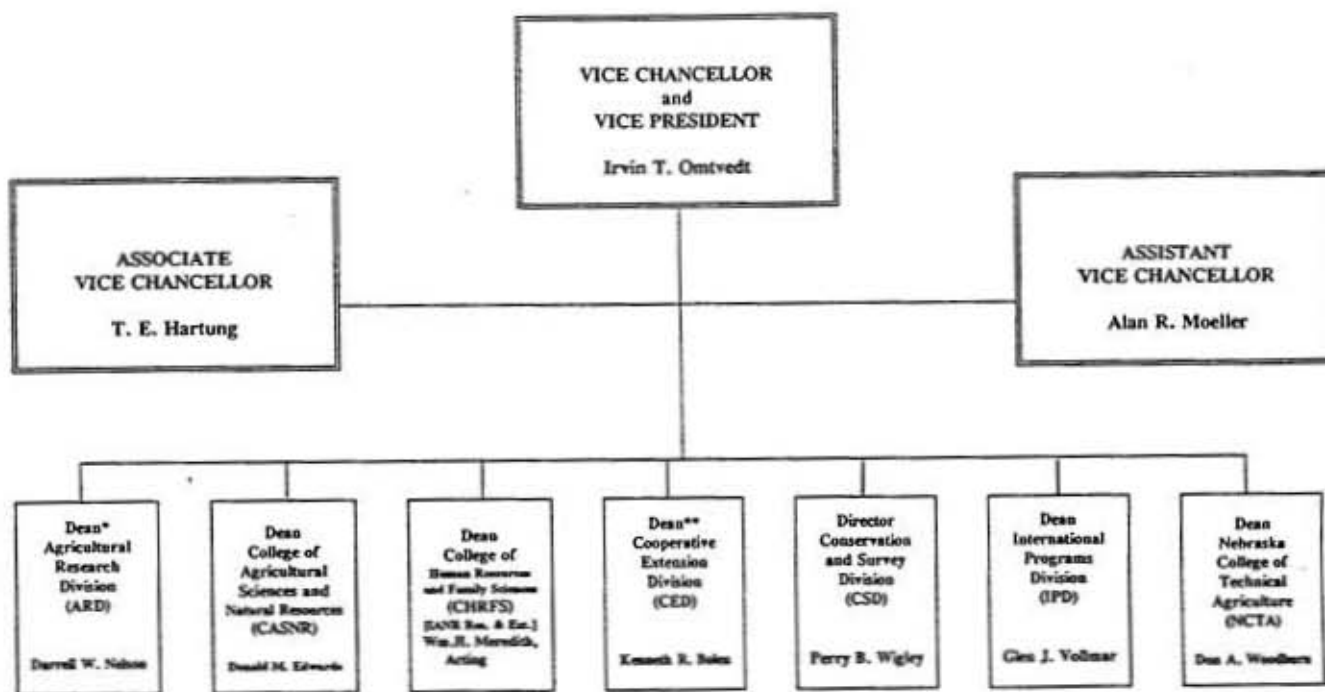


Figure 4.2 IANR organization.



- * Director of Agricultural Experiment Station
- ** Director of Cooperative Extension

IANR ADMINISTRATIVE UNITS

Agriculture and Natural Resources Academic Departments

AGRICULTURAL ECONOMICS
Gary D. Lynne
AGRICULTURAL LEADERSHIP, EDUCATION AND COMMUNICATION
Earl B. Russell
AGRICULTURAL METEOROLOGY
Blaine L. Blad
AGRONOMY
Kenneth G. Cassman
ANIMAL SCIENCE
Elton D. Aberle
BIOCHEMISTRY
Robert V. Klucas, Interim
BIOLOGICAL SYSTEMS ENGINEERING
Glenn J. Hoffman
BIOMETRY
David B. Marx
ENTOMOLOGY
Sharon S. Quisenberry
FOOD SCIENCE AND TECHNOLOGY
Stephen L. Taylor
FORESTRY, FISHERIES AND WILDLIFE
Gary L. Hergensrader
HORTICULTURE
Paul E. Read
PLANT PATHOLOGY
Anne K. Vidaver
VETERINARY AND BIOMEDICAL SCIENCES
John A. Schmitz

Human Resources and Family Sciences Academic Departments

FAMILY AND CONSUMER SCIENCES
Shirley L. Baugher
NUTRITIONAL SCIENCE AND DIETETICS
Marilynn Schoepf
TEXTILES, CLOTHING AND DESIGN
Rita C. Kean
Regional Centers
NORTHEAST RESEARCH AND EXTENSION CENTER - Concord
Robert D. Fritschen
PANHANDLE RESEARCH AND EXTENSION CENTER - Scottsbluff
Charles A. Hibberd
SOUTH CENTRAL RESEARCH AND EXTENSION CENTER - Clay Center
Charles L. Stonecipher
SOUTHEAST RESEARCH AND EXTENSION CENTER - Lincoln
Randolph Cantrell
WEST CENTRAL RESEARCH AND EXTENSION CENTER - North Platte
Pete W. Jacoby, Jr.

