



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee
614 Social Sciences
267 19th Avenue South
Minneapolis, MN 55455
Telephone (612) 373-3226

SENATE CONSULTATIVE COMMITTEE MEETING
AND
DISCUSSION WITH THE PRESIDENT

May 31, 1984
12:45 - 2:45

Regents Room, Morrill Hall

AGENDA

- 12:45 1. Minutes of May 17 (to be sent separately).
2. Report of the Student Co-Chair.
3. Report of the Chair.
4. Report of the Finance Committee.
- 1:15 5. Physical Plant and Space Allocation Committee (SCC members see enclosure). A representative from that committee will join us for the discussion.
- 2:15 6. Task Force Report on Graduate Education and Research: SCC discussion with the President.



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MINUTES

SENATE CONSULTATIVE COMMITTEE MEETING AND
DISCUSSION WITH THE PRESIDENT

May 31, 1984
Regents Room, Morrill Hall
1:00 - 3:10

Members present: Charles Farrell, Van Hayden, John Howe (Chairperson), Julie Iverson, Marvin Mattson, Lisa McDonell, Jack Merwin, Irwin Rubenstein, Deon Stuthman, Paul Schulte, Scott Singer, W. Donald Spring, W. B. Sundquist, John Turner, Colleen Traxler.

Guests: Members-elect Shirley Clark, Eric Ahlgren, Cathy Birk, Doug Melby, Mike Olmstead, Dave Shope; Jacqueline Jodl, Mary Jane Plunkett; Professor Robert Sloan; at 2:20, President Magrath, Vice President Keller, Dean Robert Holt.

1. The minutes of May 17 were approved as distributed.
2. Report of the Student Co-Chair. Paul Schulte.

Eric Ahlgren has been elected to SCC from the Duluth campus. Dave Shope has been elected MSA Speaker.

SSCC work regarding the Student Senate will be ready for other committees to review in the fall.

SSCC will have its transition meeting following SCC today.

3. Report of the Chair. John Howe.

Professor Cleon Melsa has been elected to SCC from the Crookston campus.

Communications: The year's second issue of "SCC Reports" is out. Professor Howe invites suggestions as to how to improve communications further. Professor Spring voiced the general reaction which has been heard, that the issue does a good job of reporting actions and positions taken by Senate committees.

Today is the last scheduled SCC meeting of the '83-'84 year. However, SCC is invited to join the Finance Committee in its meeting with Vice President Lilly on Tuesday, June 5, 3:30-5:00, in B-12 Morrill Hall.

4. Finance Committee Report. Irwin Rubenstein.

The Committee will meet in late June regarding the 1984-85 budget.

Finance discussed two items with Vice President Keller at the May meeting:

A. The Institutional Planning Statement. SFC generated several suggestions regarding ways to quantify improvement (re the broad goals of achieving excellence). The goal might be to become one of the nation's top ten universities or of the nation's top five public universities. SFC also advocates quantifying goals regarding the student body.

B. Biennial Request. This year, instead of packaging for the legislature the budgets approved from each unit, central administration will request funding for large chunks of operations, generally defined. The University hopes by this means to remove legislative scrutiny of budgetary specifics, Professor Spring noted. Central administration will not make this request in terms of the collegiate plans.

Professor Rubenstein acknowledged that, other than requests for specials, this represents a major change in terms of the information that normally has gone to the relevant committees of the legislature. One of the benefits central administration hopes to achieve is leaving room in the eventual appropriation to incorporate requests which come from task force reports.

Professor Howe speculated that there is a likelihood the faculties and units will feel more distanced in this budgeting process. But Professor Spring said the Finance Committee gathered from the vice presidents that distribution of the appropriation will continue to be on the basis of units' plans and budgets.

5. Senate Committee on Physical Plant and Space Allocation. Guest: Professor Robert Sloan, 1984-85 chairperson of the committee.

Professor Howe noted that the PPSA Committee has grown considerably more active this year and has addressed some of the perennial community questions about plant and space. SCC members had received in advance copies of the set of policies the PPSA Committee has approved for Senate consideration: Policies on Physical Space, Policies on Space Allocation, and Policies on the Maintenance and Remodelling Procedures.

Professor Sloan reported to SCC that PPSA had this year addressed the fundamental questions of what the University's space is, who owns it, and how it should be allotted. The Committee spent much time disussing ways of reclaiming and reallocating unused space, but in the end rejected all the proposals made for budgeting space on the model of budgeting funds (via plans, retrenchment, reallocation). Administering such a process, they saw, would place too great a burden on the departments.

For the University to be able to make a good case to the legislature on space needs, there is need for a periodic inventory. Committee recommends this occur every five years.

