



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee
411 Borlaug Hall
1991 Buford Circle
St. Paul, Minnesota 55108
Telephone (612)376-2479

FACULTY CONSULTATIVE COMMITTEE

October 31, 1985
12:00 - 3:00
625 Campus Club

Approx.
time

AGENDA

- 12:00 1. Minutes of October 17 (enclosed to FCC).
2. Rajender petitions: Discussion with Steve Dunham, General Counsel and Pat Mullen, Director of the Office of Equal Employment Opportunity and Affirmative Action.
- 1:00 3. Structure of available indirect cost funds: V. Rama Murthy, Acting Vice President for Academic Affairs, will bring data to discuss with the committee.
- 1:30 4. Program for dinner meeting with the Regents (FCC members see memo enclosed).
- 1:50 5. Role of the Senate with regard to planning and policy issues emerging from Commitment to Focus: preliminary discussion to enable FCC to anticipate in what areas and at what points full Senate attention is called for.
- 2:10 6. Senate and Assembly meetings of November 14:
-Distribution of known agenda (including president's speech of welcome and orientation, and brief reports from the Finance and Consultative Committee chairs.)
- 2:20 7. Survey from Texas Christian University regarding chief academic officers. (FCC members see memo enclosed.)

cont. ...

2:30

8. Reports:

- A. From Finance Committee Chair.
- B. From representatives on CTF task forces.
- C. From SCC/FCC Chair:
 - Attendance at/participation in November Regents' meetings. (Note: FCC procedures to be formalized at our December 5 meeting;)
 - Grievance procedures (update on reviews and scheduling);
 - Sexual harassment survey: status of plans for;
 - Proposed set of "Guidelines for International Agreements," currently being reviewed by Senate Committee on International Education.



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MINUTES

APPROVED 11/14/85

FACULTY CONSULTATIVE COMMITTEE

October 31, 1985
626 Campus Club
12:05 - 3:05

Members present: Ellen Berscheid, Richard Goldstein, Joseph Latterell, Cleon Melsa, Jack Merwin, Paul Murphy, Frank Sorauf, Deon Stuthman (Chr.).

Guests: Vice President Stephen Dunham, Sue Klemond (Daily), Pat Mullen, Vice President V. Rama Murthy, Tim Pratt, Roy St. Laurent, Maureen Smith, Katherine Thomas.

1. Rajender petitions. Guests: Stephen Dunham, Vice President and General Counsel, and Patricia Mullen, Director of Office of Equal Employment Opportunity and Affirmative Action.

Professor Stuthman noted that there is a mutual intent for FCC to meet at least once quarterly this year with Mr. Dunham, Ms. Mullen, and Professor Vera Schletzer, chair of the Senate Committee on Equal Employment Opportunity for Women. Professor Schletzer had a conflicting commitment for this date.

Professor Stuthman called attention to the proposed agreement to resolve the petition on internal tribunals, copies of which were given FCC members at the meeting. Discussions will be on FCC's November 14 agenda.

Vice President Dunham reported briefly on the status of the lawsuit challenging President Keller's appointment. On October 30 Judge Paul Magnuson in federal district court denied the University's motion to dismiss the suit, and set November 6 for a one-day evidentiary hearing on the case. The judge was said to be attending most closely to the question of the relationship of nominations (as contrasted with applications) to the provisions of the consent decree.

Summary status of certain petitions. Vice President Dunham reported on six of the pending petitions -- those filed as a set in spring, 1983. They concern (1) internal tribunals, (2) salary structure, (3) possible salary disparity for female-dominated departments, (4) effects of retrenchment and reallocation, (5) vagueness of promotion and tenure criteria, and (6) disadvantageous effect on women of the Professional Academic employment class. FCC has had indirect involvement with a couple and, together with EEOWC, picked the task force members to make recommendations regarding the internal tribunals petition.

There is currently a task force reviewing the P&A petition; its report is due in a few weeks, after which it will be important for appropriate committees to review and comment on it.

Salary structure. This petition makes an across-the-board attack on the structure of faculty salaries, claiming an analysis would show disparity based on sex. To know whether or not this is true requires a good data base. In 1982 the University began to build such a data base, and last spring it hired a University professor to study the data base. He found errors and the administration has concluded the error rate is too high. Error enters over the interpretation of items which may be ambiguous such as a person's first date of employment at the University. Data are also incomplete regarding a person's pre-University employment.

Mr. Dunham said errors need to be resolved to prevent the possibility of future discrimination. The University has essentially committed itself to do the costly process of error correction over the next six months or so, both for the University's future use and for the lawsuit should that be necessary. It is a major achievement, he said, that the parties are almost agreed upon one set of data. Questions will remain over how to analyze the data and what are the relevant studies to be done on such data.

