



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee
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Telephone (612)376-2479

SENATE CONSULTATIVE COMMITTEE MEETING
AND
DISCUSSION WITH THE PRESIDENT

October 3, 1985
12:15 - 3:00
Regents' Room, Morrill Hall

AGENDA

- 12:15 1. Reports:
- A. Student Chair (Mr. Pratt)
 - Governance structure issue (see letter sent separately);
 - B. Chair (Professor Stuthman)
 - Nov. 18 equal opportunity and affirmative action workshop;
 - Preparing to make recommendation to Senate & Assembly re Civil Service experiment;
 - C. Senate Finance Committee (Professor Merwin);
 - D. Regents' meetings (Professors Hamilton, Merwin, Stuthman, others);
 - E. Pre-Accreditation Site Visit Self-Study Committee (Professor Rubenstein).
- 12:45 2. Senate Library Committee's concerns and agenda:
- Guest: Professor Brian Job, SLC Chair. (Enclosures: Sept. 12 memorandum outlining SLC's agenda for the year, and - to SSCC - excerpt from Sept. 5 FCC minutes);
- 1:45 3. Discussion with President Keller:
- A. Search Committee for Academic Vice President and Provost;
 - B. Establishing a University child care task force (Enclosure: July 29 letter to President Keller from representatives of ad hoc committee);
 - C. Commitment to Focus; SCC's role in monitoring progress;
 - D. Orientation of new Senate/Assembly members.

*Additional enclosure: Excerpt from Senate bylaws describing the Consultative Committee.



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MINUTES

SENATE CONSULTATIVE COMMITTEE MEETING
AND
DISCUSSION WITH THE PRESIDENT

October 3, 1985
12:00 - 2:45
Regents' Room, Morrill Hall

Members present: Ellen Berscheid, Jeff Capouch, Patricia Gearrick, Sue Gruenes, David Hamilton, Linda Hanson, Ron Kubik, Joseph Latterell, Cleon Melsa, Jack Merwin, Paul Murphy, Tim Pratt, Irwin Rubenstein, Roy St. Laurent, Frank Sorauf, Deon Stuthman (Chair), Bruce Williams.

Guests: President Kenneth Keller, William Hanson, Brian Job, Sue Klemond (Daily), Acting Vice President V. Rama Murthy, Marsha Riebe, Maureen Smith.

Agenda rearrangement. The chair reported that the agenda sequence would be reversed since President Keller would have to leave shortly before 1:00.

Introductions. This being the first meeting of the 1985-86 Senate Consultative Committee, the chair invited members to introduce themselves. Later in the meeting, Professor Stuthman called attention to the inclusion in this meeting's mailing of the committee's charge.

Professor Stuthman called members' attention to the file of documents and correspondence which circulates at each meeting. Members may sign to request a copy of an item in that file.

DISCUSSION WITH PRESIDENT KELLER

President Keller joined the meeting at 12:10.

1. Search Committee for the position of Vice President for Academic Affairs and Provost.

The president reported that the committee is nearly but not quite fully formed. He said he had accepted the name of a graduate student submitted by the SSCC and was working within the faculty names the FCC had submitted.

1. Child Care Committee.

The president reported that the ad hoc task force had organized itself but had been somewhat stimulated by Vice President Frank Wilderson, to whom

people had brought requests regarding child care needs. (SCC members had copies of the ad hoc committee's July 29 letter to President Keller requesting him to appoint a special committee to address Twin Cities Campus child care questions.)

He told SCC that the University Child Care Center receives a subsidy of slightly under \$100,000 per year from the O&M budget and about \$20,000 per year from student fees. The subsidy helps to support a sliding scale in fees. However, some student representatives and some members of the Board of Regents have argued against the use of generalized student fees to underwrite the center. The funding from central administration is considered support for the laboratory aspect of the school, hence justified educationally.

President Keller stressed two issues regarding any possible expansion of University child care: (1) adequacy of the care once it is provided (e.g., licensing requirements including space needs; whether the University should train the workers); and (2) costs and how to cover them. If further University subsidization were needed, from what budget should funds be shifted?