IANR Program Units

COMMUNICATIONS AND INFORMATION TECHNOLOGY
T. E. Hartung
4-H YOUTH DEVELOPMENT
Gary L. Hensel
NEBRASKA FOREST SERVICE
Gary L. Hergensrader
NEBRASKA STATEWIDE ARBORETUM
James H. Locklear
OFFICE OF PROFESSIONAL AND ORGANIZATIONAL DEVELOPMENT
Daniel W. Wheeler

Interdisciplinary Centers

AGRICULTURAL RESEARCH AND DEVELOPMENT CENTER - Ithaca
Daniel J. Duncan
CENTER FOR ADVANCED LAND MANAGEMENT INFORMATION TECHNOLOGIES (CALMIT)
Donald C. Rundquist
CENTER FOR BIOTECHNOLOGY
Donald P. Weeks
CENTER FOR GRASSLAND STUDIES
Martin A. Massengale
CENTER FOR LEADERSHIP DEVELOPMENT
Allen G. Bleszk
CENTER FOR RURAL COMMUNITY REVITALIZATION AND DEVELOPMENT
Sam M. Cordes
CENTER FOR SUSTAINABLE AGRICULTURAL SYSTEMS
Charles A. Francis
CENTER FOR WATER AND ENVIRONMENTAL PROGRAMS
Bob G. Volk
FOOD PROCESSING CENTER
Stephen L. Taylor
GREAT PLAINS REGIONAL CENTER FOR ENVIRONMENTAL CHANGE
William E. Easterling
GREAT PLAINS VETERINARY EDUCATIONAL CENTER - Clay Center
Gary P. Rupp
INDUSTRIAL AGRICULTURAL PRODUCTS CENTER
Milford A. Hanna