The Committee made many recommendations regarding physical plant maintenance and renovation. Associate Vice President Hewitt has told the Committee that many of those are already being carried out this year. The Committee has asked that the Consultative Committee and the PPSA Committee be informed early of major renovation projects.

Professor Sloan listed items so far on the Committee's agenda for next year:

- Physical plant problems: continue committee effort;

- Address lack of student common space around the University, which contributes to the image of the University as a large, unfriendly place; (Note: SCC will request distribution of the Report of the Task Force on the Student Experience to Professor Sloan and the committee members);

- Multiple-use, mid-sized auditoria: the University has poor examples of such lecture halls to seat 100-300 participants. All other institutions do better in providing this size hall. We will look into how the problem has come about, said Professor Sloan, how the University can do it better from now on, and how to make improvements when the University renovates the existing halls. Professor Sloan noted especially the paucity of desk-chairs in these halls for the sinistral population.

- Faculty office space. Physical Plant Planning adheres to the Minnesota Model on size needs. The norm is 1200 square feet, which Professor Sloan declared too small to hold a professor's necessities, especially his/her private library.

- Look into the possibility of the Senate getting some voice in selection of division heads for Physical Plant Planning Departments, and in job evaluation.

Discussion.

Professor Spring said the committee's taking on the specialized responsibility regarding the capital plant represents a real improvement in terms of Senate effort. SCC's and SFC's efforts at consulting on the University's capital request have been weak because we didn't know the buildings well.

In answer to a question, Professor Sloan said the committee has not paid any attention to planning for the new recreational sports building.

Professor Rubenstein asked if there is periodic review of the officers in the Physical Plant department. Professor Sloan said there is not. Professor Stuthman said any who turn out to be guilty of incompetent engineering should be reviewed.

Professor Turner said it is essential to involve faculty in the early stages of major capital projects, for example, in determining what labs should look like. It costs academic budgets precious dollars to modify spaces that were built wrong just a short time before. It was noted that under our current system the user does not get to make the final decision on plans, while the person who makes the decision doesn't have to live with the consequences. Professor Stuthman remarked that it would be very helpful in the monitoring of major renovations if departments would be allowed direct communication with the architect and not, as now required, have to filter their communication through the planning office.

Accounts of ill-done physical plant renovation projects. Professor Sloan this year asked a number of faculty acquaintances at random if they knew of any Physical Plant problems. Every person he asked knew one and submitted a narrative. The office to which Professor Sloan reported the stories investigated them and reported back on each that there was no problem. Hence, he fears there is still an administrative effort to sweep problems under the rug.

The committee is asking that satisfaction reports be routinely solicited and sent to the PPSA which, said Professor Sloan, could check on a random sample of them. The committee is also concerned about the threats of retribution which have been reported.

Professor Rubenstein called accountability the way into the morass of Physical Plant problems, because people want to keep their jobs.

Professor Merwin asked what reaction central administration has made to the committee's proposed policies. Professor Sloan said probably only Vice President Hewitt has seen them yet. He particularly objected to the policy proposal on maintenance and remodelling.

Mr. Singer remarked that it seems someone has not been doing the proper job of management, for this department is allowed to be insulated and protected while long-standing problems persist. Professor Sloan told SCC that no administrative officer has ever been able to get complete enough information on what goes on in the unit.

Professor Howe said we should be, but are not, operating under the assumption that the Physical Plant department operates as a support to the academic mission. Professor Turner recommended the PPSA Committee request a conversation with Vice President Lilly who is concretely aware of the responsibility of his office to undergird the academic mission.

While Professor Sloan regards the proposals as ready for the Senate's consideration, Professor Howe suggested the usefulness of further committee consultation with central administration. Professor Spring recommended giving the policy document to Vice President Lilly this spring and arranging for the Finance Committee and the Physical Plant and Space Allocation Committee, or their chairpersons, to meet with him on it. Professor Stuthman observed that by reaching an agreement with central administration on what must be achieved, we will be able to put more "teeth" into it.

Professor Sloan invited SCC to suggest additional agenda items for the PPSA committee.

6. Ad hoc committee on new Rajender petitions.

Professor Merwin told SCC that the committee would soon be sending its report to its appointing committees, FCC and EEOWC. He alerted members to the fact that the report's recommendations involve Senate committees in administrative responsibilities.

DISCUSSION WITH PRESIDENT MAGRATH, VICE PRESIDENT KELLER, AND
DEAN HOLT

7. Report of the Task Force on the Quality of Graduate Education and Research.

(SCC members had received copies of the report in advance of the meeting.)