The president told SCC he thinks there is a shortage of child care; the University faces choices involving finances.

A process. President Keller said that rather than establishing a task force on his own and circumventing the governance structure which would have to be consulted eventually, he preferred to ask the Consultative Committee either to assign the task to a standing committee or to create a special committee on child care.

The committee so assigned should be charged to look at the two issues of financing and standards and make a recommendation by the end of the year, the president recommended.

Because there seems no single Senate committee exclusively appropriate for this task, he favors constitution of a special committee that would include both advocates and people who have the responsibility for balancing the needs of the University.

He mentioned that the community colleges subsidize child care at the rate of \$.75 per hour per child out of their regular budgets.

He asked if the Consultative Committee wished to appoint this special committee itself or appoint it jointly with central administration. The Consultative Committee agreed to take the appointing responsibility upon itself. (n.b. See also page 9.)

3. Commitment to Focus: the SCC's role in monitoring progress.

President Keller observed that because the new special committees to monitor CTF progress include Senate committee representatives, SCC could keep informed by hearing occasional reports from members of those special committees. Professor Stuthman noted that the SCC is represented with at least one member on each of the special committees.

Possible additional committee. President Keller reported that when the Board of Regents in September discussed the special committees a question was raised as to whether there should be a group looking specifically at the effect

of the proposals on the minority community. The president reiterated to SCC his position that the University through CTF should improve its offerings to all students including all minority students.

With Commitment to Focus adopted, and the University now looking at the appropriateness of specific recommendations within it, President Keller told SCC, it would be appropriate to constitute a special parallel committee to make recommendations on how the University can improve its attraction and retention rate among minority students. The composition should include members both from inside and outside the University. It would serve a positive purpose by submitting a set of recommendations that could be judged on their own.

He reported that he had asked flo wiger to join the Coordinating Committee, where her particular sensitivity to the issues of the University's commitment to minority students and programs will help the committee ensure that each task force in making its recommendations keeps that in mind.

In response to a question, he reiterated the fact that 95% of minority students who receive University degrees receive them from units other than General College.

The University is assisting high ability minority students to qualify for admission to the Institute of Technology. President Keller referred to a special mathematics and reading skills improvement program conducted in summer 1985 by IT and the School of Management for thirty-nine students who had completed tenth grade. In pre-testing on a test which mimics the PSAT math test, none scored high enough to qualify for admission to IT; in post-testing, one-third qualified to enter.

The president spoke of wanting the University to address directly the question of getting success at the University through increasing retention, attracting more of the highest ability minority students, and identifying early and assisting high potential students.

Professor Sorauf recommended that the principle of including advocates and those with a broad view, as the preident recommends for child care, hold too in a committee such as this. President Keller commented that it is important to have both balance and credibility on the task force. Professor Sorauf said that a report naming the University as the source of the problem would not be productive. Certain earlier task forces did this, he said, after shying away from the hard questions surrounding their issue.

Professor Berscheid inquired whether task forces give cost estimates when reporting their recommendations. When the president replied that if they are to be useful they must do so, she voiced her hope that to do so be in their charge.

4. University Senate.

A. Orientation for new senators. Professor Stuthman reported that President Keller had agreed to make a brief statement to the Senate at its first meeting, November 14, regarding his expectations of the University Senate. The president added that he would speak on what he thinks the Senate is about, including his thoughts on the respective roles of Senate committees and the Senate.

B. Options for the president's participation in Senate business.

Professor Stuthman reported the president's continued interest in being able, on occasion, to take an active role in a Senate meeting. Professor Stuthman said he would discuss with Senate parliamentarian Josef Altholz how to arrange that. President Keller described the question as how to engage the president with the faculty and students in the work of the Senate, and yet not go too far. Professor Stuthman mentioned that if the SCC wished, it could invite the chair of Business and Rules and Professor Altholz to join it for a discussion on these questions.