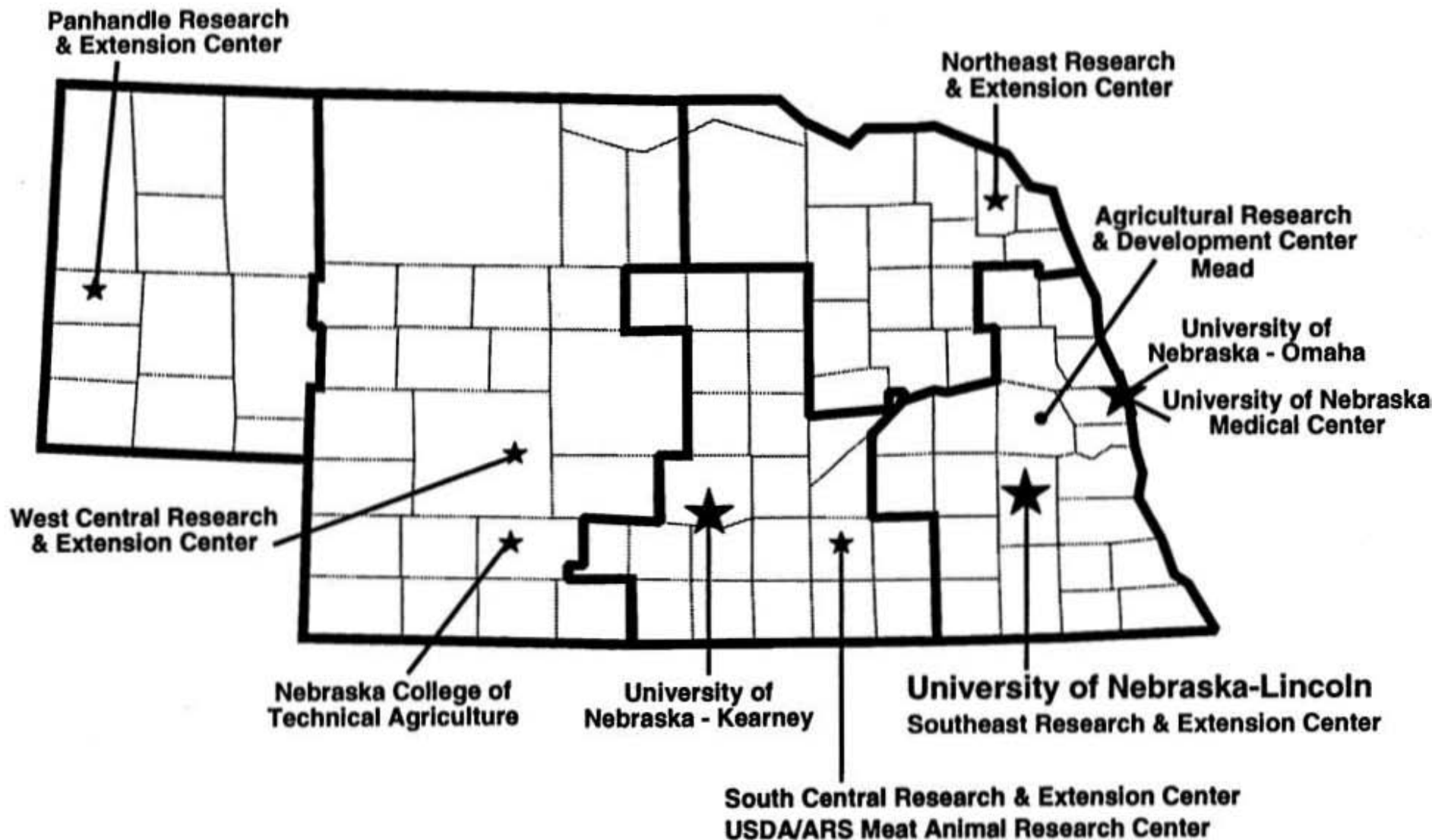


Figure 4.3 Location of University of Nebraska Campuses, Research and Extension Centers with district boundaries for each Center indicated, and other IANR extended campus sites.

Clay Center is located with the USDA/ARS Meat Animal Research Center. The center serves 19 south central counties along the Kansas border. *The Southeast Research and Extension Center (SEREC)* on campus in Lincoln serves 25 counties bordered by Iowa, Missouri, and Kansas. The center also serves the metro areas of Omaha and Lincoln.

DEPARTMENT STRUCTURE AND COMMITTEES

AgLEC is administered by a head reporting to three deans, as shown in Figure 4.4 on page 4-9. The activities and programs of the department are administered by standing committees. Committee assignments for 1995-96 are given on page 4-10.

AGLEC PERSONNEL

The faculty and staff of the AgLEC Department are highly diverse in assignments and overall composition. In addition to faculty members in budgeted tenure-line positions, the department also employs three full-time faculty members in non-tenure leading special appointments, and four to six contract/part-time teachers. Professor Terry Meisenbach of the IANR Communications and Information Technology unit, who coordinates and teaches in the agricultural journalism undergraduate program, has a .25 FTE appointment in AgLEC. Seven faculty members are tenured in AgLEC but budgeted full-time in other units of the university. Two faculty members have courtesy appointments in the department and two others hold adjunct appointments. Individual faculty members are identified in Tables 4.1 through 4.6 on pages 4-11 through 4-14. Distribution of the 13.85 FTEs allocated to the active, full time faculty is: teaching -10.65 FTE; research - 1.3 FTE; extension - 1.3 FTE (.6 FTE of the department head's appointment is allocated to administration).

Faculty members who have some component of their appointments in the Agricultural Research Division and the Cooperative Extension Division engage in specific research and outreach projects. However, those faculty members who hold full-time teaching appointments also contribute to the research and service components of the department's mission. In spring 1996, the department head prepared a Faculty Activity Analysis Report for the UNL Senior Vice Chancellor for Academic Affairs based on data from fall 1995. Accounting for this report reflects the extent of teaching, research and service done by members of the teaching faculty as reported in their individual Annual Report of Faculty Accomplishments. Percentages reported are estimates and do not coincide with the ratio of teaching, research and extension FTEs reflected in formal faculty appointments. Excluding the department head's administrative assignment, the AgLEC Department estimates of faculty activity across instruction, research, and service for fall 1995 are:

Instruction: 62.7% of faculty effort was devoted to for-credit instructional activities, with 74% of the total in support of undergraduate education. Most of this effort consists of offering courses in leadership and technical communication to our own undergraduates as well as those from other CASNR departments and other colleges. Other undergraduate courses are in agricultural

teacher education, leadership and training, agricultural journalism, and ethics in agriculture and natural resources. At the graduate level, faculty teach and advise masters and doctoral students whose interests and career goals include course work in agricultural education, teaching methodology, research methodology, extension education, leadership and organizational development, and multi-media applications. In 1995 the AgLEC Department placed second in the NU System-wide competition for the the Outstanding Teaching Department Award. The department was UNL's nominee for the award in 1993 and 1994, as well.

Research: 10.6% of faculty effort was devoted to research. Approximately 50% of the faculty had (and have) externally funded grants and contracts, primarily funded by the U.S. Department of Agriculture, the Fund for Improvement of Post Secondary Education, the Kellogg Foundation, and Lucent Technologies. Approximately 80% of the faculty regularly publish their scholarly outputs in the professional literature of their respective specialties. Major research areas in fall 1995 included: rewarding of teaching at the collegiate level; factors that enhance leadership development; agricultural literacy; and re-visioning land-grant universities in the 21st century. Department research programs are highly interdisciplinary and address problems facing Nebraska, the nation, and the world.