President Magrath noted that all of the major planning task forces have now reported. He called this report very important, and said it dovetails with the report on Facilitating the Scholarly Activity of the Faculty, is consistent in some of its details with the report on Higher Education and the Economy of the State, and is in no way inconsistent with the report on the Student Experience.

A substantial number of its recommendations, said the president, have already been implemented, others are pending, and still others require review regarding policy. He will report to the Regents regarding all the recommendations. Vice President Keller, Dean Holt, and the president have jointly gone over the recommendations with great care.

Professor Merwin said he was particularly happy to see two fundamentals articulated in the report: (1) that interaction among units is significant and that one cannot have islands of excellence within a sea of mediocrity, and (2) that the University is not to choose between having either a strong graduate program or a strong undergraduate program, because only with a strong graduate program can you have a strong undergraduate program.

Professor Sundquist cautioned that while we want essentially everything the report recommends, we cannot simultaneously do everything worthwhile. We have to set priorities and agree where to begin.

The president said the priorities have to flow from our continuing planning process. Dean Holt said there are priorities among the recommendations. But, he continued, the Task Force is saying the University must not permit certain units to be service units only and stay second rate in perpetuity.

Professor Stuthman remarked that cooperation with other institutions may save the University from having to offer every program here. Also, he asserted, duplicating central libraries in the units is a luxury we cannot afford. Vice President Keller commented that we can rely on technology to bring library resources to the units.

Dean Holt and the SCC then skimmed through the report's set of recommendations. There were brief comments within the meeting on some of the recommendations.

Recommendations for Insuring a Quality Faculty.

Compensation (#3). The president proposes we aim to make Minnesota salaries first in the Big Ten. Professor Rubenstein reiterated the report's point that the Big Ten is not our appropriate comparison group since Minnesota must compete with the best nationally. However, others pointed out that at least the top two of the Big Ten already rank in the top five public universities nationally and in the top ten of all U.S. universities.

Recruitment (#'s 4,5). The University needs to formalize and publicize something it already practices, which is to make the necessary funds investment to hire proven scholars and to cover start-up costs for new faculty.

Retention and Revitalization (#7). Establishing a program of junior faculty fellowships would require private funding to get started. The University has already submitted a request to a foundation for \$3.5 million; the University, it is proposed, would later take over the funding.

#9, establishing research professorships for tenured faculty, the president told SCC has relatively low priority.

#'s 12, 13. Dean Holt said he thinks we can do a bit of each (Graduate School would sponsor recurring symposia, and the University would support honorary academic work such as editorships, travel in connection with the holding of national society offices, and so on).

Recommendations on Graduate Student Support and Recruitment.

Dean Holt emphasized the importance of stabilizing graduate student tuition and of facing the tremendous problem of graduate student aid in order to succeed in a highly competitive national market.

Professor Rubenstein said there are some excellent specialties at the University which are hard to find and identify because they are scattered about; he gave Physical Biochemistry as an example. (The recommendations do not refer specifically to interdisciplinary programs.) Dean Holt noted for SCC that the directors of graduate studies in interdisciplinary studies are tremendously enthusiastic about the fellowship money provided them this year. A \$10,000 grant made all the difference since they do not have access to department money and TA-ships.

Professor Turner remarked that the outside community is currently more interested than of late in helping the University. It is up to us, he said, to keep the momentum going.

Congressional action regarding support of graduate education could have a significant impact, the administrators told the committee. It will be up to the states and universities to take advantage of whatever Congress approves. As one example, Vice President Keller mentioned, we are probably in a position to establish greater need for work-study funds at the University of Minnesota. Given greater funding, the proportion of work-study funds going to graduate students might increase.

Recommendation #13 regards interaction across fields. This year, Dean Holt reported, the Graduate School organized a colloquium of the 60 doctoral dissertation fellows. Attendance at each presentation has been between 25 and 30.

Recommendations on Program Reviews.

Dean Holt said these recommendations are all being carried out.

All in all, Dean Holt told SCC, some of the recommendations in the report commit the Graduate School, and some commit the University.

8. Accolades for the SCC chairperson.

Professor Turner spoke for the SCC in saying the Committee has been fortunate in having as a leader this year John Howe. He praised Professor Howe for his intelligent approach to and execution of his job. Professor Turner moved the committee extend a note of thanks to Professor Howe for his effort. The motion was approved with a warm round of applause.

The meeting adjourned at 3:10 p.m.

Meredith Poppele,
Recorder

UNIVERSITY OF MINNESOTA

INSTITUTIONAL PLANNING STATEMENT: A 1984 UPDATE

C. PETER MAGRATH

INTRODUCTION

In 1981, after extensive University-wide consultation, an Institutional Planning Statement was issued. The Statement outlined selected priorities that would be pursued over the foreseeable future. The document also recommended a periodic reexamination of those priorities to insure compatibility between institutional plans and resources.

