

Pluses

1. Flexibility for Students to matriculate toward degree or other educational goals
 - a. Greater flexibility and availability of courses for students; many potential benefits for them with things like graduating faster and being able to work at times other than summer at more meaningful jobs if they choose to
 - b. Finishing Degree Faster
 - c. Makes UNO have a unique year round University that could attract more students
 - d. Meet a growing variety of students needs
 - e. Students Move Through Quickly
 - f. Ability to Better Serve Students with Continuous Offerings
 - g. More class offerings so students can graduate earlier/increased enrollments and SCH
 - h. Growth in enrollment related to greater flexibility of course schedules for students seeking degrees, student home in Omaha over the summer, and employers wanting certificate and degree completion programs for employees.
 - i. Potential for students to finish a degree in less that four years for undergraduate or two years for graduate.
 - j. Greater schedule flexibility for faculty's' teaching responsibility
 - k. Students could accelerate their studies and graduate sooner
 - l. Students could opt to take more classes in the summer semester and maybe less in either the spring or fall semester
 - m. if redefinition of full-time, students could combine work hours and school hours more effectively
 - n. allows students to finish degree faster and/or expand number of courses taken
 - o. Students may like full three semesters in the course of the year because they can potentially work through a four year degree in less time; summer classes will be "real" rather than compacted; taking a semester off (for work, for travel) now could be anytime of year rather than just a summer option for those who still want to graduate on time.
 - p. Student flexibility/ability to finish sooner
 - q. .
 - r. Ability for students to graduate earlier
 - s. This could be a benefit to our employers who usually hire or seek internships year round rather than during traditional academic calendars. The addition of a reasonably full complement of students and faculty on campus could improve the response rate to employer job postings. This could be a real selling point for us as we continue to develop our sponsorship programs.
 - t. A 12 month calendar may provide more access for our department to student workers and interns. Traditionally this would be a difficult time filling student worker positions or internships if unfilled or if a student worker decides to leave.
 - u. It could create an opportunity to make even more student contacts and assist with career related topics.
2. Flexibility for Faculty to pursue teaching, research and service goals
 - a. Greater flexibility for faculty, to explore different options in off-summer times for connecting with other universities around the world and just generally doing interesting things
 - b. Student opportunities for greater access, wider array of curriculum offerings year-round, and alignment with work/internships.
 - c. Year-round work opportunities for some UNO employees (9-month and part-time).
 - d. Opportunity for different schedules for faculty who would prefer a non-traditional schedule
 - e. 12 month operation might work better for some faculty
 - f. Faculty flexibility
 - g. Flexibility of schedule

3. Increased campus capacity and revenue through enrollment growth
4. Gives us a chance to be innovative, flexible, and adaptable -- all good things for a university, especially in the 21st century
 - a. Ability to be competitive with other colleges/universities who are already offering 12 month campus model while still providing the quality education edge.
 - b. A full three semester campus is a potential marketing tool. It separates us not only inside the NU system, but also in the region.
5. Faculty invited to re-consider course durations (5-14 week slots) and workload schedules/professional opportunities.
 - a. Meet student needs with improved offerings and more flexible schedules allowing them to complete their degrees sooner (specifically those who are adult, nontraditional, transfer, working, etc.).
 - b. Can provide flexible delivery methods of courses for students and faculty
6. Utilize university resources and facilities more efficiently and effectively, especially given current parking issues/energy use already during summer/staff already 12 month.
 - a. Possibly Ease Parking
 - b. Better Use of Physical Facilities
 - c. Savings on Summer Monies?
 - d. Housing - Keeping the Residence Halls Filled All Year
 - e. Better utilization of campus facilities/infrastructure
 - f. increased use of facilities; expand enrollment without adding more facilities
 - g. Better utilizes facilities (the heating and cooling of empty building issue).
 - h. Better utilization of resources
 - i. Might alleviate parking a little.
 - j. More students may want to take advantage of year round internship coursework if there are year round classes.
 - k. MBSC operations have the potential for increased revenues. While costs of good sold will increase proportionately, not all operating expenses will increase. Therefore there is the opportunity to improve net operations.
7. Students possibly more competitive in Job Market
8. Dorm Life Year Round
9. Ability to Raise Professionalism of Summer Courses
10. More closely aligned with the real world