President Keller concluded his time with the Consultative Committee by welcoming all members to the new year. He said he looked forward to working together with the committee and that he found this joint work always constructive because he and the committee share the same concerns. President Keller left the meeting at 12:50.

SENATE CONSULTATIVE COMMITTEE MEETING

Professors William Hanson and Brian Job and Vice President V. Rama Murthy joined the meeting at this point.

5. Senate Library Committee. Guest: Brian Job, Chair.

Professor Job explained that since the Library Committee had not yet met this fall his remarks would reflect his personal observations and intentions.

The libraries, he told SCC, are at a critical stage from which they can move forward or can suffer. He enunciated a number of issues with which the Library Committee will concern itself, most of which had been outlined in a September 12 memorandum to Deon Stuthman of which SCC members had copies.

- Space: Anticipate significant problems starting within two years; University needs immediate planning.
- Personnel: SLC does not have the right or prerogative to make personnel evaluations or decisions, and its excursions into personnel questions have not been very positive; but it has the responsibility to see that services are delivered, and personnel have to be held to their responsibility. The senior level of library administration has turned over almost completely within just a few years; several libraries have new or acting directors. The position of Director of the Social Sciences and Humanities Library was filled in an acting capacity last year, a circumstance that will continue for most of this year as well. He described the libraries as being at a juncture where one will find out in a relatively short time whether there is an effective administration in place.

Professor Stuthman invited Vice President Murthy to add any new information he wished. Dr. Murthy reported that:

- The search for the Humanities and Social Sciences Director is underway;

- He is spending a lot of time meeting with Eldred Smith, the Library Council, and other library personnel;
- The Management Committee this summer allocated \$150,000 for five positions to improve service;
- The University is seeking \$500,000 from the legislature for library automation;
- The Libraries lost ^{about} 40 employee positions over the last 8 to 10 years and he hopes for the budgeting to regain about 30 of those, if legislature makes the above appropriation;
- Two major reviews of the library situation have been conducted over the last five years; both unearthed many problems, including the library constitution and governance process.

He inquired whether the Library Committee concerned itself with that governance at all. Professor Job responded that neither the Library Committee nor the library staff seemed eager for SLC to do that, and that if the governance structure was to change central administration would have to take some direct action initiative.

Library Advisory Committees. Professor Job announced that he would move aggressively this year to have the SLC constitute an advisory committee for the Humanities and Social Sciences Library and one for the Science and Technology Library, each comprised of faculty users. SLC may well work with the University Librarian to name the membership, he said, and he reported Mr. Smith has said he would like the Library Committee to name the chairs.

He told SCC that library administration in the absence of consultation mechanisms has taken some decisions which have excited the faculty. In those libraries which have had informal consultation mechanisms there is not the history of complaints that have come regarding Walter and Wilson Libraries.

Evaluation. The report is available from last year's external evaluation of the Government Documents section. Now the point is to see that the recommendations go into effect.

Reference service provision matters include:

- The need to provide humanities references on both East and West banks;
- The extent to which telephone reference service should be provided.

Mr. St. Laurent listed some student views on the libraries:

- The general quality of service is worrisome;
- Study space is needed including carrels and a 24-hour study room;
- Convenience of locations matters and there is dissatisfaction with the move of the specialty IT libraries into Walter;
- Organization of libraries: there is difficulty just finding things, especially in Walter Library.

Professor Job agreed that student study space is important, but called it something the Library Committee can do a limited amount about. He suggested that students direct their concerns to central administration, because as library space is given up (such as departmental and collegiate IT libraries) control of those spaces reverts to central administration or to the dean. He commented that space to store books is a related question.

Professor Job called quality of service a critical issue, especially as the University moves to automation. The libraries need to make users aware of the transition to the microfiche system.

Professor Sorauf said it appears the University confronts a series of awkward steps in planning the future of the libraries. Long-range planning has not effectively faced the problem of the filling up of stack and storage space and student study space; yet finally, in at least some instances, planning and decision-making seem to have taken place with great rapidity. He inquired whether the Library Committee had been able to have a role in planning.