Service: 26.7% of AgLEC faculty effort was devoted to service in fall 1995. Faculty work with a variety of clientele groups including farmers and ranchers, organization leaders, workers in business and industry, teachers, extension staff, youth educators, government officials, professional organizations, and the general public. Some of this work is done in conjunction with the Center for Leadership Development, the Office of Professional and Organizational Development, and the Nebraska Foundation for Agricultural Awareness. Service is provided through workshops, seminars, publications, individual consultations, the media, and other means. The department defined a broader outreach mission in fall 1995, to include delivery of service to clients in the future using rapidly advancing distance education technologies and programs.

Personnel Issues Needing Attention

In spite of the overall high quality of faculty performance, a troubling issue is the declining size of the tenure line faculty in AgLEC. Since the department was formed in 1992, six tenured faculty members have retired or departed (Foster and Dillon from the teacher education unit, Dodge and Vacin from the leadership unit, and Book and Casari from the technical communication unit.) Only Dodge's position has been refilled (Fritz). King was added via programmatic redirection and Rockwell's position was transferred from Extension to AgLEC. System-wide pressure to limit the size of the tenured faculty is accompanied by calls for improved undergraduate teaching. These events have occurred during a period of general strength of demand for AgLEC course offerings and a growing reliance on temporary special appointments and contract/part-time instructors.

Special concern is in the area of technical communication. With the recent retirements of Book and Casari, only two tenure-line faculty remain in teaching technical communication. Since we offer about 15 sections of technical communication for undergraduates each semester, this leaves 9 or 10 sections to be covered by special appointment or contract/part-time instructors.

History suggests that faculty who teach heavy loads of technical communication courses have difficulty obtaining promotion and tenure due to lack of opportunity and experience in graduate education and research. During the past year, some communications faculty in private conversations with the department head expressed a feeling of “second class citizenship” in a department in which other faculty teach and advise graduate students, and engage in research projects. Discussions were held in spring 1996 with the chair of the English Department about ways of building stronger ties between that department and the technical communication program in AgLEC. Professors Banset, Leininger, and Parsons have expressed an interest in serving on a joint committee of the two departments, starting in fall 1996, to further explore such possible linkages as: a joint plan for staffing technical communication courses and composition, Professor Parsons teaching a graduate course in English to prepare a larger pool of talent to teach technical communication, other opportunities for AgLEC faculty to teach upper-level and graduate courses in English, joint and/or courtesy appointments between departments, cross-listing of courses, and use of graduate teaching assistants from English as an alternative to contract/part-time instructors.

Contract/part-time instructors are also employed to help teach several sections of our undergraduate interpersonal skills course (ALEC 102). As we seek to build the leadership dimension of our graduate program, the option of converting these contract/part-time instructorships to graduate teaching assistantships becomes an attractive staffing alternative. Currently, the pool of graduate students in leadership is too small to supply adequate numbers of high quality teaching assistants, but we expect this condition to improve as graduate education demand grows in the leadership area.

Several AgLEC faculty have raised questions about the desirability of our increasingly heavy reliance on contract/part-time teachers, as an alternative to tenure-line faculty teaching the same courses. AgLEC has a strong reputation as a department with talented teaching faculty. As we become more reliant upon contract/part-time faculty, a clear fear of erosion in teaching quality exists, primarily because part-time faculty are not highly involved in or committed to the department at any level other than teaching the courses they were hired to teach. At the same time, few faculty feel a solid case can be made in today’s academic and fiscal environment to hire tenure-line faculty to teach full-time loads of undergraduate courses. Were it possible, the likelihood of a dead end in the promotion and tenure process would loom large without graduate education and research records. Such a prospect causes a crisis of conscience in contemplating such future faculty positions.

Thinking within the AgLEC department in recent months has increasingly moved to broadening the undergraduate curriculum in communications, and developing upper-level undergraduate and graduate courses. Areas under consideration include environmental communications/education, use of communications technology, the interrelationship of communications and leadership, and courses designed to serve students with specific IANR mission ties. Such directions call for future faculty positions with academic preparation and degrees across these new areas.

Also in the future, AgLEC needs to re-examine levels of faculty support devoted to agricultural education. As the department’s mission has expanded, faculty who had traditionally worked full

time in agricultural education began to assume new duties in the leadership area and reduced their time in agricultural education. This is in part a function of enrollment shifts compared to earlier times, but also a function of a broadened role for social sciences in agriculture and natural resources institutions. Consequently, AgLEC faculty currently have much more limited contact with agriculture teachers, who are key to the future flow of students from Nebraska communities to IANR and CASNR. Future AgLEC faculty members with some combination of expertise in agricultural education, communication, and leadership will be needed to address the current gap.

The level of research efforts in AgLEC is viewed as weak by IANR administrators and colleagues in other IANR departments. AgLEC faculty understand this, and view it as a historic consequence of two previously small and underfunded — principally teaching — departments coming together recently. Looking at our newly expanded mission, AgLEC faculty sense a great need to expand not only our research capacity, but also our outreach capacity. Future faculty positions will need to incorporate strong research and/or outreach responsibilities, in addition to teaching, to achieve the type of program balance a mature (and maturing) academic department requires. Action is needed in the near term, as well as the long term, to achieve such a balance.