Regarding the retrievability of missing portions of the data, Vice President Dunham explained that the original data had been selected from each department, and corrections will be made by a team looking at the central records. He said the information will be complete for faculty who were at the University in May 1984. It will be extensive but probably somewhat less complete for those who left between 1979 and 1984.

FCC members questioned the adequacy of the collected elements included, particularly given the absence of retention data. Professor Goldstein called retention one of many variables affecting salary structure, and Professor Sorauf added that it can significantly upset a department's salary structure.

Professor Stuthman proposed detecting likely retention cases by looking for conspicuous upward deviations from the mean increase each year. Professor Berscheid argued that retention case analysis should include those who -- for whatever reasons -- left the University as well as those who were rewarded and stayed.

Replying to a question, Mr. Dunham acknowledged that scholarly productivity is not factored into the data base. Professor Goldstein argued that it needs to be, and Professor Sorauf commented that if the University argues that its salary structure is founded on merit and yet doesn't account in this database for merit in either teaching or research, it has lost the foundation for decisions on salaries. Mr. Dunham, however, responded that given a broad enough pool, one would expect merit to be equal between male and female faculty.

Promotion and tenure criteria. Parties feel a good deal of frustration with this issue, the vice president reported. The new tenure code requires that unit criteria be clear. Units have now all prepared their criteria. There are differences in degree of specificity. The EEOWC has been urging creation of an ad hoc central reviewing committee. FCC has not supported that recommendation. The question remains whether to do an all-University review of the criteria and if so, how. Nobody has a good idea of how to do a good, systematic, all-unit review of the criteria.

Professor Sorauf questioned the need for such a review since each unit's criteria are merely a local elaboration of the uniform standard already written

into the tenure code. He argued against the University's putting its seal of approval on each unit's criteria, comparing that to what he saw as a mistake on the University's part some 15 years ago in requiring every unit to have a constitution and then approving all the constitutions regardless of their quality.

Ms. Mullen reported that Associate Vice President Betty Robinett and her assistant Ann Bailly read each set of criteria as it comes in. If they find it not sufficiently specific, they return it to the college for improvement.

Professor Berscheid recommended asking women and minorities in the respective disciplines to review the criteria and identify any aspects that have the potential for discriminatory application. She called the criteria something terribly important right from the beginning of a person's appointment.

Professor Sorauf thought the premise of this petition not self-evident, contending that willful discriminatory action remains a possibility regardless of the specificity of criteria. One stops discriminatory behavior, he contended, by reviewing decisions.

Ms. Mullen emphasized that the promotion and tenure issues EEOC worries most about are early warning regarding a unit's criteria and consistency of application of those criteria. Professor Stuthman noted the helpfulness of college workshops held to educate tenure-track faculty to the considerations in tenure decisions. Vice President Dunham said people do want annual sessions, either with individuals or with the tenure-track group, to inform all tenure-track faculty.

Vice President Dunham and Ms. Mullen left the meeting at 12:55.

2. Minutes of October 17 were approved as distributed. In the future, the secretary will send the draft minutes to the chairs of the 15 Senate committees now on the mailing list at the same time as to FCC members.

3. Structure of Indirect Cost Funds. Guest: Acting Vice President V. Rama Murthy.

Professor Stuthman reported that the Senate Committee on Research has recalled from the Educational Policy Committee the motion on a distribution policy for ICR's which SCR approved last winter.

He noted that the FCC's purpose at today's meeting was to understand the amounts involved. Faculty want to know the sums and the basis by which central administration determines how much of the ICR's are to be distributed within the University.

The gross. Vice President Murthy said that during the last biennium the University collected between \$19 million and \$20 million per year as the entire overhead portion of all federal grants.

Where it goes: Six units, for various historical reasons, keep the entire amount of their ICR, totaling slightly over \$1.45 million per year;

- Hormel Institute (as per agreement with legislature at the founding)
- Mineral Resources Research Center
- St. Anthony Falls Hydraulic Lab
- Underground Space Center
- Cedar Creek Natural History Area (as per agreement with legislature at founding)
- Gray Freshwater Biological Institute.

Other fixed costs, which totaled \$4.4 million in 1983-84 and \$4.7 million in 1984-85:

- \$2.3 million is awarded to units for departmental administration of the grants (implemented through cross-charging);
- A sum is given to the Graduate School for administration of its research component;
- A sum goes to Research Animal Resources;
- \$1.6 million goes to support the Office of Research Administration;
- A sum goes to pay for hazardous waste handling on campus (only since 1983-84).