Such a reexamination is undertaken here. As part of the third planning cycle, this review seeks to update, not replace the existing Institutional Planning Statement. The purpose is to clarify further those general directions that the University will take during the next few years.

At the same time, this reexamination is only one piece of a larger planning mosaic. No single document can encompass all of the values we share as a scholarly community; no brief review can articulate all of our aspirations and responsibilities. In the months ahead, this analysis will be supplemented by a review of the University's Mission and Policy Statement and by a Presidential Report on University Task Forces. The former Statement will offer a broader examination of institutional directions; the latter report will articulate strategies for pursuing specific priorities. Together the three documents -- the updated Institutional Planning Statement, the revised Mission and Policy Statement, and the Presidential Report on Task Forces -- are designed to inform and facilitate community-wide discussion on the vital questions of where the University of Minnesota is heading and how it might attain its objectives.

UNIVERSITY CHARACTERISTICS AND GOALS

The University of Minnesota is a unique educational resource, not only within the State but across the nation. Few, if any, other institutions of higher learning share the same collective characteristics of comprehensiveness and size, of accessibility and selectivity, of diversity and quality. We are

land-grant, urban-grant, and sea-grant; we combine teaching, scholarship, and service. We are regionally preeminent and internationally respected. Virtually all of our programs are good, the majority are superior, and many are outstanding. We are, to a large extent, what we seek to be: a responsive as well as a leading national university.

Admittedly, the simultaneous pursuit of quality and responsiveness forces certain tensions. A delicate balance must be struck across and within units on such matters as access versus selectivity, programmatic breadth versus depth, undergraduate versus graduate and professional programs, teaching versus research versus service, and, of course, the relative funding of individual campuses, colleges, and departments. Historically, the University has been able to strike the necessary balance without compromising overall quality or responsiveness, but recent and continuing constraints on resources mean that we cannot continue to do so without setting priorities and making difficult choices.

Although a variety of factors affect the University's quality and responsiveness, the ultimate determinant is the caliber of individuals we are able to attract and retain. Excellence breeds excellence; mediocrity spawns mediocrity; and without a commitment to the former, the latter becomes inevitable. The pursuit of excellence, however, must be more than an administrative slogan or the commitment of only a part of the University. Rather, it must permeate the fabric of the entire institution, becoming a shared value that is reflected in decisions on promotion and tenure, admission and graduation standards, retrenchment and reallocation, salary and merit increases, as well as legislative and capital requests.

In terms of the immediate future, the quest of excellence will focus upon three priorities: 1) attracting and retaining first-rate members of the faculty and insuring their vitality, 2) recruiting a superior student body and improving the overall learning environment, and 3) maintaining programs of established quality and facilitating the development of those that might attain distinction.

ATTRACTING FIRST-RATE FACULTY MEMBERS AND ENHANCING THEIR VITALITY

The strength of any educational enterprise is, in large part, a measure of the quality of its faculty. By that standard, the University continues to be a leader in many fields. However, the loss of several outstanding faculty and shifts in funding have led to some deterioration in the quality of certain fields. This is a matter of concern because departmental quality is a fragile commodity. Often the critical difference between a top-ranked department and a good department depends upon the retention of one or two creative faculty members. Thus, we can ill-afford to be complacent or to assume that faculty excellence can be sustained without adequate resources, rewards, and incentives.

At a minimum, three challenges require attention. First, the nationwide erosion in faculty salaries that has taken place since 1970 must be reversed throughout the University of Minnesota. Second, we must seek to make academic careers more attractive to the most promising graduate students and young scholars. Third, we must provide additional faculty incentives for meritorious performance and contributions. In addressing these issues, the following steps will be taken:

-- We will continue to pursue the objective initiated last year of restoring real faculty purchasing power to its 1972 level by 1991. In advancing that priority, faculty salaries will remain the Number One priority in our Biennial Request and internal budgeting processes. We will again seek special retention funds from the Legislature, and we will continue the policy of merit-based salary distributions and special augmentations for outstanding individual merit.

-- We must increase efforts to promote the development of new scholars and teachers by expanding the number of graduate fellowships and by establishing a fellowship program for junior faculty.