Professor Job replied that the Senate Library Committee had become absorbed by issues that were not all-University and said he was trying to correct that. He called attention to the fact that the decision on the IT libraries was made with internal consultation but without much attention to the implications of that change for other collections, including the Wilson space problem and the hopes for an East Bank Humanities Library. He said there should exist documents anticipating needs over a five to ten year period, and that while perhaps central administration has such documents, the Library Committee has not seen any.

Vice President Murthy said there are some documents spelling out the potential problems and needed actions. He said he would be willing to share any units' planning documents with committees.

Mr. Pratt inquired whether there was any count of the number of books which became lost or damaged in the move of IT libraries into Walter. Dr. Murthy had no information on that question.

Professor Rubenstein indicated that while he appreciated the trade-off of convenience for the benefits of centralization, users had had round-the-clock access to their own libraries. He hoped central administration would be able to provide unlimited access hours in the centralized libraries. Dr. Murthy said the administration's goal is to have 24-hour, 7-day a week library access.

Professor Sorauf noted that the Senate Library Committee is one of a small number of Senate committees that find themselves in a direct relationship with the activities of a unit. If SLC is to work in an appropriate role and avoid a meddling role, the administration of the libraries must involve SLC in planning and policy decisions. Professor Job commented that there is some indication the University Librarian may be more forthcoming; for example, he will share with SLC his presentation to central administration regarding Cycle III Planning.

User cost issues cited by Professor Job:

- Once we move to an automated library, individual faculty members will be able to access the catalog on an on-line basis. The assumption is

that this will be without charge. But document delivery between libraries or to a faculty office would be expensive. At the end of Winter Quarter the University Librarian will bring SLC a plan to deal with the cost implications.

- Faculty and students will be able to do an on-line search of data bases (such as to obtain printouts of bibliographical listings). There is an argument for making this more widely available with the charge of some start-up cost but little or no additional cost.

Vice President Murthy told the meeting that central administration and the president have a strong commitment to get a first rate automation system here as soon as possible. It will probably take two years, he said.

Professor Stuthman told Professor Job that he has the Consultative Committee's support in his efforts, and asked that the two committees keep in touch.

6. Reports.

A. Student Senate Consultative Committee: GOVERNANCE.

Mr. Pratt referred to the letter he and Mr. St. Laurent had sent SCC members requesting an outside review of the University's governance system based upon the same suggestion which had been discussed May 30 by last year's SCC, and a questionnaire survey on the workings of governance at other institutions. The SSCC chair and vice chair wrote in order to prompt action because after numerous governance discussions in SCC during 1984-85, no one had been made responsible for following through. While recognizing that Commitment to Focus is the most important matter to attend to this year, Mr. Pratt said he thought it better to still proceed slowly, steadily and carefully on a study of governance, and complete it, than to set it aside. He favors outside reviewers because some of the ideas they would bring would be worth keeping or worth looking at further. Mr. St. Laurent said SCC should seek to discover how other institutions get their systems to work well for them.

Professor Sorauf supported getting an outside review. If one chose the people carefully, he said, the roughly \$8,000 to \$10,000 cost would be money well spent. He was skeptical though, of the proposal to send questionnaires to various institutions inquiring how and why or why not their systems work for them, saying we would learn more from long distance calls to people at other institutions.

Professor Rubenstein pointed out that an external review is normally preceded by an internal self-study which produces a report for the visiting committee's use.

Professor Merwin suggested it might be more profitable to bring in an individual who has studied governance structures across institutions.

Professor Latterell noted that SCC had come to realize last year that not all this University's governance limitations have structural causes. SCC decided to try some innovations, such as this fall's leadership retreat. He argued that it would be a better use of energy to look with more urgency

at getting the most out of our system than to study the system.

Professor Berscheid inquired whether there had been any survey of the University's faculty to determine their degree of satisfaction with the governance system. Ms. Hanson inquired whether such a survey could be included in the faculty interest survey mailing which Committee on Committees will conduct this fall.