The net at this point has been about \$14 million.

Legislative offset: For 1983-85 biennium it was about \$12 million per year.

Remaining net to the University: about \$2.1 million per year.

Vice President Murthy noted that until just a few years ago, the legislature had offset nearly the entire net, leaving perhaps half a million dollars.

Dr. Murthy then distributed copies of a chart entitled "Indirect Cost Recovery Fund." He said he intended to produce such a table each year. It reflects central administration's decision to disburse \$1 million of each year's net to the colleges in proportion to their generation of ICR's. All the remaining ICR's were used for research purposes such as matching funds and set-ups.

In 1984-85 matches and set-ups recieved \$2,271,375; \$1 million was again used for formula allocations to colleges. The actual total for central use and distribution last year was \$3,271,000.

Greater sum in 1985-86. Because the legislature has reduced its offset, the University will end up in the current biennium with \$5 million per year in residual ICR's. Dr. Murthy has recommended awarding \$2 million per year in formula distribution, leaving central administration with \$3 million per year for the burgeoning cost of set-ups.

Change in system for funding set-ups. Dr. Murthy noted that the formula has called for one-third to come from the hiring department and the college, one-third from the Graduate School, and one-third from central administration. The Graduate School's portion to allocate has in turn been given it by central administration.

Review took place in the Graduate School. Dr. Murthy has changed the system to a two-step one, involving only the hiring department and college, and the central administration.

Professor Sorauf asked what kinds of equipment and resources a faculty member can expect in a set-up and whether the definition which in the past has seemed narrow is now broad enough to include non-scientists' needs. He cited travel and special collections as among possible CLA faculty necessities. Vice President Murthy said that, at least recently, Academic Affairs has accommodated a wider variety of requests from new non-science faculty.

Professor Sorauf inquired to what extent the University is required to match agency grants for equipment; Dr. Murthy said several federal agencies now almost always require the match for equipment.

Professor Stuthman asked Dr. Murthy to explain the changed involvement of the Graduate School. Dr. Murthy said that it has been the practice to ask the Graduate School to contribute matching dollars for set-ups. There were three contact points required (department, Graduate School, Academic Affairs), and at each there was the possibility for delay. Many complaints resulted from delays and occasional bureaucratic rigidity. He said he had now sent all deans, directors, and department heads a memorandum explaining the new two-step process involving just the departments and Academic Affairs. Central administration, he said, can respond within about a day to a department request to meet a prospect's needs.

Dr. Murthy noted that the University hopes to continue to be able to keep a larger and larger portion of the residual recovered indirect cost funds. Asked about practices in other states, he said that what both legislatures and administrations do varies widely.

Professor Goldstein argued that it makes a significant difference whether departments get control of most of the funds or whether central administration does. Dr. Murthy remarked that one can't take bold initiatives by splitting funds out to numerous units.

Professor Goldstein said that ten years ago (when the Senate spent considerable time on the ICR distribution question), principal investigators had very little idea of what became of the funds and had very little access to the ICR's they had generated. He contended that principal investigators would complain less about the small increments in the ICR add-on to the contract if some significant part of it came back to them. Departments' costs are calculated in figuring the indirect costs, he pointed out, but are not calculated in the same way in returning the ICR's; hence departments are sensitive on this issue.

Professor Stuthman requested that the data Vice President Murthy had provided orally at the beginning of the discussion (total ICR's in University contracts annually and everything that becomes of those funds) be provided also in writing to the committee.

Professor Sorauf inquired whether principal investigators' sense of inequity might be reduced if formula allocations went to departments rather than to colleges. Dr. Murthy restated his preference to allow each college to determine its own internal distribution.

Professor Goldstein commented that his department had returned to it just 0.5% of its budgeted research expenses (\$12,000 of \$2.5 million). What the department seeks, he said, are discretionary funds for legitimate academic purposes. Professor Berscheid echoed this sentiment.

4. Agenda for FCC's November 7 dinner meeting with the Regents.

Professor Murphy recalled that some years ago when these dinners were initiated, the FCC chair and the Regents chair or person designated by him or her had agreed in advance on the evening's topic and each had given a lead-off statement to open the discussion.

Professor Stuthman told FCC he would specify some topics under the previously discussed subject of faculty of the future, and assign two or three FCC members to make some introductory remarks. (See also last paragraph of these minutes.)