Finally, the department has three graduate assistants at present. Two are research assistants and one is a teaching assistant. See Table 4.4. Only one graduate assistant is funded from a project at this time. Additional support for one or two more research assistants will be forthcoming upon the approval of ARD research projects by Professors King, Rockwell, and Russell. However, any major growth in the number of graduate assistantships will need to occur through funded research projects. This represents a significant challenge and responsibility for our department in the coming months and years.

Department of Agricultural Leadership, Education and Communication Administrative Structure

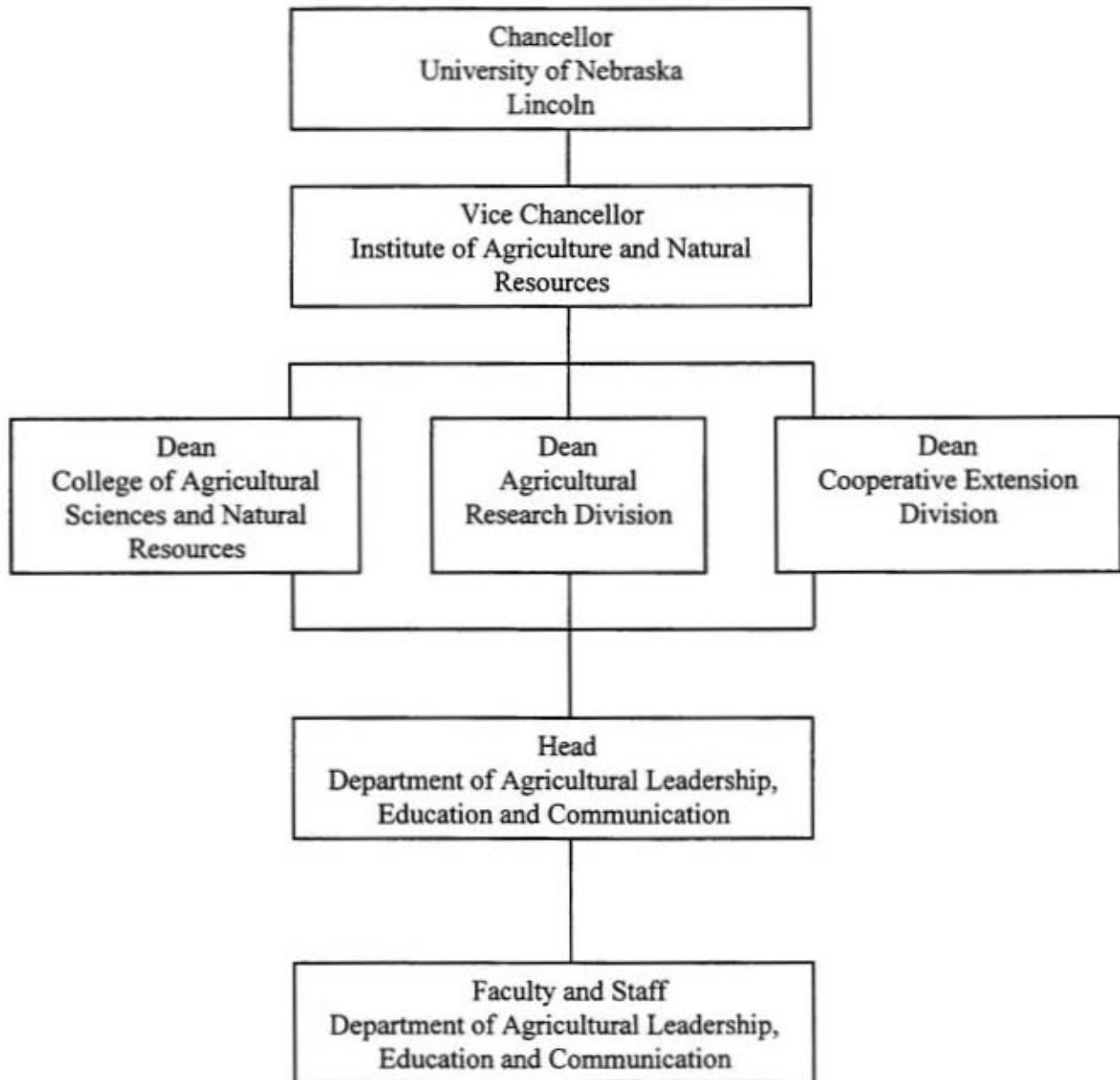


Figure 4.4 AgLEC Administrative Structure

**AGRICULTURAL LEADERSHIP, EDUCATION AND COMMUNICATION
DEPARTMENTAL COMMITTEES 1995-96**

Action Plan Areas

Distance Education

Bell
Fritz
Miller
Poley
Randall, co-chair
Rockwell, co-chair
Russell, ex-officio

Undergraduate Curriculum

Banset
Bell
Brown
Gilbertson, chair
Meisenbach
Parsons
Russell, ex-officio

Graduate Committee

Barrett, chair
Blezek
Brown
Fritz
Lunde
Rockwell
Russell, ex-officio

Research and Scholarly Activity Committee

John Allen (Ag Econ)
Brown, chair
Fritz
Gilbertson
David Marx (Biometry)
Russell, ex-officio