Mr. St. Laurent said he agreed SCC should be looking first at working best within our existing structure. Professor Stuthman suggested that in SSCC's and FCC's somewhat more independent modes of operation this year there is the opportunity for one or another to take on a governance project. But Professor Sorauf said any invitation to outside reviewers would have to come from the SCC as a whole. Mr. St. Laurent described the effect of the separate FCC and SSCC subcommittees tried last year as inconclusive and urged a joint effort now.

Professor Merwin supported the recommendation that we study ourselves first and determine what questions we want to ask. Professor Murphy added that we would need to get the visitors from institutions with good governance systems. He suggested the review team could include a good student leader.

MOTION. Professor Rubenstein moved that in the fall of 1986 there be a visitation to this campus of judicially chosen individuals to consult with the SCC about this University's governance system. In preparation for that visit an SCC committee will conduct a self-study to prepare a report for the visitors and a set of questions for them to address.

Professor Sorauf seconded the motion.

Discussion. Professors Rubenstein and Stuthman recommended that the SCC's agenda-setting committee (Pratt, St. Laurent, Rubenstein, Stuthman) take responsibility for naming that internal committee.

Professor Merwin supported Ms. Hanson's earlier suggestion for combining the survey of faculty attitude toward the governance system with the faculty interest survey, if at all possible. Professor Stuthman agreed to check on the status of that mailing.

VOTE. The motion was carried without dissent.

B. SCC Chair. (Professor Stuthman).

(1) On November 18 Patricia Mullen will lead a workshop on equal employment opportunity and affirmative action. He believes she intends to invite the full SCC, in part because of the Committee's desire, articulated last spring in a letter to President Keller commenting on the EEO-AA candidates the Committee had interviewed, to see this University making a more pro-active effort in the area.

(2) Civil Service representation. The Consultative Committee needs to be prepared to make a recommendation to the Senate and Assembly this year regarding Civil Service participation on committees of the Senate and Assembly

(in addition to those five on which Civil Service already has full voting membership). Professor Stuthman proposed to constitute a committee with representatives from

- Committee on Committees,
- Business and Rules Committee
- The Civil Service Advisory Committee
- Consultative Committee (possibly)
- One to two at-large (possibly).

Perhaps the charge to the committee should be expanded to include P/A issues, he added. SCC members voiced no objection to the kind of composition proposed; Professor Stuthman will contact the chairs of these groups to request names and seek to finalize this group on November 14.

(3) Child Care. (See pages 1-2.) Professor Stuthman stated that he thought the administrative-governance joint mode approach would serve well here also. He recommended drawing members from the following groups:

- Consultative
- Civil Service
- Educational Policy
- Faculty Affairs
- Finance
- Student Affairs
- Social Concerns
- faculty at large
- student body at large.

He inquired as to whether Vice President Murthy saw a particular need to add a member of the administration to this committee, and Dr. Murthy replied that he did not.

Professor Rubenstein recommended including a faculty member from the Institute for Child Development; Mr. Kubik asked that the undergraduate student member appointed be a non-traditional student, that is, an older returnee; and Professors Hamilton and Rubenstein suggested perhaps including also a pediatrician. There was a general indication SCC members thought the committee should consist of nine members.

Professor Stuthman asked the Student SCC to give particular attention to the student contingent of this special committee.

Professor Berscheid urged that the committee be alerted at the outset to the need to call in outside experts regarding state laws so they can learn all the pertinent laws and licensing requirements and calculate the cost of compliance.

In response to Professor Stuthman's question on whether the letter of charge should come from SCC alone or SCC jointly with the president, the Committee asked that it be a joint letter with President Keller.

C. Senate Finance Committee. (Professor Merwin). SFC would hold its first meeting of the year at 3:00 on this same date. SCC members are always welcome to attend. The request was made that the Finance Committee's agenda be sent in advance to SCC members.

D. Regents' meetings.

(1) Finance and Legislative Coordinating Committee. Professor Merwin. The Committee had for information the University's tentative prioritized list of items to include in a request which Governor Perpich might recommend to the 1986 legislature; the Governor had requested the University to submit such a list (limited to science and technology items). A few are new but most are items included in the 1985 request but not funded.