-- We must insure adequate support services and incentives to further faculty vitality in the classroom and the laboratory. Included here will be special efforts to maintain the "tools" of scholarship -- the libraries, computing facilities, and laboratory equipment -- as well as the human resources that assist scholarly activities -- teaching and research assistants and secretarial and other support staff. Efforts to encourage the greater use of sabbaticals will also be maintained by providing special funds to continue the Bush Foundation initiative on sabbatical leaves. Finally, discussions will be initiated on whether and how to reduce the amount of time that faculty members must devote to administrative, committee, and governance matters.

RECRUITING STUDENTS AND IMPROVING THE STUDENT ENVIRONMENT

Historically, the University's record of recruiting students and providing a supportive learning environment is a mixed one. Our coordinate campuses receive high grades on both counts; each is effective in attracting students; each is perceived attentive to the needs of students once enrolled. The reputation of the Twin Cities Campus is somewhat different, and understandably so in light of its size, location, and commuter status.

Regardless of campus location and tradition, the next decade will demand greater sensitivity to attracting and retaining the best students possible. On the undergraduate level, this will require a more concerted recruitment effort, one that will not sacrifice academic standards, but rather one that

will actively seek to enroll more students who can benefit from the unique resources of an individual campus or a comprehensive university. On the graduate and professional level, the necessity to attract the highest caliber candidates is even more important and will require even greater attention if we are to remain competitive. On both levels, greater attention must be paid to changing student demographics, to an increasingly older student population, and to demands for continuing education. Finally, and quite aside from recruitment, we have a responsibility to broaden and enrich the educational experiences which students currently receive.

More specifically, the following actions will be taken:

-- Beginning in 1984-85, significant additional funding will be committed to recruiting activities. One emphasis will be upon attracting a higher proportion of Minnesota students who rank in the top twenty percent of their classes. A second emphasis will focus upon our Graduate School programs with increased funds being made available for the recruitment of the most talented graduate students. In addition to these efforts, we will continue to recruit minority and international students, as well as students with special needs, and to encourage community college students to continue their education in the University's colleges.

-- On the Twin Cities Campus, funds will be reallocated to improve the student environment and experience. These will include addressing persistent problems in administrative services (e.g., admissions, registration, financial aid, and academic records). A special study will be undertaken of the availability of library, registration, bookstore, study, counseling, and recreational services for part time, commuter and extension students. Finally, on any campus, reallocation funds will be made available to proposals that address the improvement of the student environment and experience.

MAINTAINING AND ENHANCING PROGRAMMATIC QUALITY

The development of programmatic quality is a long, difficult, and expensive process. In some cases, it is the result of constituency demand and support. In other instances, it can be traced to the uniqueness of a program, service, or faculty. At still other times, it is a fortunate coincidence, the unexpected collision of talent and opportunity. Whatever the origin, once established, excellence is inexpensive to maintain in comparison to the costs of restoring it.

The preservation of programmatic quality is especially critical in those areas where the University has unique responsibilities. One obvious area is research; another is graduate/professional education. These endeavors serve

as defining characteristics of the University; both are interdependent, and complementary; both contribute to the overall quality of our teaching and service activities as well. Accordingly, both research and graduate/professional education will remain among the University's highest priorities.

Preserving programmatic quality is one priority; facilitating its development is another. Where opportunities exist for enhancing quality, they should be pursued consistent with University policies and plans. Previous decades have offered unique opportunities for expanding and improving many programs in agriculture and the health sciences, business and education, and on the coordinate campuses. The current decade offers new prospects in the above areas as well as special opportunities in technology, human services, and other ventures that contribute to the welfare of the State.

Accordingly, to maintain and facilitate programmatic quality the following steps will be taken:

-- Adequate fiscal support, through State funding or reallocation, will continue to be provided to programs of established excellence. We should continue special salary distributions to units that demonstrate pressing marketplace problems. Finally, the quality of core programs will require special attention in unit planning and institutional budget making.

-- In terms of graduate education, special efforts will be taken to improve our national rankings. According to one survey cited by the Task Force on Graduate Education and Research, thirteen of the University's Ph.D. granting programs in the arts, sciences, and engineering are currently rated as being among the best in the nation. Comparatively, this places the University of Minnesota among the top sixteen public and private graduate institutions in the nation, among the top six public universities, and among the top four in the Big Ten. If the University were able to double -- from thirteen to twenty-six -- the number of such high-quality graduate programs, it would move into the top eight of all institutions, the top two of all publics, and be at the very top of the Big Ten. As an aspiration and long-term objective, the University should pursue such a course, seeking by 1991 to be in the top echelon of all graduate programs. Setting a difficult objective, of course, runs the risk of failure, yet the costs of falling short are outweighed by the prospects for advancement.