Minuses

1. Change/Communication
 - a. Will require reallocation of resources and workload effort between and among faculty and staff that may cause some disruption
 - b. May be more difficult for some units to implement than others because of unit size, mission or student composition
 - c. The scope of the change is enormous and daunting, creating very negative reactions in some cases, where people are vociferously defending their own turf. This is a natural human inclination and not to be scorned or ignored. We must address this issue head-on and in an open and communicative way. One thing we need is broader dissemination of information. Some people are misinterpreting what is going on simply because they don't have information. Can we put up a web site or place where the UNO community can see some of the documents, the reasoning, behind this effort? We need to do a good job of disseminating a coherent statement of the problem we are trying to address with this effort. We can turn this perception around by being savvy about organizational change,

- and maybe we can convince people that the very scope of the change is exciting not scary!
- d. Possible conflicts with faculty schedules and research/creative activities in needing additional faculty for summer offerings. [Turn advantage in that faculty will have more choice in which semesters they teach (Fall/Spring, Summer/Fall, Spring/Summer, etc.) to accommodate research and training opportunities in a semester other than Summer.]
 - e. Would need to revise UNO, college, and department guidelines for RP&T process, as well as the AAUP contract.
 - f. Lack of Models
 - g. I will be graduated by the time this is up and running
 - h. No Wonder Time - In Other Words No Down Time
 - i. Athletics??
 - j. Community Groups who use Facilities
 - k. benefits may not be realized for many years--carefully executed pilot programs
 - l. not consistent conveyance of information (e.g. tenure timetable votes/decisions; votes regarding other faculty/departmental decisions; other administrative functions/decisions requiring high percentage of faculty input)-- 12-month salary
 - m. Do we want to make student feel like they are missing something if they don't take on all three semesters per year? Right now, student involvement is on the upswing. Will people dropping in and out of semesters change that?
 - n. If we focus on the physical campus and the schedule will we lose focus on the online and virtual class options and opportunities? (The way to solve this, I suppose, is to not lose sight of it and keep it a major priority.)
 - o. Challenging to implement
 - p. A drastic change in the calendar will be complicate to remedy if it is later determined to return to the earlier model. Even if enrollment drops or the new model proves to be too expensive, it will be difficult to change back, as there will be some students who now expect it to continue. Which leads to the question a number of UNO faculty are asking: Why not try to tweak the existing calendar, so as to offer more classes in the current framework? Surely, we could teach more students simply by offering more classes in the existing summer sessions. Thirty-five or forty years ago when the Bootstrap Program was at its peak, UNO offered concentrated short courses on campus during the regular fall and spring semesters to accommodate the varied assignments of military personnel. (I taught one such course for three credit hours in the spring of 1970, as part of my regular workload.) Surely, we could experiment with similar course offerings now without making drastic changes in the calendar.
 - q. Increase in difficulty of coordination of all sorts (internal and external).
 - r. Loss of predictability.
 - s. I do not see any benefits in the proposed calendar change.
2. Faculty/Staff Issues
- a. Doesn't fit with AAUP contract, NU Bylaws, NE State laws
 - b. Existing AAUP contract is not aligned with this initiative. Approach: Re-negotiate contract. The changed definition and requirement's that could be perceived as additional responsibility would need to be outlined so faculty understand it is not more responsibility but more flexibility in how existing responsibility is fulfilled.
 - c. To provide scheduling flexibility for students, courses may have to be taught more frequently which could require additional faculty - Approach: Look at Center for Academic Transformation - <http://www.center.rpi.edu/PCR.htm> to develop a new model of instruction with tenure track faculty designing courses and actually teaching done by adjuncts.
 - d. Some offices might have increased staffing issues
 - e. Faculty buy in could be an issue in some cases
 - f. Faculty perception of loss of summer money--better education will help