5. Role of the Senate regarding policy changes involved in Commitment to Focus implementation.

Recognizing that the Regents have approved the full document in principle, the Consultative Committee needs to consider where and when the Senate will address policy issues. Professor Merwin gave the opinion that it was up to both FCC and SCC as the steering committees for the Faculty and University Senates to make those determinations. He noted that generally the Senate gets involved in matters with impact for more than a single collegiate unit. Professor Stuthman observed that given the relative frequency of Regents' and Senate meetings it would be hard to obtain Senate approval on any change prior to the time for Regents' vote. Professor Merwin thought it would be necessary to rely to a considerable extent on the special committees. The SCC members on the task forces will report regularly to SCC. SCC/FCC will have to take its cue from those reports as well as from what other Senate committees tell SCC/FCC. Professor Goldstein suggested the SCC invite the chair of a task force to take part in an SCC meeting when SCC wants to attend to certain recommendations.

6. Agenda for the November 14 Senate and Assembly meetings.

Copies of the nearly-firm agenda were distributed. It was noted that the Tenure Committee has withdrawn the information item on unit promotion and tenure procedures because it has received so many good suggestions in recent open hearings that it intends to rework the document one more time.

Professor Sorauf commented that since the Senate has only to be informed and not to give its approval to the procedures, it would be desirable to put the present draft to the Senate so senators would have the opportunity to have their suggestions ^{taken} into account. Not to do so could injure morale. Professor Goldstein supported this recommendation.

Professor Merwin said that at least the November 14 meetings would provide a good opportunity for Tenure Committee chair Fred Morrison to summarize the

work to date and report the changes suggested. After a further short discussion it was agreed Professor Stuthman would request Professor Morrison to report orally on November 14.

The Assembly agenda indicated a tentative item from the Calendar Committee, prompting FCC members to inquire as to the status of the semester question. Professor Stuthman explained that central administration is waiting for the Senate to do the survey it voted should be held. He will be in touch with the Faculty Affairs Committee about conducting that survey, and will call upon SCFA to obtain the services of someone skilled at questionnaire construction.

Professor Sorauf found the November 14 agenda to consist of relatively pro forma items, and he recommended against meetings in which senators find themselves in an extremely passive role. Professor Stuthman voiced his agreement and remarked that the forum on Commitment to Focus, which will precede the meetings, should generate good interchange. Professor Merwin recommended that FCC and SCC take responsibility for getting lively topics on the winter quarter meeting agenda. (It was noted that Commitment to Focus will still be a lively issue.)

7. Texas Christian University survey.

(Half the FCC members had responded; the averages of those responses were distributed.) Several people commented that among the list of qualifications for an institution's chief academic officer, research accomplishment was conspicuously missing, perhaps due to a clerical error.

Professor Stuthman asked whether the lists of qualifications and responsibilities could usefully be passed along to the Search Committee for the Vice President for Academic Affairs and Provost. FCC members affirmed that they could, but were not of a single mind as to whether to indicate FCC's rankings to the search committee. Professor Stuthman said he would send the list to the search committee, and that if he indicated rankings it would be with considerable caution. (It was noted that the search committee has been asked to rewrite the job description because the title of Provost has been added.)

Noting that the FCC has no liaison with that search committee, members agreed it would be desirable to invite the chairman, Dean Keith McFarland, to early discussions with FCC.

8. Reports.

A. Senate Finance Committee. Professor Stuthman announced that Frank Sorauf had agreed to be the FCC's alternate representative to SFC.

Professor Merwin reported that on October 18 several SFC members had joined the Senate Committee on Faculty Affairs in its regular meeting for the item on assistance to University employees suddenly caught in the drop of mental health outpatient coverage under Blue Cross-Blue Shield. The question of where the money should come from for the compensatory coverage SCFA recommended really wasn't dealt with. The questions will be on today's SFC agenda. Professor Merwin has asked Vice President Murthy to bring some budget details and suggested alternative sources for those funds. He itemized the rest of today's SFC agenda.

B. Administrative workshops on unit promotion and tenure procedures and other subjects. Professor Berscheid had attended the Minneapolis campus workshop and termed it excellent. Professor Morrison represented the Tenure Committee and Professor Roger Park the Judicial Committee.

She urged that the FCC request that the administration make such a workshop an annual event which would always include the chairs of both those committees and would allow more time to address the questions department heads raise. Based upon the questions she heard in the workshop, she also recommended that illustrations of both common and uncommon promotion and tenure case situations and dilemmas and possible ways to handle them be collected and appended to the Procedures.