Outreach

Barrett
Brown
Fleming, chair
Gilbertson
Kepler
Russell, ex-officio
Wheeler

Policy and Program Areas

Teacher Certification

Bell, chair
Moody
Gilbertson
Siletto
Russell, ex-officio

Intern Review

Bell
Brown
Casari
Gilbertson, chair
Leininger

Teaching Evaluation and Improvement

Banset
Barrett, chair
Fritz
Gilbertson

Promotion and Tenure

Barrett
Gilbertson
Parsons, chair

Scholarship Coordinator

Siletto

Social

Keller
Kepler
Meisenbach

Group Leaders:

Agricultural education — Lloyd Bell
Communication — Jerry Parsons
Leadership — Bill Brown

Table 4.1 AgLEC Faculty Personnel

Name	Rank/Tenure¹	% FTE	Institution/Degree	Yrs. in Dept.²
Banset, Liz	Asst. Prof./NA	1.00 Teaching	U. Nebraska, MA	6
Barrett, Laverne	Professor/T	.75 Teaching .25 Extension	Penn State, Ed.D.	17
Bell, Lloyd	Assoc. Prof./T	1.00 Teaching	U. Nebraska, Ph.D.	6
Brown, Bill	Assoc. Prof./N	.50 Teaching .25 Research .25 Extension	George Washington U., Ph.D.	5
Fritz, Susan	Asst. Prof./N	.80 Teaching (.20 FTE in CLD/NHRI)	U. Nebraska, Ph.D.	2
Gilbertson, Ozzie	Professor/T	.60 Teaching .25 Research .15 Extension	U. Minnesota, Ph.D.	20
Kepler, Sheila	Instructor, NA	1.00 Teaching	U. Nebraska, MA	4
King, Jim	Assoc. Prof./N	.75 Teaching .25 Research	Indiana U., Ed.D.	0
Leininger, Anita	Assoc. Prof./T	1.00 Teaching	U. Nebraska, MA	25
Lunde, Joyce	Assoc. Prof./N	.67 Teaching (.33 FTE in OPOD)	U. Minnesota, Ph.D.	7
Meisenbach, Terry	Assoc. Prof./NA	.25 Teaching (.75 FTE in CIT)	U. Nebraska, MA	9
Moody, Linda	Instructor/NA	1.00 Teaching	U. Nebraska, MS	2
Parsons, Jerry	Assoc. Prof./T	1.00 Teaching	U. Nebraska, Ph.D.	14
Rockwell, Kay	Assoc. Prof./N	.08 Teaching .25 Research .60 Extension (.07 in VAED)	U. Nebraska, Ph.D.	0
Russell, Earl	Prof. & Head/T	.60 Admin. .05 Teaching .30 Research .05 Extension	Ohio State, Ph.D.	1
Silletto, Tom	Assoc. Prof./T	.20 Teaching (.80 FTE in Biological Systems Engineering)	Iowa State Ph.D.	4

¹T=Tenured; N=Non-tenured; NA=Not Applicable (non tenure-leading appointment)

²Includes number of years in Ag Communications or Ag Education before formation of the AgLEC Department in 1992.

Table 4.2 Faculty Tenured in AgLEC, but Budgeted Elsewhere

Name/Unit	Rank	Institution/Degree	Role in Dept.
Blezek, Allen Director, Center for Leadership Development & LEAD	Professor	U. Nebraska, Ph.D.	Graduate Faculty, Committee Service
Fleming, Dick Ext. Communications Specialist, Communications & Information Technology	Professor	U. Nebraska, Ph.D.	Chair, Outreach Committee
Haas, Stan Communications Specialist, Panhandle Research & Extension Center	Professor	Wyoming, MS	Committee Service
Randall, Jim Ext. Communications Specialist, Communication & Information Technology	Professor	Utah State, MS	Co-chair, Distance Education Committee
Stonecipher, Charles Director, South Central Research & Extension Center	Professor	Wisconsin, Ph.D.	Linkage to R & E Center Directors
Vitzthum, Ed Coordinator of Environmental Programs, Water Center	Associate Professor	U. Nebraska, Ph.D.	Graduate Teaching, Course Development in Environmental Communication
Wilhite, Myra Faculty Consultant, Teaching & Learning Center	Associate Professor	U. Nebraska, Ph.D.	Committee Service