- g. Having to renegotiate AAUP contract--I believe this is going to kill the effort
 - h. The proposed calendar change will make it more difficult to recruit and retain good faculty. This proposal already is troubling faculty on our campus. Two weeks ago, a second year faculty member sought me out to ask about it and told me that the day it is announced that it is in place he will start looking for another job. He did not say that he would leave, but he would start looking. This is a faculty member we want to keep. The threat to the additional compensation faculty now receive for teaching in the existing summer sessions is a real concern. Approximately 210 of our full-time faculty taught in the summer of 2007. Faculty also are concerned over the prospect that they might be required to teach in a summer semester as part of their regular workload.
3. Budget
- a. Will require additional "up front" costs and expenditures to implement
 - b. Increased activity may not sufficiently generate funding levels or when it is needed.
 - c. Monies Available for 12 Month Contract
 - d. Associated costs - no additional funds available to cover any costs incurred e.g. cost of changing chairs/directors from AY to FY salaries
 - e. Costs of broad implementation could outweigh income . Approach: Identify new and existing programs that are most likely to generate private pay/employer paid tuition and start with those programs.
 - f. Potential increase in student visitations and appointments may result in an increase in departmental operating expenses and the need to seek additional sources of funding in order to hire addition of professional staff.
 - i.
4. Marketing/Demand
- 5.
- a. Many very important routines and processes are built around the 9-month academic year. We can turn this around by redefining our academic year and adopting an attitude of flexibility. Rather than focusing on the importance of the individual (and continuity of the individual in a position or on a committee), we can focus on the important of the community, or department, or whatever the group entity is, and then find a way - through creative swapping of changing resources in and out of assignments - to keep that community or group going over a 12-month period.
 - b. The students may not come and we may not realize the gains we are seeking. This one will require some good data collection that will give us some good simulations or projections of plausible scenarios. Then we will need to build on that data and use all our marketing and organizational change skills to create the world we want, and not just wait for it to drop into our laps. That's a useful thing to practice!
 - c. May not be able to anticipate enrollment growth/change patterns for awhile.
 - d. Competition from Other Institutions Who Tout Seamless Education in Short Period of Time
 - e. Will our new kind of schedule be intimidating/not inviting/not understood by potential students and faculty?
 - f. The proposed calendar change may actually result in a reduction in enrollment. In the early 1980s, UNO required level scheduling, at least in part, to address the parking problem. That meant that Departments were required to offer classes at every hour from 8 through 4, I think. It soon became apparent that there was not sufficient demand to justify such scheduling. That did not mean that there were no students who enrolled in mid-afternoon classes, but the numbers clearly were not cost effective in comparison with earlier scheduling approaches. Students voted with their feet. Despite parking problems, most of them continued to seek morning classes. Shifting more essential course offerings from either the fall or spring semesters to a summer program may leave many students in the lurch, as they planned on taking such classes in the traditional terms. Moving an upper level physics class to the summer may attract fewer students than would be

- enrolled in the spring semester. Many of our summer students are from Omaha but are enrolled in other colleges and universities during the academic year. They probably are much more inclined to take a concentrated class for five weeks than enroll in a traditional semester-length course.
6. Resource Maintenance
 - a. Less downtime for maintenance and staff/administrative work that occurs now in 'off-times'.
 - b. This could create a problem if the expectation is for our office to host additional job fairs, on-campus interviews and other related recruiting events during the additional semester. Many employers use the fall semester for the primary recruiting season and may be unwilling to participate in an event like this during the summer months (particularly if UNO is the only school in the region having classes year round). This could have a major impact on the department if these activities become an expectation.
 - c. This could cause difficulty in any major technology updates required with our various software packages (in particular UNO CareerConnect). System updates are typically done when the volume of activity is lowest. For most schools this work is done during the summer and our system vendor usually conducts upgrades and subsequent system adjustments on our end during July and early August. The demand on our staff may also create a problem if we are also to provide our regular career services to support student and alumni during this period of time.
 - d. A 12 month calendar may create a difficult situation in fulfilling requests to make classroom presentations on career related topics when faculty is not available. The problem would be limited accessibility of department personnel, particularly if there are technology upgrades to be done and possible difficulty in finding sponsors to make classroom presentations because their personnel is taking vacation. It may also be difficult for our department because the summer is when many of our professional organizations hold the national and regional conferences and this could reduce our availability to attend these meetings and/or cover the workshop requests.
 - e. A negative impact would be our remodeling and renovations that normally take place in the summer. This could inconvenience people, but it is still a situation that we could handle.
 - f. Another negative impact could be in our labor situation. We have most of our full time employees take their vacation in the summer months, so we have a skeleton crew during that time period. If the workload increased dramatically, we might have difficulties in getting our labor needs filled.
 7. Financial Aid
 - a. May complicate the financial aid process by allowing students to spread aid over 12 months instead of traditional Fall/Spring. [Turn advantage that once the process is reorganized to match 12 month model, students will have more choice and flexibility in how they want to use their financial aid and may be able to better self-finance with more flexible schedule year round.]
 - b. Financial Aid Help over all three semesters, Must.
 - c. Student financial aid and health insurance eligibility could be impacted
 - d. Approximately one third of high need students would not be able to take advantage of summer because of funding
 - e. financial aid-- foundation money for student loans and/or scholarships; have students decide whether they will take 2 or 3 quarters -- financial aid will be spread across semesters equally based on their decision.
 - f. Financial aid problems for students wishing to go all three semesters--are there community resources for some of the low income students?