C. Coordinating Committee on Commitment to Focus. Professor Berscheid reported that General College Dean Jeanne Lupton had presented her proposal for the future of the College. President Keller's response is in his letter to the Regents (of which FCC members received copies in this meeting). She foresees problems stemming from the consequences for control and budgeting which will occur if General College becomes the sole unit with remedial responsibilities. The president stated firmly to the Coordinating Committee that central administration is solidly behind General College's taking on this role.

Professor Stuthman reminded FCC members of the special meeting of the Regents' Committee of the Whole scheduled for the morning of Thursday, November 7. FCC has been asked if it wants to make a presentation, but members are inclined in this instance to attend and monitor but not make a statement.

Professor Stuthman noted that FCC is awaiting a response from President Keller as to whether FCC will have the opportunity for a regular spokesperson in the meetings of the Regents Committees on Educational Planning and Policy and on Finance and Legislation, as well as the Committee on Staff and Student Affairs.

D. Chair. Professor Stuthman.

(1) University Grievance Procedures. Professor Murphy has agreed to shepherd them through the Senate. SCC has sent them to the Senate Committee on Academic Freedom and Responsibility Appeals with a request to report comments and suggestions by the end of winter quarter. The document will need Judicial Committee review as well.

(2) Survey, proposed last spring, on sexual harassment. Professor Berscheid noted that Darwin Hendel had not yet started work on it because funding remains uncertain. She and Professor Murphy commented that the survey is worth doing only if done well.

(3) Guidelines for International Agreements. Central administration sent to the Senate Committee on International Education a copy of the Townley Committee report and SCC has also asked SCIE to study it. Professor Stuthman thinks SCIE will use the report as a basis for recommendations to amend the present Senate policy to make it more workable.

(4) Special Committee on Governance. Composition is expected to include five students and four faculty members. Student members will be Linda Hanson (SSCC), Chair; Andy Seitel (Twin Cities Student Body President);

Jeff Moser (President, Student Senate); Roy St. Laurent (SSCC); and Mike Rodrigues (Student Representative to the Board of Regents and President, UMM Student Body).

Faculty members will include Rod Squires, Chair of the Assembly Committee on Student Affairs, who has accepted Professor Stuthman's invitation to serve. Professor Stuthman asked FCC members to recommend other faculty members to him prior to the November 5 SCC agenda-setting meeting.

(5) Special Committee on Civil Service. In the absence of comments from SCC members, establishment of this committee is proceeding. Letters of charge will be sent within a few days.

4. Addendum. Final clarification of the focus of the November 7 dinner meeting discussion with the Regents: the part the quality of the faculty plays in the quality of the University, and how to attract and retain high quality faculty.

The meeting adjourned at 3:05 p.m.

Respectfully submitted,

Meredith Poppele,
SCC Executive Assistant.



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411 Borlaug Hall
1991 Buford Circle
St. Paul, Minnesota 55108
Telephone (612)376-2479

October 23, 1985

To: Faculty Consultative Committee
From: Deon Stuthman
Subject: October 31 meeting (agenda attached)

1. Please have an early lunch and be ready to begin business promptly at 12:00 noon. (The room is ours from 11:00 on.) The Finance Committee meets at 3:00 so we can't run past that time.
2. You should have in your possession a copy of the Texas Christian University survey on perceived "significant characteristics of an effective chief academic officer" (handed out on October 17 and mailed to members who were absent). PLEASE COMPLETE THE RANKINGS ON BOTH SHEETS AND MAIL THEM BACK TO MEREDITH OR ME SO THAT WE CAN AVERAGE THE RANKINGS IN PREPARATION FOR A BRIEF DISCUSSION ON THE 31st. In addition to returning our collective response to TCU, I would like to submit it to the U of M's search committee for Academic VP and Provost. Any objections?
3. We'll spend 20 to 30 minutes on the 31st shaping the agenda for our November 7 evening with the Regents. It's my feeling that keeping the tone congenial and light at this first meeting is critical to our future relationships. We may want to talk about issues of quality, but strictly regarding faculty yet to be hired. We certainly want to encourage the Regents to talk to us about their aspirations for the University.



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C O P Y

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December 20, 1985

To: V. Rama Murthy, Acting Vice President for Academic
Affairs, and Provost

From: Deon D. Stuthman, Chair, Faculty Consultative Committee

Subject: Workshops on promotion and tenure, etc., for deans,
directors, and department administrators

The Faculty Consultative Committee has heard the highest praise for the administration's October 24 workshops for deans, directors, and department administrators. Both content and tone were all that one could wish for. Several participants have told me how gratified they felt with the image conveyed by faculty committee chairs and administrators sharing the platform.

