UNIVERSITY OF MINNESOTA

University Senate Consultative Committee
210G Burton Hall
178 Pillsbury Drive S.E.
Minneapolis, Minnesota 55455
Telephone (612) 373-3226

SENATE CONSULTATIVE COMMITTEE MEETING
AND
DISCUSSION WITH INTERIM PRESIDENT KELLER
January 31, 1985 - 238 Morrill Hall
12:45 - 3:00

AGENDA

Approx.
time

12:45   1. Minutes of January 17 (enclosed)

          2. Reports:
                 A. Student Chair
                 B. SCC Chair
                 C. Senate Finance Committee
                 D. On Nominating Committee for Assembly Committee
                    on Committees Slate
                 E. Presidential Search Advisory Committee
                 F. Accreditation Self-Study Committee.

1:00   3. University Grievance Structure proposal: Part C:
              Academic Freedom and Responsibility. (Document
              sent separately.)

1:15   4. Review agenda items for February 14 Senate meeting,
              including SCR motion regarding recovered indirect costs.
              (Encl.)

DISCUSSION WITH DR. KELLER

1:30   5. President's items.

          6. Ways in which faculty and student governance and
              central and unit administrations can best interact
              for the betterment of the University as a whole.

2:40   7. Issues confronting the Senate Library Committee.
              Guest: Regents' Professor John Chipman, Chair,
              Senate Library Committee

MINUTES   APPROVED 2/14/85
SENATE CONSULTATIVE COMMITTEE MEETING
AND
DISCUSSION WITH THE INTERIM PRESIDENT
January 31, 1985
Regents Room
12:55 - 3:15

Members present: Cathy Birk, Shirley Clark, Beth Emanuelson, Charles Farrell,
Phyllis Freier, Sue Gruenes, Joseph Latterell, Cleon Melsa, Jack Merwin (Chair.),
Paul Murphy, Irwin Rubenstein, Paul Schulte, David Shope, Frank Sorauf,
Deon Stuthman, Bruce Williams.

Guests: John Chipman, President Keller, Carol Pazandak, Maureen Smith.

1. The minutes of January 17 were approved as distributed.

2. Reports.

A. Student Chair. Charles Farrell, interim chair.

SSCC's January 31 meeting included discussion of the governance motion
before the Senate, conversation with Tom Meyer, reporter from the Chronicle
of Higher Education, about the governance issue, and discussion with Darwin
Hendel regarding implementation of recommendations of the Task Force on the
Student Experience. Vice President Wallace will join the next SSCC meeting.

Student Senate amendments are still in committee and expected to be
submitted to the Senate in April.

B. SCC Chair. Professor Merwin.

Schedule change. The chairman inquired and SCC members agreed they
would prefer to move the start of the March 14 meeting to 1:30 in view of
interest in the Carlson lecture of that date.

Proposed new Senate committee. The new Assistant Vice President for
Information Systems has requested establishment of a Senate committee to
advise and set policy in that area. (The Educational Policy Committee cur-
rently has oversight of policy issues regarding the research and instructional
use of computers.) Professor Merwin will forward Dr. Wolfe's request to
Committee on Committees.

Professor Merwin reported his decision not to carry out SCC's instruc-
tions to submit for the Assembly docket a motion to repeal the spring 1984
approved policy on advertisements, sponsorships, and promotions. He has
learned the committee does not yet have sufficient information to simply
move to repeal; he will report further as he learns more.

The Senate Finance Committee meets today immediately following SCC to discuss with the President/Academic Vice President priorities among the biennial request items. SCC members are invited to take part.

The Facilitative Committees of the Senate and Assembly will meet jointly in February. SCC members are invited to recommend agenda items.

C. Nominating Committee for Committee on Committees. Professor Freier reported all the people proposed on January 17 had agreed to serve. Assembly will be asked to approve those nominators on February 14.

D. Accreditation self-study. Professor Rubenstein reported that the committee is completing its outline for the self-study and working towards undertaking appropriate surveys.

3. Revised University Grievance Procedures. Professor Freier, Dr. Pazandak.

Part C.: "Academic Freedom and Responsibility Issues Involving Faculty, Staff, and Students."

SCC in September, 1982 appointed a two-person subcommittee to look comprehensively at the University's grievance procedures. Drs. Freier and Pazandak ask for SCC reactions to Part C which preserves the Appeals Committee on Academic Freedom and Responsibility and gives it additional responsibilities.