-- Efforts to promote technology development and transfer will be a priority in our legislative requests as well as in decisions involving reallocation, computing resources, laboratory equipment and supplies. The emphasis should include not only the Institute of Technology, but must include all areas -- human services, management, the biological sciences, and the health sciences and hospitals -- where advancing technologies provide unique educational and research opportunities.

-- Steps to further two of the basic missions of the University must be equally emphasized. One is agriculture, itself a "high technology" endeavor of vital significance to Minnesota and a key component of the University's land-grant mission and heritage; the other is the liberal arts, and especially the humanities, both vital to the life and spirit of a vibrant university.

-- Initiatives to improve the University's contributions to the State's quality of life will be encouraged and facilitated. These initiatives should include expanded communication between the University and the general public as well as with the business, industrial, and governmental sectors. They should also reflect a greater sensitivity to the University's responsibility of providing extension, continuing education, and other outreach services to all Minnesotans. Finally, in light of the increasing importance of international markets and needs, emphasis must be given to improving our international competencies and contributions.

CONCLUSION

Many academic values and aspirations are not contained in this brief examination, not because they are unimportant, but because the purpose of this Statement is deliberately focused upon expressing selected institutional priorities and submitting those objectives to community-wide review. Accordingly, this document must be read in the context of the 1981 Institutional Planning Statement, the University's Mission and Policy Statement, the Presidential Report on Task Forces, and the plans of individual campuses, colleges, and units.

Each of the emphases articulated here reflects a common theme: The University of Minnesota remains committed to the pursuit of quality. The fiscal setbacks of recent years temporarily slowed our progress, but there was no erosion in our commitment, no change in our direction. Just as that quest has defined much of the University's proud tradition, so, too, should it guide our future.

1983-1984 ANNUAL REPORT
COMMITTEE ON PHYSICAL PLANT AND SPACE ALLOCATION
(A Standing Committee of the University Senate)

To: John Howe, Chair, Senate Consultative Committee

From: The Committee on Physical Plant and Space Allocation. Donald McTavish, Chair, Robert Sloan, Wayne Drehmel, John Tester, T. R. Payne, Dwight Brown, Roy Thompson, Mamie Jin, William McKinney, Jean Byrne, Joseph Grosz, Clint Hewitt, David Preston, Peter Roll.

The Committee met nine times during the academic year, one of which was a special meeting with Vice President Keller. Details of the meetings, Committee membership and attendance are contained in the Committee minutes. Minutes have been deposited with the secretary of the Senate Consultative Committee and maintained in Committee files.

As a consequence of our discussions over the year, the Committee developed and adopted a document (attached) with sections covering:

- A. Physical Space
- B. Space Allocation
- C. Maintenance and Remodeling

The document incorporates Committee recommendations and proposed policies on a number of topics which were put before the Committee by the Vice President, the former Committee, and current Committee members. Items which have been approved by the Committee are annotated with the date of action. Other items have been discussed but specific Committee action has not been taken. Items considered and reflected in the document include:

- a) Two documents which were discussed by the previous Committee and carried over for early action this year:
 - "University Ownership of Facilities"
 - "Administration of Academic Space"
- b) "Decision Criteria for Ranking Capital Improvement Projects" (distributed by Clint Hewitt). Vice President Keller's preference is to introduce capital items only in the Finance Committee. This position is difficult to reconcile with the Committee's charge. Our resolution (reflected in the policy statement above) was to orient the Committee's review toward the "Master Plan" which would help provide the Administration and the Finance committee with a framework for assessing any particular capital request and provide a means by which the Committee could take considered, policy action outside the constraints of preparation of a particular capital request.

- c) "Space Renting" and "Space Reallocation" concepts as potential solutions to expressed problems of redistribution of unneeded space were discussed and the Committee's recommended policy against these systems is incorporated in our policy statement.
- d) The "Minnesota Facilities Model" was reviewed and discussed.
- e) Maintenance and remodeling costs and procedures. Examples of problems which were provided to the Committee helped in the formulation of proposed policy statements.
- f) The Committee's routine information needs.
- g) Suitability and quality assessment of facilities for program purposes was discussed. This needs to be incorporated into planning. Relevant policies were framed and incorporated in our policy document.
- h) Responsibility for maintenance of space, a topic proposed by the Vice President, is addressed in policies.
- i) Control of classrooms was addressed in the policy statement.
- j) Classroom quality and need for student non-classroom space. This was not resolved and is recommended as an action item to next year's Committee.
- k) Review and discussion of the Master Plan should be an early item on next year's agenda.

We recommend that the proposed policy statements be seriously reviewed and adopted.