Table 4.3 Part-Time/Contract Teachers

1995-96:			
Name	Title	Institution/Degree	Assignment
Faber, Becky	Instructor	U. Nebraska, Ph.D.	ALEC 200 – Technical Communication I
Fowler, Julie	Instructor	U. Nebraska, Ph.D.	ALEC 200 – Technical Communication I
Vacin, Gary	Professor (emeritus)	Iowa State, Ph.D.	ALEC 102–Interpersonal Skills
Kauffman, Jan	Instructor	U. Nebraska, M.Ed.	ALEC 102–Interpersonal Skills
Konecky, Val	Instructor	Kent State, M.Ed.	ALEC 102 – Interpersonal Skills
Rice, Mary Beth	Instructor	U. Nebraska, MA	ALEC 102 – Interpersonal Skills
1996-97 Contracts to Date:			
Vacin, Gary	Professor (emeritus)	Iowa State, Ph.D.	ALEC 102–Interpersonal Skills
Andelt, Larry	Visiting Asst. Prof.	U. Nebraska, Ph.D.	ALEC 102 – Interpersonal Skills
Faber, Becky	Visiting Asst. Prof.	U. Nebraska, Ph.D.	ALEC 200 – Technical Communication I
Nielsen, Dick	Visiting Asst. Prof.	U. Nebraska, Ph.D.	ALEC 200 – Technical Communication I

Table 4.4 Graduate Assistants, Fall 1996

Name	Degree Objective	Role in Department
Awotunde, Joseph	Ph.D.	Graduate Teaching Assistant (various faculty)
Jabati, Frank	Ph.D.	Graduate Research Assistant, ARD Projects (Brown & Gilbertson)
Schauer, Jolene	M.S.	Graduate Research Assistant, Distance Education Project (Rockwell)

Table 4.5 Courtesy Appointments

Name/Title/Unit	Institution/Degree	Role in Department
Miller, Elmer Associate Director, Center for Leadership Development	U. Nebraska, Ph.D.	Guest Lecturing, Leadership Courses; Committee Service
Poley, Janet President and CEO A*DEC, IANR	U. Nebraska, Ph.D.	Committee Service – Distance Education
Wheeler, Dan Professor & Coordinator Office of Professional & Organizational Development	SUNY-Buffalo, Ph.D.	Graduate Teaching, Graduate Faculty, Committee Service

Table 4.6 Adjunct Appointments

Name	Rank	Institution/Degree	Affiliation
Katt, Rich	Adjunct Asst. Prof.	U. Nebraska, MS	Nebraska Dept. of Education
Woepfel, Ed	Adjunct Asst. Prof.	U. Nebraska, MS	Nebraska Dept. of Education

On July 1, 1996, two distance education faculty members, Jim King and Kay Rockwell, were added to the AgLEC faculty. Both bring rich experience and expertise in distance education, instructional design, multi-media, and research.

In addition, the Extension Evaluation Unit, headed by Kay Rockwell, was transferred on July 1 into AgLEC from the Cooperative Extension Division. Other staff in the unit include Jack Furgason, evaluation technologist, and a secretary to be named.

A project associate, Ardis Burkholder, is continuing to work with Professor Leverne Barrett on the USDA/Kellogg “Rewarding Teaching” project.

The AgLEC Department currently has three secretaries: June Crockett, Betty James, and Sandy Jorgensen.

POLICIES RELATED TO FACULTY

Membership

The membership of AgLEEC shall consist of (a) all persons holding the rank of assistant instructor or above, and occupying funded positions in AgLEEC; (b) all faculty with tenure homes in AgLEEC, but budgeted in other units; (c) all persons holding courtesy, adjunct or visiting faculty appointments in AgLEEC; (d) all AgLEEC project associates and graduate assistants; and (e) all AgLEEC office/service personnel.

Voting Rights

Voting rights in AgLEEC extend to all persons with the rank of assistant professor or above, occupying full-time funded positions in IANR, and holding minimum 25 percent budgeted appointments in AgLEEC. Other categories of faculty shall have full discussion privileges, except in making and seconding motions.

Faculty Appointments

The department head facilitates the creation of job descriptions and consults with appropriate staff in identifying candidates for part-time or full-time positions. The faculty participate in interviews of candidates and make recommendations to the head; however, the ultimate decision to offer positions is made by the department head.

Reappointments/ Renewals

The department head may consult with the Promotion and Tenure Committee on reappointments and renewals. Faculty on contract with the department are evaluated by the Teaching Evaluation and Improvement Committee each semester and reappointment is conditional upon meeting acceptable performance standards.

Academic Issues

Changes made in the academic programs of the department require approval by faculty vote.

Salary Increases/ Merit Raises

The head will recommend salary increases and merit raises based, in part, on input from the department's Research and Scholarly Activity and Teaching Evaluation and Improvement Committees.

Grants and Contracts

Project directors are responsible for the administration of project budgets. The department head consults with the faculty as appropriate regarding expenditure of faculty salary savings and indirect costs that arise from grants and contracts.