The subcommittee will explore whether the system proposed in Part C can be used to address allegations of fraud in research.

Dr. Pazandak pointed out that Part C makes more explicit that grade grievances are dealt with at the department level. The section also mandates peer representation on the hearing panel. Time guidelines have been reduced but Summer Session is excepted from the time limits.

Members noted that the Senate first addressed the need for academic freedom and responsibility grievance procedures in 1970 and passed legislation in 1974. Professor Sorauf recalled that the procedure was envisioned as a means for either a faculty member or a student to bring a charge of disrupting the educational processes of the University, and came at a time when some such disruptions were occuring. Those occasions, however, passed and the document came to be used largely by students for grade disputes.

Dr. Pazandak pointed out that the Campus Committee on Student Behavior continues to exist and function. The Appeals Committee on Academic Freedom and Responsibility provides the only mechanism allowing both student and faculty grievances. She affirmed that genuine academic freedom issues do arise.

Professor Clark reported from Committee on Committees that a past chair of ACAFR has worried that, because in most years the committee hears no cases, it would be possible for a really important case to go before a committee without experience. Therefore, the person had recommended that the Judicial Committee be considered as the hearing body for some kinds of academic freedom cases. Another ACAFR chair believed such a committee should exist; he did not like the proposed new name of University Grievance Committee which eliminates the important reference to the principle of academic freedom and responsibility.

Professor Clark urged that the University community sharpen and restrict the focus of what the University grievance system can hear.

FUTURE DISCUSSION: Item will be continued on the February 14 agenda. SCC members were asked to forward their comments to Drs. Freier and Pazandak.

Professor Freier asked students to assess whether they see the academic freedom and responsibility issue as sufficiently important to students for them to have a role in that grievance structure. Students agreed to bring their views on Part C to the February 14 meeting.

4. Senate and Assembly agenda for February 14.

Copies of the agenda items were distributed. There is a motion before the Senate from the Senate Committee on Research to approve a policy on the distribution of recovered indirect costs which differs from what the Senate approved in 1975. Professor Merwin described the old Senate policy as not operational. The Educational Policy Committee has strongly endorsed the SRC recommendation (which already has the approval of the administration and the regents) and Professor Merwin recommends SCC add its support. Professors Rubenstein and Murphy moved the SCC endorse the policy motion in principle. SCC approved the motion without dissent.

Governance motion. Mr. Shope inquired what kind of written comment from SCC would appear in the Senate docket respecting the Swan motion. Professor Merwin reported that the comment would outline SCC's consideration of the question and report its vote recommending against Senate approval. Rationale would come in the spoken comments.

DISCUSSION WITH INTERIM PRESIDENT KELLER

5. Governance.

SCC had requested a broad discussion on governance with Dr. Keller because of his multiple perspectives on the subject.

The president told SCC he believed the 1981 Senate structural adjustments had improved the system. The committee structure largely parallels the administrative structure so consultation occurs with the right groups; there are knowledgeable groups and continuity. The elimination of a great many ad hoc committees also improves continuity. But continuity has not been established in all committees and some still ask themselves at mid-year what should be their year's agenda. Also, because someone other than the leading administrator in an office is usually the one to meet with a given committee, the committee and the office can become slightly disconnected, he said.

Dr. Keller told SCC he has always felt the weakest link in the governance structure is the University Senate which normally meets four times a year. It tries to be a deliberative and policy-making body without the necessary background and continuity. The Senate becomes converted into a kind of town meeting. The good debaters can carry the day regardless of the merit of their

arguments. A notable exception was the long Faculty Senate deliberation over revising the tenure code.

The Senate, he observed, replaced the academic convocations which once occurred on Thursday afternoons. He would like to see the Senate again be a deliberative body that would delegate the policy-making function to committees and not itself take action. He would favor a system in which the Senate appointed good, informed committees and then stood ready to endorse their work.

In the present system one of two things usually happens: either perfunctory endorsement or a great reworking of committee work brought to the Senate. The results of that great reworking may be disastrous.

The Senate needs to distinguish between policy and procedures. If it chooses to adopt policy, the policy should be terse and not mingle in procedures. It could help if the Senate would confine itself to voting on policy issues, he said. Mr. Schulte made the observation that boards may perceive their real power as lying in procedural matters because they see policy as all set.