DM:bb

Enclosure

PROPOSED UNIVERSITY OF MINNESOTA
POLICIES ON PHYSICAL PLANT AND SPACE ALLOCATION *

PROPOSED BY THE
SENATE COMMITTEE ON PHYSICAL PLANT AND SPACE ALLOCATION
(A Standing Committee of the University Senate)

I. POLICIES ON PHYSICAL SPACE

1. An overall Master Plan of significant physical facilities should be maintained for all University campuses to promote an orderly anticipation of capital needs and to provide for considered assessment of the relationship of physical plant and the various academic missions of the University.
2. The Administration is responsible for taking effective steps to provide suitable physical facilities for all units and programs which have an approved role in University missions.
3. The Office of the Vice President for Finance and Operations, in cooperation with the various colleges and departments, shall conduct an audit of space and suitability of space on a five-year rotating cycle, to be used for updating the Master Plan, for remodeling or planning new buildings, and for planning space reallocation. When space appears to be under-utilized, the academic reasons for that apparent under-utilization shall be included in the audit. (Approved unanimously by the Committee, 4/3/84)
4. The Office of the Vice President for Finance and Operations shall present to the Senate Standing Committee on Physical Plant and Space Allocation an updated annual summary report on the adequacy of existing and planned facilities for University programs. The planning period considered should be the next 10 to 15 years. The report should include criteria and procedures used in this assessment (particularly the involvement of relevant users), and plans for changes as a consequence of the assessment.
5. The Administration is responsible for supporting an orderly process to review the Master Plan and provide feedback which is seriously considered regarding proposed changes, policies and changes in policy related to the Master Plan, as well as proposed activities related to its accomplishment. The review shall take place on a regular annual schedule and shall involve at least the Senate Standing Committee on Physical Plant and Space Allocation and other potential users.

* Items which have been approved by the Committee are annotated with the date of action. Other items have been discussed but specific Committee action has not been taken.

6. The Office of the Vice President for Finance and Operations shall present to the Senate Standing Committee on Physical Plant and Space Allocation an updated annual summary report on the University Physical Plant Master Plan. The report shall cover all University facilities and include a summary of at least the following items:

- a. Existing planning policies for physical plant development.
- b. Changes and proposed changes in these policies.
- c. All changes in the Master Plan.
- d. Report on the current stage of accomplishment of the Plan.
- e. Report on work underway and proposed development.
- f. Evaluation of impact of plans on University missions and a report of faculty recommendations and involvement in plans.
- g. Report of planned capital requests and the procedures and policies used in establishing their priority.

A written summary report shall be provided to Committee members at least two weeks before its presentation to the Committee.

7. Capital request implications of the Master Plan shall be considered by the Senate Finance Committee on which the Senate Physical Plant and Space Allocation Committee is represented. The Physical Plant and Space Allocation Committee shall report on the way in which the Master Plan is served by a proposed capital request.

8. All proposed changes in the Master Plan which affect academic programs shall be presented in advance to the Senate Physical Plant and Space Allocation Committee for review and approval.

II. POLICIES ON SPACE ALLOCATION

1. All University properties (land, building and equipment) are owned by the Corporation, Regents of the University of Minnesota, commonly known as the University of Minnesota. The management and control of University facilities are vested in the corporate entity on the behalf of the State of Minnesota and governed by its Board, its President and other appropriate Administrative Officers. The Central Administrative Officers assign these facilities for academic, research and support functions with the charge to the responsible unit officials for the effective and efficient utilization of these facilities. (Approved by the Committee, 11/29/83)

2. University Space Management. The Associate Vice President for Physical Planning and Physical Plant is charged with the coordination of facility allocation and utilization at all levels of the University. Within the Office of Physical Planning and Physical Plant:

- The Division of Space Programming monitors space allocation and utilization and makes recommendations concerning same to the Vice President.
- The Planning Office coordinates physical alterations and improvements to University space.
- The Building Official's Office monitors and implements all applicable building codes and regulations.

Consultation and review with the appropriate Physical Planning and Physical Plant units is required prior to any change in use or interdepartmental space assignment.

Administration of Academic Space:

Departments: The basic management responsibility for program space is at the departmental level. Decisions regarding allocation or use of assigned departmental space are made by the chairperson or department head in consultation with the Division of Space Programming and Management.

Colleges, Schools and Major Support Units: The Dean of each collegiate unit or Head of each major support unit shall be responsible for both departmental and interdepartmental space allocation and utilization of collegiate or major support unit space. Deans and major support unit heads are responsible for adjudicating departmental or interdepartmental space allocation or utilization issues in consultation with the Division of Space Programming and Management.