(2) Educational Planning and Policy Committee. Professor Hamilton. The Regents received information on M.D.-Ph.D. programs and acted affirmatively on the administrative move of the College of Veterinary Medicine to the Health Sciences with certain relationships to the Institute of Agriculture, Forestry, and Home Economics.

(3) Staff and Student Affairs. Professor Stuthman. The Regents approved the Civil Service pay plan permitting the option at the college level as to across-the-board or part merit and part across-the-board increase determinations. He noted to SCC that the three-year experiment to base faculty increase allocations on merit will conclude sometime next year.

(4) Physical Plant and Operations. Professor Stuthman. Information on land purchase indicates the transitway proposal continues to inch forward.

Vice President Murthy reported that a formalized and generalized leave policy for professional development for P&A employees will be presented to the units.

E. Pre-Accreditation site visit self-study committee. (Professor Rubenstein). Professor Rubenstein distributed copies of a brief document prepared by Darwin Hendel, who is performing all the technical work for the committee. It identifies the review team members and outlines the schedule of the review process.

Professor Rubenstein explained that he would like to bring to the SCC at an upcoming meeting the preliminary report which will have had one prior review. The SCC should then decide what other University groups should review that report, whose intended audience includes the review team, the University community, and others beyond the University. We hope this will be a very profitable review, he said, and that the document that comes out of it will be useful to interested people such as legislators. He told SCC that the high quality accreditation team had been chosen with the three planning focuses of this review in mind--faculty research, graduate education, and planning.

Meredith Poppele,
Recorder



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September 12, 1985

TO: Deon Stuthman, Chair
Senate Consultative Committee

FROM: Brian Job, Chair *B.J.*
Senate Library Committee

RE: Issues of Concern to the Senate Library Committee, 1985-86

A review of the the minutes of last year's meetings of the Senate Library Committee (SLC) and a series of conversations with Eldred Smith and members of the SLC suggest that the following will be on our agenda during the coming year. (No particular priority is suggested by this ordering.)

1. More effective and efficient organization of SLC-faculty-library communication and consultation. This will probably be done through the activation of library advisory committees for the Science and Technology Library and the Humanities and Social Science Library.
2. Space and physical planning. There are a number of aspects to this issue. Among the most important are
 - the projected exhaustion of space in Wilson Library in 1 1/2 to 2 years, and
 - the growing concern over the provision of study space within libraries
3. Automation. The automation plans for the library appear to be proceeding, albeit a bit behind schedule. The SLC will continue to note the rate of progress towards completion this major project. A number of policy matters will arise with the availability of on-line catalogue access, especially questions of provision of funds for faculty and student use of bibliographic search procedures.
4. Provision of Services. While it is hoped that a good deal of the service provision issues related to individual libraries will be handled by library advisory committees, there will remain a fair number of more general issues. Of special importance will be document delivery service and reference service.

5. Government Publications. The outside consultants' report on Government Publications is now in hand. Its content and the library administrations strategies for responding to this report will be discussed in the SLC.
6. Budget. The SLC will be appraised of the health of the budget for the current year. The SLC may attempt to generate attention to the budget requests for the library for future years.
7. Collection Development. This remains a concern but has proven very difficult to address in a meaningful or useful manner in the SLC.
8. Library Administration: While the SLC perceives no role in determining these personnel, it will follow the progress in filling such positions, e.g. Director of Humanities and Social Sciences. Significant turnover and shuffling within the upper levels of library administration has been a concern in so far as it affects capacities for longer range policy making and planning.
9. Student Salaries. The SLC has been mandated by last year's committee to look at the matter of student salaries, especially in outstate libraries. This is a difficult issue; little beyond an examination of the problem is likely.
10. University Archives. The University Librarian working with a committee of Deans was to have developed a set of general administrative policies concerning archival units. Progress, or lack thereof, in this matter will be noted.