Professor Sorauf asked about the success of committees that have responsibility relating to administration, as does the Library Committee. Dr. Keller said there is a danger such a committee will simply echo the administrators, as apparently happened with the old Computer Facilities Committee. Such committees should provide a user perspective, he said, and tell the administrator what is missing in the organization. They have to be independent and pro-active. Even those committees that are the more effective for bringing fresh perspectives still usually cannot offer constructive suggestions. But they must bring up the problems, and if the administrator is not responsive, they may need to look further for help.

More coordination is needed in the governance structure, the president told SCC. Committees have different visions. If each deals not only with its own agenda but also with its vision of the University, they are not all taking on the same set of constraints. Moreover, when he visits different committees, he finds he must sometimes start from the beginning in explaining a matter. Interpreting committees to each other ought not to be central administration's job, he said. In answer to Professor Merwin's question Dr. Keller confirmed that he sees coordinating committees' work as something the SCC can do.

Professor Stuthman commented that where a committee has no agenda for the year that indicates either (1) its charge needs to be more sharply defined, or (2) there is a lack of leadership among committee members. A larger role for the Business and Rules Committee may be called for, he said.

For the Senate to become a debating society, Professor Stuthman commented, membership should probably not be elective but open. The Senate acts and endorses, he suggested, because it is an elective body and there is the sense of representativeness.

Mr. Shope remarked that there may be some useful comparison to be made between the structures of MSA and the Senate. MSA's executive committee consists of all committee heads meeting together regularly; it is similar to the Facilitative Committee but much smaller (there are eight committees); hence inter-committee communication is extensive. He noted also that all student senators serve on at least one Senate committee.

Dr. Keller said the communication question continues to be a matter of concern. He then inquired how the governance motion introduced in the November 15 Senate meeting stands, and Professor Merwin outlined SCC's consideration process and its position.

Professor Rubenstein noted to the president that one of SCC's governance subcommittee recommendations is to structure faculty seminars as formal debates with assessments of positions taken at their conclusion.

President Keller expressed his qualms about leaving final authority to any committee when, such as with the Judicial Committee, it is not too sure to whom that committee is accountable. Professor Sorauf commented that the Judicial Committee is a special case which evokes the timeless question of who will judge the judges.

President Keller said Committee on Committees could profitably assess each committee's performance every year and suggest where improvements can be made. Professor Clark noted that Committee on Committees has seen that some committees meet only once or twice a year and some do not get underway until December. She suggested the possibility of an annual fall retreat for the Consultative, Committees, and Business and Rules Committees to look at the year's agenda. She reminded the meeting that staff assistance is important for committees.

Mr. Shope seconded the need for more staff support for committees. We should focus on the most important committees and make them as effective as possible, he urged.

Professor Merwin said the system of asking administrators to report back to the appropriate committee on adherence to policies is working well. He noted the helpfulness of a committee's receiving its background materials in advance of a meeting.

Professor Rubenstein questioned the task force operating concept in which a Senate committee is asked to consult on a finished report when no member has participated in developing it. He advocated considering in advance what Senate committees would appropriately review a report and getting some of the task force membership from those committees.

President Keller said the point was well taken. Then he drew a distinction between two kinds of ad hoc bodies. There are the instances where central administration is called upon to make a policy, in which case he appoints an advisory group to help him form ideas from which he will make a policy decision. He retains appointing authority in these cases. On the other hand there are situations which call for a task force that will itself produce a report.

Professor Stuthman said a lot of problems can be solved by clearly calling the first type an advisory committee and distinguishing it from task forces.

Professor Rubenstein said Senate committees feel inhibited and perhaps coopted because members cannot fully understand the task force report when they were not a part of the study. The president said he thinks the task force system generally not a particularly good system and one the University ordinarily uses only when it cannot accomplish the task in another way.

Mr. Shope noted the task force is a body with temporary membership chosen for a particular purpose. Members are qualified and effective when it's working. Committees don't always have agenda when members are named, he said, so the members may not match up so well with the work.

Professor Stuthman voiced his hope that the computerizing of the task force recommendations and the tracking of them is continuing and that it can lead to a similar stowing of the significant actions of Senate committees.

President Keller told SCC that the report from his office on the task force recommendations is finished, bound, and ready for immediate distribution.

The governance discussion concluded at this point. Professor Merwin indicated SCC's intention to continue it in a future agenda.

6. <u>Issues confronting the Senate Library Committee</u>. Guest: Regents Professor John Chipman, Chairman of the Library Committee.