Office of Associate Vice President for Physical Planning and Physical Plant: The Office of Physical Planning is responsible for overall coordination of space management and utilization at all levels of the University. Space matters that cannot be resolved at the Deans or Major Support Unit Heads level should be brought to the attention of this office. Units within the office shall investigate such space matters and submit a report of its findings and evaluation based on appropriate standards to the appropriate Vice President.

Vice Presidents: The Vice Presidents shall resolve major space allocation or utilization problems subsequent to a review and recommendation by the Office of Physical Planning and Physical Plant. The Vice Presidents establish University policies by which the use of space is managed (space utilization, remodeling, maintenance, construction, rental, funding, etc.).

President: The President makes the final decision regarding space management issues if solutions cannot be resolved at the Vice Presidential level. (Approved by the Committee 11/29/83)

3. The Office of the Vice President for Finance and Operations shall provide the Senate Standing Committee on Physical Plant and Space Allocation with a timely report on assumptions and criteria used in determining space needs (including the "Minnesota Model" for space audits) and a summary of experience in their use.

4. The concepts of "space rental" and "space retrenchment" shall not be implemented as a means by which space is managed or reallocated.

**III. PROPOSED POLICIES ON THE MAINTENANCE
AND REMODELLING PROCEDURES ***

1. An OFFICE OF INSPECTION should be established, reporting directly to the Vice President and completely independent of maintenance and remodeling services. The Office should be housed completely separately from Physical Plant. This inspection office would serve both outside contractors and Physical Plant.
2. An OMBUDSMAN OFFICE should be established to provide assistance on behalf of the unit in accomplishing needed acquisition, remodeling and maintenance of facilities. The Office might be composed of a committee consisting of the Chair of the Senate Physical Plant and Space Allocation Committee and faculty members chosen from such Departments as Mechanical, Electrical and Civil Engineering. This office could serve to put a check rein on the excesses of plant services.
3. As a matter of University policy, costs of incompetent engineering should be borne by Physical Plant and not passed on to academic departments.
4. Competitive bids on all maintenance and remodeling should be required from both inside and outside the University.
5. In principle, the user department should be asked to pay only after work is satisfactorily completed. Satisfaction reports should be routinely solicited and sent directly to the Senate Physical Plant and Space Allocation Committee.
6. Construction payment schedules should be available for units for periods of over one year. It should be possible for a unit to sequester funds for improvement of projects over a period of years with no risk that the funds will be retrenched. Funds should be routinely provided specifically for the maintenance and tailoring of unit-assigned space to best fit changing program needs as that unit defines them.

* Revisions in Physical Planning and Physical Plant operations have been and are addressing many of these issues.

File 100



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee

614 Social Sciences

267 19th Avenue South

Minneapolis, MN 55455

Telephone (612) 373-3226

June 6, 1984

President C. Peter Magrath

202 Morrill Hall

Dear Peter:

The discussion at last week's FCC meeting about your efforts to pull together and bring some order to the various Task Force recommendations was very useful. Obviously good progress is being made. These reports are certainly not going to gather dust on the shelf. You indicated that you and your planning staff are preparing summaries and decision recommendations for each of the major task force reports -- Holt/Graduate Study, Wallace/Undergraduate Experience, Wallace/International Education, Lilby/Economy, Merwin/Faculty Vitality, and Adams/Communications, etc. You also said that you would be happy to send those materials to appropriate Senate Committees for their consideration. We then agreed that those committees should take the initiative in responding to your administrative recommendations.

I will contact the chairpersons of the committees that would seem to be involved and tell them of this. There is, of course, the problem of the summer hiatus in committee activity. Our discussion on the 31st indicated that that would not present a major problem, since final decisions concerning the various task force recommendations will probably not come until next fall and winter -- other than, perhaps, certain specific recommendations that might be worked into the upcoming legislative request. I'm sure that Jack and next year's Consultative Committee will be ready to help stimulate and pull together committee responses to all this.

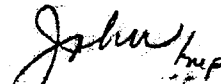
C. Peter Magrath

June 6, 1984

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Could I then ask that when the summary and decision materials for the several task force reports are ready, copies of the full set be sent to the chairpersons of the Consultative Committee, Finance, SCEP, and Planning? I think it would be useful if you sent copies of the Holt, Wallace/International Education, and Lilly materials to the SCFA and the Senate Research Committee as well.

Sincerely,



John Howe, Chairperson,
Senate Consultative Committee

JH:mp

c: 1984-85 Chairpersons of

Senate Finance Committee (to be named)

Senate Committee on Educational Policy - Jerry Kline

Senate Committee on Faculty Affairs - Thomas Clayton

Senate Consultative Committee - Jack Merwin

Senate Committee on Research - John Sullivan

Senate Planning Committee (to be named)