- note again that this list is tentative and has not been arrived at through consultation with SLC members or the University Librarian



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September 24, 1985

Fellow SCC Members,

This last year, we were made painfully aware that many faculty are dissatisfied with the current system of governance at the University. Professors Turner and Swan were reacting to what they saw as an erosion of the faculty's influence on decision making at the University. Unfortunately this reaction came in the form of a simplistic, extreme solution. However, they had their supporters, and as such their opinions may be the weather vane for those among the faculty who feel strongly that some changes in the University governance structure are necessary.

While the Consultative Committee did look into this issue last year, its approach lacked direction. It is difficult to fix a thing as complicated as the University governance system when you do not know which part is broken.

We urge this committee to work together to set the wheels in motion to move in a methodical and systematic way toward an identification of the problem(s) with the University governance (in detail), and possible solutions.

Extracting from the minutes of 30 May 1985 (enclosed), we suggest that SCC take a two-fold course of action:

First, we should bring in a group of professors from outside our system with governance expertise or background to study our governance structure. While we might benefit from experienced academicians from other halls of higher learning, we should also take advantage of our own recently arrived faculty who have experience in other institutional governance structures. It would seem appropriate that they submit a report to be reviewed by a subcommittee of SCC.

Second, we would recommend that Consultative, or an appointed subcommittee, send a questionnaire to various institutions to find out how, and why (or why not) their system works. Some possibilities for appropriate institutions might be the California, Texas and New York systems, the Wisconsin system and other Big Ten schools. Of course, a meaningful questionnaire must be preceded by a thorough discussion of what we would hope to learn from it.

When all the data is collected from the reviewers and questionnaires, the delegated subcommittee of Consultative should have an adequate basis on which to make recommendations for further changes in our governance structure -- if they deem any are necessary. It would be advisable to review the effect of any

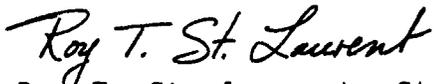
changes in our governance system before making changes that could last a long time, thus a sunset clause on any proposed changes would seem appropriate.

We hope that this document will stimulate the discussion at our first meeting on October 3. While this outline certainly provides no answer to the problem(s) that is/are perceived to exist by some in our governance system, at least it will set us on the way to discovering exactly what that problem might be, and how to cope with it.

Respectfully,



Tim Pratt, Student Chair
Senate Consultative Committee



Roy T. St. Laurent, Student Vice Chair
Senate Consultative Committee

From the minutes of the SCC meeting May 30, 1985:

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Mr. Melby reported that the Student Senate Consultative Committee (SSCC) wants action over the summer. He repeated the suggestion made in the SSCC's May 16 oral report that a group of University people not participating in the governance system study it and make recommendations to SCC. He alleged that SCC hasn't defined the problem and that, consequently, proposing solutions is premature.

Professor Stutman noted that the SCC was awaiting the SSCC subcommittee's written report, and said the suggestions are more likely to get attention if they become part of the written record. He inquired what incentives members of such an outside review committee would have to invest their time reviewing a system they've chosen not to participate in.

Mr. Melby called the SCC's big chance to affect decisions at the University a big deal and asserted the SCC should do something, not go through another year taking up the matter when there's a spot on the agenda.

Professor Sorauf commented that SCC is not going to get a fresh look from the non-participating faculty. We have found all the interested ones and put them to work and we cannot use the ones who have refused to participate or are not wanted. He proposed SCC bring in people from other schools to look at our governance workings. The cost might be roughly \$2500 to \$3000.

Professor Clark recommended that any outside reviewers spend time also with current and past committee chairs. Outsiders' experience, she noted, is likely to be very institution-bound. Their observations and descriptions of other structures would stimulate our discussion and expand our sense of possibilities, but visitors would not redesign our system.

Professor Merwin remarked a connection might be made between such a visit and the fall retreat planned for committee chairs.

Professor Stuthman suggested SCC send a questionnaire to a number of institutions, then perhaps select its reviewers for their diversity.

Ms. Emanuelson noted that the University has internal resources as well in faculty who have recently come here from teaching at other institutions. Professors Stuthman and Merwin voiced their support for learning from members of this group who were involved at their former campuses.