Professor Chipman reported that the Senate Library Committee is very much concerned about the long-term space situation regarding Wilson, Walter, and the IT libraries. The people in the Social Sciences, he said, fear that when the Humanities Library is moved to Wilson there will not be enough room to house everything. To gain book storage space, seating space will have to be taken. People have no settled feeling the current proposal will be an adequate long-range solution; they believe that ultimately Walter will have to house the Humanities Library and IT will need a new library. There is no confidence we have adequate long-term planning regarding the libraries, he told the meeting.

President Keller said the library has a plan which some define as sufficient for 10 years and others see as a 15-year plan. Conversion to the Library of Congress system results in linear space savings because gaps need not be left. Completion of the retrospective conversion is expected in about two years. While some additional need for stack space at the expense of carrels is foreseen, there is a plan to add carrels in Wilson's underground connecting tunnels. Not everything from Walter will move to Wilson; Walter will house the Education and Psychology libraries as well as IT; Music will have its own library in its new building. Moreover, automation should mean delivery services and on-your-desk terminals on the East Bank campus.

If the planners are wrong, he said, yes, we will need a new library. Eventually the University may need new library space anyway, but he thinks following the existing plan is the way to go.

Professor Chipman said he foresaw conflict because of the anticipation of less seating space and fewer carrels. President Keller agreed that was possible, but noted it may well not work out that way because the new delivery systems will reduce people's need to use library space as much as presently.

Professor Murphy inquired whom the Library Committee sees as its constituency -- whether the library staff, faculty, students, or all. He pointed out that students have a problem in gaining access to bibliographical data.

Professor Chipman said students and faculty are letting their views be known, and added the committee is not inhibited about discussing any of the problems that are raised to it.

Professor Sorauf remarked, referring to the year in which he led a study of the Libraries, that he had been in no other situation where professionals disagreed with each other so much within their areas of expertise. He suggested this is an instance where finding outside experts to evaluate the University Libraries' planning might help.

Professor Chipman noted that the Library Committee had persuaded Director Eldred Smith this year to agree to bring in two outside experts to examine one question.

Professor Chipman then reported that some IT and some Humanities members of the Library Committee feel their respective faculties have not been adequately consulted regarding the major planning efforts. He said he also has the sense the Libraries do not know the all-University planning efforts and that that makes it hard for them to plan.

Professor Freier remarked that IT faculty members have found IT's private sector competition has much better library facilities than has IT.

Professor Chipman told the group he would appreciate any advice it would like to give.

The meeting adjourned at 3:15 p.m.

Respectfully submitted,

Meredith Poppele, Executive Assistant

January 25, 1985
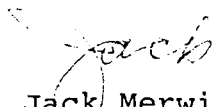
President Kenneth H. Keller
202 Morrill Hall

Dear Ken:

When the Senate Consultative Committee meets with you on the 31st (1:30) we would, of course, take as much time as is needed on matters you would like to bring to us for discussion.

As time permits, we would like to discuss your views, based on your broad experience as faculty member, SCC chair, Vice President and now President, of how we can make the consulting process and governance in general more effective to the betterment of the University as a whole. You will recall that this was on the agenda for the December meeting that was cut short and you had said that you would like to get to it at a later date.

John Chipman, Chair of the Senate Library Committee, will be joining us to talk about his committee's work during this very difficult transition year for the libraries. We hope you will be able to stay with us for that discussion.

Cordially,

Jack Merwin, Chair,
Senate Consultative Committee

JCM:mp

cc: Dr. Neal Vanselow
     Senate Consultative Committee

Enc: Agenda

UNIVERSITY OF MINNESOTA

University Senate Consultative Committee
210G Burton Hall
178 Pillsbury Drive S.E.
Minneapolis, Minnesota 55455
Telephone (612) 373-3226

January 24, 1985

To: Senate Consultative Committee

From: Jack Merwin

Subject: Motion to Senate on the distribution of
          recovered indirect costs

Attached is a motion to the Senate on the distribution
of recovered indirect costs. The Senate Committee on
Research originated the motion and the Educational
Policy Committee has "strongly and unanimously
endorsed the proposal." I recommend SCC do the same,
and I submit below for your consideration the draft
of a support statement to include in the Senate
docket. We will discuss it on January 31 when we
review the Valentine's Day Senate agenda.

DRAFT STATEMENT TO SENATE:

The Senate Consultative Committee has examined the

motion from the Senate Committee on Research regarding

policy on distribution of recovered indirect costs and

annual reporting by the Vice President for Academic

Affairs to the Research Committee. The Consultative

Committee strongly endorses the motion. *in principle*.