1. Graduation requirements will not change
2. Faculty overall workload requirements will not change
3. Fixed costs with facilities and 12 month administrative & support staff will not be affected in any significant way
4. Teaching methodologies will stay the same (though some course content may have to be modified if each semester is a week shorter)
5. Campus resources in terms of different student, faculty, and staff support offices will still be needed
6. Faculty governance needs and structure will continue
7. Faculty impact may be neutral if workload, pay, opportunities are balanced and fair.
8. Budget impact could be neutral if tuition increases offset expenses and growth is managed/incremental.
9. UNO student commuting patterns may be neutral - parking problems somewhat alleviated.
10. Staff schedules & pay as already work under 12 months
11. current course scheduling process.
12. Faculty ability to supplement income with "summer/off-grid" offerings (though possibly in Fall or Spring with 12 month model).
13. No down time for the University to repair/recharge
14. Have to change the students philosophy about the three semesters
15. Financial Aid
16. Support Staff
17. Assessment
18. Dual Enrollment
19. More summer activity
20. Use of off-campus sites
21. The amount of financial aid a student can receive in a year will not change.
22. A large percentage of facilities and staff personnel costs remain the same.
23. Many students would probably not change their academic plans
24. Most of the buildings are open all the time in the summer anyway
25. For some offices like Financial Aid, we might have a little more activity in the summer, but maybe a little less the other two semesters
26. Parking may get better, it might not.
27. Summer hours may finally go away or they may not. (I'd like them to end, personally.)
28. Recruiting issues will continue to work around the traditional school schedules that the high schools have.
29. Neutrals.... I am not neutral about this topic.
30. Hopefully the budget will not change and we will get added tuition money
31. Parking--although there might be some relief
32. Hopefully no impact on student athletes.
33. Does not affect office hours. Our office is open from 7:30 a.m. until 5 p.m. during the summer months anyway, so having a regular class schedule during the "off" months would have not impact on office availability.
34. None of our personnel is on nine-month contract, therefore, the impact of their schedules would be minimal.
35. All regular MBSC staff is on 12 month appointments so there should be no impact other than vacation schedules.
- 36.
- 37.

Ann	Antlfinger	
Gail	Baker	X
Kris	Bell	X
Tom	Frette	-
Dave	Hinton	
Tim	Kaldahl	X
Lanyce	Keel	X
Elizabeth	Kraemer	
John	Langan	X
Harmon	Maher	X
Eric	Manley	
Linda	Mannering	X
Kevin	Naylor	-
Sheri	Noren Everts	-
Hayley	Patton	X
Bill	Pratt	X
BJ	Reed	X
Wade	Robinson	
Ron	Roskens	-
Deborah	Smith- Howell	
Randy	Sell	X
Suzanne	Sollars	X
Scott	Tarry	-
Julie	Totten	X
Marsha	Vance	X
Judie	Watanabe	X
Del	Weber	-
Michael	Whitney	X
Alex	Williams	
Ilze	Zigurs	X