There was a consensus to send a structured questionnaire to other institutions and choose from the responses some reviewers.

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1986 NORTH CENTRAL ASSOCIATION ACCREDITATION REVIEW TEAM

Confirmed

Dr. Francis H. Heller (Chair of Review Team)
Roy A. Roberts, Professor of Law and Political Science
School of Law } *Chair*
University of Kansas
Lawrence, Kansas 66045

Heller received his Ph.D. in Political Science from the University of Virginia. He has been Associate Dean of Liberal Arts and Sciences, and Vice Chancellor for Academic Affairs at the University of Kansas. He is an experienced member of NCA Review Teams.

Dr. Linda S. Wilson
Associate Vice Chancellor for Research
University of Illinois
107 Cable Hall
801 South Wright
Champaign, Illinois 61820

Wilson's Ph.D. in Chemistry is from the University of Wisconsin. She has been an Associate Dean of the Graduate School at the University of Illinois and Associate Vice Chancellor for Research at Washington University.

Dr. Jeanne E. Gullahorn
Associate Dean of the Graduate School
Michigan State University
246 Administration Building
East Lansing, Michigan 48824

Gullahorn's Ph.D. from Michigan State University is in Psychology. She is an experienced member of NCA Review Teams. She has had significant experiences in planning and research administration.

Dr. Edward H. Jennings
President
The Ohio State University
205 Bricker Hall
190 North Oval Mall
Columbus, Ohio 43210

Jenning's Ph.D. from the University of Michigan is in Finance. He has been President of the University of Wyoming and Vice President at the University of Iowa. He has been a department head and has had significant experience in institutional research.

Dr. Martin Runkle
Director
University of Chicago
1100 East 57th Street
Chicago, Illinois 60637

Runkle's areas of expertise are library administration and library automation.

Dr. Judith S. Liebman
Professor of Operations Research
University of Illinois
1206 North Green Street
Urbana, Illinois 61801

Liebman received her Ph.D. from The Johns Hopkins University; has a strong publications record, has been a department head, and has expertise in computing facilities.

David
Dr. Cronon
Dean *Letters*
College of ~~Arts~~ and Sciences
University of Wisconsin

Two Unconfirmed Members

NCA is seeking two additional members, one of whom may come from the University of California, Davis. The second member may be Dr. George Christensen Vice President for Academic Affairs at Iowa State. He was the Dean of the College of Veterinary Medicine (1963-65) at Iowa State, a department head for five years at Purdue, and received his Ph.D. in Higher Education from Cornell University.

SCHEDULE OF ACTIVITIES

1986 NORTH CENTRAL ASSOCIATION ACCREDITATION REVIEW

Date

	Letter sent to President Magrath initiating the Accreditation Review
August 27, 1984	Materials distributed to the Senate Consultative Committee describing NCA Accreditation Review and including a tentative timetable
November 12, 1984	Acting President Keller appoints members of the Advisory Committee
November 16, 1984	Initial meeting of the NCA Accreditation Review Advisory Committee
November 16, 1984	Letter received from NCA approving emphasis on research, graduate education, and planning in self-study process
May 2, 1985	NCA proposed list of members of the Review Team
May 21, 1985	Establishment of membership of NCA Advisory Subcommittee to review report drafts
May 28, 1985	Preliminary visit to the Twin Cities campus by Steven Crow, Assistant Director of NCA
October 15 - November 1, 1985	Drafts of sections of Self-Study are submitted to subcommittees of NCA Advisory Committee for review and revision
December 1, 1985	Revised draft of full report is submitted to NCA Advisory Committee for review and discussion
December 1985	Preliminary discussion of Self-Study by Senate Consultative Committee
January - February, 1985	Formal review of Self-Study by administration and relevant committees
March 1, 1986	Final report submitted for duplication
March 15, 1986	Deadline by which the University sends each member of the team a copy of the Self-Study Report
April 14-16, 1985	Site visit to the Twin Cities campus by nine-member Review Team