UNIVERSITY OF MINNESOTA
TWIN CITIES

School of Journalism and Mass Communication
111 Murphy Hall
206 Church Street S.E.
Minneapolis, Minnesota 55455-0418

18 January 1985

Marilee Ward
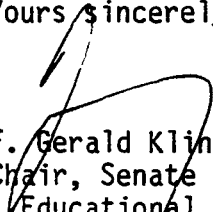Clerk, University Senate
424 Morrill Hall
Minneapolis CAMPUS

Dear Marilee:

Enclosed you will find a copy of a proposal to be placed before the Senate, a
letter of endorsement by the Senate Committee on Educational Policy and a copy
of a letter I sent to President Keller. I am not quite sure of the procedure,
but I thought that this would be the best way to get started.

If there is any issues about when this goes or how it goes, please let me
know.

Thanks very much.

Yours sincerely,

F. Gerald Kline
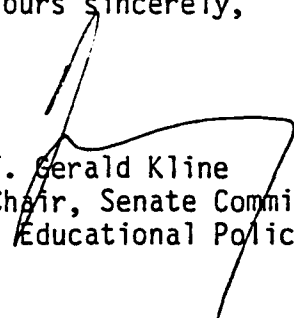Chair, Senate Committee on
 Educational Policy

eam
enclosures

18 January 1985

Dr. Kenneth H. Keller
Acting President
200 Morrill Hall
Minneapolis CAMPUS

Dear Ken:

The Senate Committee on Educational Policy has strongly and unanimously
endorsed the proposal concerning distribution of overhead funds generated by
research support from agencies external to the University. This is a major
issue in the University and one that will have a large bearing on the way in
which incentives are provided to the faculty in research development.

Yours sincerely,

F. Gerald Kline
Chair, Senate Committee on
   Educational Policy

eam
c: Marilee Ward

18 January 1985

TO: Faculty Senate

FROM: F. Gerald Kline, Chair, Senate Committee on Educational Policy

The Senate Committee on Educational Policy has strongly and unanimously
endorsed the proposal concerning distribution of overhead funds generated
by research support from agencies external to the University.

eam

MOTION FROM THE SENATE COMMITTEE ON RESEARCH

DISTRIBUTION OF RECOVERED INDIRECT COSTS

Motion: Whereas the effective use of recovered indirect costs (IC) requires

flexibility in furthering the research activities in the different segments of the

faculty and whereas there is a strong feeling among the faculty that the different

colleges should have a voice in their distribution, the Senate Committee on Research

(SCR) moves that the Vice President for Academic Affairs (VPAA) in implementing the

present flexible policy on recovered IC distribution submit a record of the

distribution of recovered IC to the SCR at the end of each fiscal year. The SCR

will evaluate this record and report its findings to the Senate. If widespread

objections are voiced, the SCR, in concert with the VPAA, will develop a new policy.

Discussion: In 1975, the SCR recommended a set of guidelines for IC recovery

which was approved by the Senate, but not submitted for approval to the Regents. It

never became University Policy. In Fall 1983, the VPAA placed before the Senate

Finance Committee the following proposal:

> "To take advantage of this new situation, we propose the following plan.
> At the end of each fiscal year (beginning in 1983-84) the proportion of
> the total indirect cost recovery generated by each collegiate unit will be
> calculated and the excess indirect cost recovery (the amount over $11.9M,
> which is the required legislative offset) will be determined. One-third
> of the excess indirect cost recovery will be distributed to the colleges
> in proportion to the fraction of total indirect cost recovery that they
> were responsible for generating. The remaining two-thirds will be
> retained centrally but used only for purposes which have the effect of
> stimulating research at the University. An appropriate portion of the
> money made available to the central administration at the end of the first
> year will be set aside as a contingency fund to protect us against the
> need to tax colleges in the future should we encounter a shortfall in
> indirect cost recovery."

No objections were forthcoming.

This proposal was read to the Regents without objection and has become

University Policy.

Faculty members who served on the 1975 SCR sent protest to the SCR that the

amount to be kept centrally was much higher than the 1975 guideline recommended. In his appearance before the SCR in March 1984, the VPAA demonstrated the need for flexibility in handling recovered IC. He suggested that the SCR and, through them, the Senate judge his performance after the fact and expressed his willingness to submit a report on IC disbursements to SCR. The committee feels this policy offers the possibility of permitting the flexibility required for effective use centrally as well as a chance to verify adherence to the spirit of the faculty consensus. We recommend passage of this motion.