FCC is particularly concerned with the promotion and tenure aspect. We urge that a session of this sort on promotion and tenure be provided annually to unit administrators, and always include experienced resource people like this year's chairs of the Tenure and Judicial Committees. The excellence of Professors Morrison's and Park's presentations and the volume of questions which followed testify to the wisdom of this program. Their instructive remarks included not only a lucid explanation of the exact steps in the annual review and the P&T process, but also of why they need to be followed. One can hardly overstate the value to the University's faculty and administration for all department administrators to have a firm grasp of the principles and procedures governing promotion and tenure.

In departments where the chair delegates the promotion and tenure chairing authority to another faculty member, that person should of course be invited also. We hope subsequent years' programs can allow even more time for questions since this year they exceeded the scheduled limit and had to be cut off.

V. Rama Murthy
December 20, 1985
page 2

We endorse the proposal to compile a brochure which would supplement the unit P&T guidelines, comprising a set of questions and answers which have actually arisen in any number of specific instances. Ideally, a yearly updating of such a supplement would be provided to the deans, directors, and chairs and heads on the occasion of the workshop.

:mp

c: President Kenneth H. Keller
Associate Vice President Betty Robinett
Patricia Mullen, Director, Office of Equal Opportunity and
Affirmative Action
Professor Fred Morrison, Co-Chair, Senate Tenure Committee
Professor Roger Park, Chair, Senate Judicial Committee
Professor Ellen Berscheid, FCC/SCC

INDIRECT COST RECOVERY FUND

UNIT	1984-85				ALLOCATIONS MADE IN 83-84*			84-85 DISTRIBUTIONS**	
	D&M PRINTED	STUDENT	FACULTY	TOTAL	MATCHING	INTERNAL	FORMULA	MATCHES	FORMULA
	BUDGET	(84 FALL COUNT)	(1983-84)		AGENCY	RESEARCH	ALLOCATIONS	AND	ALLOCATIONS
	CURR DOLLARS	COUNT 84 FYE	84 FTE		GRANTS	SETUPS	7/1/84	SETUPS	7/1/85
IAFHE - ADMINISTRATION	974,224						2,330		2,160
AGRICULTURE	7,981,650	1,195	1,262	220.00	20,000	48,000	33,890	48,000	35,560
FORESTRY	1,617,730	354	149	36.00	10,000		1,860	9,000	1,880
HOME ECONOMICS	3,032,008	1,345	616	75.00			1,850	8,200	2,300
BIOLOGICAL SCIENCES	5,223,036	404	1,256	73.43	12,500	128,900	65,040	161,400	64,740
EDUCATION	10,402,387	2,405	2,293	153.69			31,530		31,450
GENERAL COLLEGE	3,373,049	3,289	2,324	55.19			2,690		2,290
H&H INSTITUTE	486,963		87	9.15					
LAW (inc library)	4,126,653	730	758	31.00			100		430
LIBERAL ARTS	27,833,146	15,951	12,993	466.96	23,000	95,000	31,460	95,500	24,060
MANAGEMENT	5,647,147	1,477	2,492	83.35			1,360		1,040
TECHNOLOGY	23,647,440	5,806	8,669	351.82	503,611	238,061	203,780	1,038,290	206,900
UNIVERSITY COLLEGE	402,997	144	-	-					
VETERINARY MEDICINE	6,078,292	313	489	69.71		31,500	7,110	42,785	7,870
DENTISTRY	7,358,143	480	814	123.52		7,793	17,420	813,700	14,430
MEDICAL SCHOOL	25,957,985	2,015	4,046	561.53		66,000	410,560		404,080
MEDICINE, DULUTH	2,645,976	100	237	40.21			11,250		12,570
NURSING	2,073,390	386	307	50.97		25,000	2,350		1,220
PHARMACY	2,154,179	303	321	42.02		12,000	6,830		6,600
PUBLIC HEALTH	3,007,175	281	482	41.99			111,200		122,330
SPECIAL PROGRAMS	2,191,698	-	-	-		109,907	13,350		12,880
CROOKSTON	4,665,457	1,145	982	56.43					
DULUTH	23,148,915	7,361	5,877	266.92			15,860		15,780
MORRIS	6,820,662	1,665	1,554	84.90					
WASECA	4,272,735	1,120	879	47.23					
CONT EDUC & EXT	23,156,299	-	-	-			3,530		2,900
GRADUATE SCHOOL	1,823,673	-	-	-			6,130	54,500	7,040
LIBRARIES	11,184,871	-	-	-			1,180		970
ACADEMIC AFFAIRS	1,074,854						3,710		3,390
STUDENT AFFAIRS	515,415						13,630		15,130
TOTAL ALLOCATION					569,111	762,161	1,000,000	2,271,375	1,000,000

* -- 83-84 ICR ALLOCATIONS MADE BUT NOT NECESSARILY DISTRIBUTED.