Evaluation of Performance

AgLEC follows the annual evaluation process outlined in the current IANR guidelines for evaluation of faculty. In addition, with IANR administrative approval and encouragement, departmental evaluation procedures may also incorporate (a) individual action plans which address each person's involvement in departmental action plan implementation; (b) a reassessment of individual position descriptions in light of priorities outlined in action plans; (c) cumulative input from the Teaching Evaluation and Improvement Committee; (d) individual professional development plans; and (e) a voluntary process of peer consultation to encourage dialogue about ways in which the work of peers may be strengthened. This process is intended to bring alignment between performance (with respect to departmental priorities) and the reward system.

After faculty submit documentation for the above, the department head reviews the materials and prepares a draft evaluation using the standard IANR form. Each faculty member then meets with the department head to discuss the evaluation. Following this discussion, the evaluation may be revised for accuracy and reviewed by the individual faculty member, comments (if desired) and signature. When this process is completed, the above materials are then submitted to the IANR administration for subsequent review with the department head. Feedback is then shared with individual faculty, as appropriate.

The department head is evaluated annually by faculty and by office/service personnel following standard IANR procedures. Evaluations by faculty are submitted to the chair of the Promotion and Tenure Committee for compilation, and the results are forwarded to IANR administration. Subsequently, the department head meets with the Promotion and Tenure Committee to discuss the evaluation and request any advice concerning improvement.

Faculty Professional Development

Professional development is encouraged and supported in AgLEC in a number of ways. Faculty members may request release time for professional growth and are required to elaborate on plans for professional growth when they submit individual annual action plans. Campus workshops, departmental "brown bag" discussion sessions, and participation in conferences and professional associations are all frequently used avenues for professional development. In addition, the department maintains a travel fund for faculty to support attendance at professional meetings.

Faculty Salaries

Personnel at UNL have generally received low to modest salary increases in recent years, averaging around 3 percent annually and ranging from 1.5 percent to 4 percent. A significant part of the salary pool has been designated each year for rewarding meritorious performance, except for one year when salary increases were uniformly applied to everyone. In a few cases, funds have been available to address issues of inequity, and for promotions. Faculty salaries in AgLEC for 1996-97 are reported in Table 4.7. Comparative data, but a year older, were taken from the report, "1995-96 Faculty Salaries of the American Association for Agricultural Education," the most recent report available. Faculty represented in this report are in university departments having academic specializations very similar to those in AgLEC.

Rank	AgLEC Means ¹		AAAE Central Region Means ²	
	9-months	12-months	9-months	12-months
Professor (3)	---	\$81,731	---	\$81,635
Assoc. Prof. (4)	\$44,886	---	\$45,824	---
Assoc. Prof. (5)	---	\$60,516	---	\$57,567
Asst. Prof. (2)	\$37,382	---	\$37,583	---

¹Salaries reported for 1996-97.

²Data from the report, "1995-96 Faculty Salaries of the American Association for Agricultural Education," April 1996.

FACILITIES AND EQUIPMENT

Nearly all of the budgeted faculty and staff of the AgLEC Department are housed on the third floor of Agricultural Hall. Exceptions are Terry Meisenbach and Tom Silletto who are housed in their primary units in nearby buildings. The current space for the department was partially renovated in 1993. Offices, one classroom, and storage areas allocated to the department comprise about 3,800 square feet.

Overcrowding within the department has been a problem since it was created and the faculty and staff consolidated. An administrative study of space options elsewhere on East Campus is underway, with a plan to create additional office and classroom space, perhaps within two years.

Part of the space currently occupied by graduate assistants in the department adjacent to the classroom has recently been converted into an East Campus Multi-Media Center. This center was funded as a result of an AgLEC proposal last fall to equip the old computer laboratory and classroom with multi-media and distance education delivery capabilities.

Beyond standard audio-visual equipment, faculty and staff received over \$16,000 last fall to upgrade computer capabilities. Currently, the department has five pentium computers; nearly all of the remainder are 486s with enhanced memory. All are attached to a common server and the campus network.

FINANCIAL AND MATERIAL RESOURCES

The University of Nebraska, like most of its sister institutions, finds itself in an era of fiscal austerity. In recent years university support from the legislature has been relatively level, with low to very modest salary increases, flat operating expenses, and few new funded program initiatives. At the same time, federal funding sources are shrinking.

AgLEC receives financial support from state and federal sources, and from grants and contracts. For largely historic reasons, the department in 1995-96 ranked last among 14 CASNR departments in operating dollars per FTE, with the 13th ranked department having nearly twice as much operating support per FTE than AgLEC. Steps have been taken to remedy this situation. Sizeable increases in extension and research operating budgets were granted for 1996-97, with a goal to double the 1995-96 operating budget over a three-year period. The AgLEC faculty is encouraged by the strong IANR administrative support for implementing department action plan priorities over the next three years.