** -- 84-85 DISTRIBUTION OF ICR INCLUDES SOME COMMITMENTS MADE IN 83-84

FILE NAME IS ICR345 IN LOTUS



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University Senate Consultative Committee
411 Borlaug Hall
1991 Buford Circle
St. Paul, Minnesota 55108
Telephone: (612) 376-2479

November 12, 1985

Dean John N. Mangieri
Assistant Dean John W. Arnn, Jr.
School of Education
Texas Christian University
P.O. Box 32925
Fort Worth, Texas 76129

Dear Deans Mangieri and Arnn:

We are glad to participate in your survey and look forward to receiving a copy of the results. The lists are good ones, but there is one curious omission. Nowhere in the CAO qualifications list does accomplishment in research or scholarship appear. Was there by any chance an error in transcribing the second qualification listed such that "research" or "scholarship" was supposed to appear where "scheduling" does appear? Were that the case, we would have ranked that item high instead of low.

Sincerely,

Deon D. Stuthman, Chair,
Faculty Consultative Committee

DDS:mbp

Enc.



TEXAS CHRISTIAN UNIVERSITY

P.O. Box 32925
Fort Worth, Texas 76129

School of Education

October 3, 1985

Dear Colleague:

This is not just another questionnaire to be completed. The request for your response is an attempt to identify what you as a faculty leader perceive to be the significant characteristics of an effective chief academic officer.

The data from our study will be shared with colleagues throughout our country. Thus, your completion of these questionnaires will potentially impact the selection and evaluation of chief academic officers at institutions of higher education. On the enclosed questionnaires, you will notice that neither your name nor the name of your institution has been requested. We are most interested in what you honestly feel, not what you think you "ought to" respond.

We would appreciate your response by November 5, 1985. Please complete the enclosed instruments and return them in the stamped, self-addressed envelope provided.

We thank you in advance for your help on this project.

Sincerely,

John N. Mangieri
Dean

John W. Arnn, Jr.
Assistant Dean

If you desire a copy of the results of this study, please list your name and address below and return it with the questionnaires.

Professor Deon D. Stuthman

Department of Agronomy, University of Minnesota

411 Borlaug Hall

1991 Buford Circle

St. Paul, Minnesota 55108

CHIEF ACADEMIC OFFICER

QUALIFICATION

RANKING

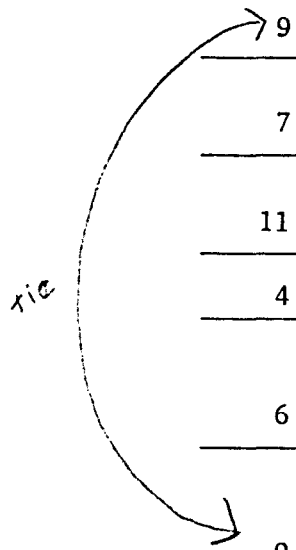
Below you will find ten characteristics identified as being qualifications for the position of chief academic officer at an institution of higher education. Please rank these characteristics 1, 2, 3, 4, etc. through 10 on the space provided. "1" should be the characteristic considered by you to be the most important, "2" should be next in importance, "3" next, and so forth, with "10" being the least important as it relates to the necessary preparation for a chief academic officer's role at an institution of higher education.

<u>RANK ORDER</u>	<u>QUALIFICATION</u>
<u>4</u>	Earned doctorate.
<u>10</u>	Accomplishment in <u>scheduling</u> and teaching.
<u>1</u>	Evidence of successful leadership in administration and management.
<u>3</u>	Ability to work with academic groups and other constituencies as appropriate.
<u>8</u>	Background in faculty development.
<u>6</u>	Experience in undergraduate and and graduate program development and review.
<u>5</u>	Demonstrated ability in written and oral communication.
<u>7</u>	Experience in budgetary procedures.
<u>9</u>	Proven record of securing external funding.
<u>2</u>	Understanding of current issues in higher education.

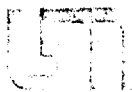
CHIEF ACADEMIC OFFICER
 RESPONSIBILITIES
 RANKING

Below you will find twelve responsibilities frequently associated with the role of a chief academic officer at an institution of higher education. Please rank these responsibilities 1, 2, 3, etc. through 12 on the space provided. "1" should be the responsibility considered by you to be the most important, "2" should be next in importance, and so forth, with "12" being the responsibility of least importance.

<u>RANK ORDER</u>	<u>RESPONSIBILITIES</u>
5	Academic program review.
1	Short and long range academic planning.
12	Adherence to collective bargaining agreements.
2	Policy development.
8	Management of the general academic budget.
3	Coordination and direction of the activities of the academic deans.
9	Promotion of quality teaching in all programs.
7	Overall personnel and staff development.
11	Curriculum development.
4	Interpretations of academic programs to accrediting agencies, external constituencies, and the public.
6	Coordination, supervision, and advancement of research activities of the faculty.
9	Leadership for the promotion, tenure, and merit pay process.



Thank you for responding to our request!



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee
411 Borlaug Hall
1991 Buford Circle
St. Paul, Minnesota 55108
Telephone (612)376-2479

October 28, 1985

To: Barbara Muesing
From: Deon Stuthman *Deon*
Subject: November 7 Regents-FCC dinner meeting

Here's the gist of our message:

The members of the Faculty Consultative Committee look forward with pleasure to the November 7 evening with the Regents, both for the opportunity to become better acquainted, and to talk about our mutual interest in the well-being of the University. We propose that the future of the University be the theme for the after-dinner discussions. The FCC members would like in particular to offer some thoughts and insights on ways to attract and hire, and then support the development of, outstanding new faculty men and women. FCC hopes to hear the Regents speaking of their aspirations for the University.

:mbp

UNIVERSITY OF MINNESOTA
MORRIS CAMPUS
10/24/85

Typed text
for distribution
to senators.

To: Dean Shuthman

From: Don Spring

Subject:

Dean, I'm sending this to you a bit earlier than you had requested so that there will be time for me to revise if I have misinterpreted your intentions. I have tried to focus on the most important elements and, to the best of my knowledge, I have omitted only one: the split of the All-University Senate & the Faculty Senate & hence the split in committees reporting to each. I thought that would be obvious, but perhaps I err.

If it's generally what you want, but you prefer to omit parts or make changes, be assured that I have no ego involvement in it.

Senate Committee Structure Rationale

In January 1979, the report of the Select Committee charged to review the decision-making process at the University (the "Watson Report") called for improved "consultation, coordination, and communication." Over the next two years, the Senate reviewed and revised its Constitution, in particular its committee structure, in response to that clear mandate. Aspects of the committee structure described below were devised to achieve one or more of those ends.

I. The Three-tiered System of Committees

--The system was devised to reflect the obvious fact that Senate business involved both policy-making concerns (e.g., Educational Policy or Faculty Affairs) and either the overseeing and implementing of regulations and procedures (e.g., Animal Care) or advising Administrative offices (e.g. All-University Honors).

--Within the policy-making group of committees, a distinction was made between those to which the Senate had delegated responsibilities in broad areas of concern ("Senate" committees--e.g., Educational Policy) and those concerned with separate segments within those broad areas ("Standing" committees--e.g., Library, a specific aspect of educational policy).

II. The Cluster Principle: SCC, SCEP, and SCFA Clusters

--The Senate's decision to cluster certain committees, e.g., around SCEP, is a frank admission that a large part of Senate business is, or ought to be, Educational Policy, but that one committee cannot handle the full burden. Moreover, one committee cannot contain the full range of interests and expertise needed in such widely divergent areas as Library, Research, Summer Session, International Programs, and Continuing Education and Community Programs.

--Similarly, each of the committees in the SCC cluster--Business and Rules, Finance, Physical Plant and Space Allocation, Planning, and Committee on Committees--is essential to SCC in running the Senate, in steering its committees, and in fulfilling its consulting responsibilities, particularly those concerned with budget and biennial requests.

--To re-inforce the goals of coordination and communication within clusters, a revised reporting system was devised: "Senate" committees report directly to the Senate; "Standing" committees report to the Senate through the Senate committee under which they are clustered; "Operations" committees (those concerned with implementing regulations or advising Administrative offices) report to the SCC.

III. Consultation, Coordination, and Communication between Senate Committees and the Administration

--Consulting relationships were regularized in the new Constitution between SCC and the President; between the Finance Committee and the Budget Executive; and between the Planning Committee and the Vice-President for Planning (at present with the Senior Assistant to the President).

--In addition, the Senate is empowered to appoint to ex officio membership other administrative individuals and has done so for at least twelve different committees.

IV. Special Committees

--Finally, to avoid the communication gap that occurs when Administrative task forces are created in areas that impinge upon Senate business, the Senate recommended that joint Administrative-Senate committees be established under the aegis of "Special Committees" (Constitution Article IV, 5).