



UNIVERSITY OF MINNESOTA
TWIN CITIES

All University
Senate Consultative Committee
154 Klæber Court
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AGENDA (I)

February 9, 1978

Senate Consultative Committee
Meeting on the Morris Campus

1. Approval of Minutes - January 5 and January 12, 1978
(previously distributed)
2. Letter from Vice President Stein in Response to the SCC's
Comments on the Planning Council's Issue/Action Papers
3. Interim Report of the Study Group on University Outreach
4. Registration System Proposals (Ms. Lewis)
5. Enrollment Estimates
6. Retention Figures



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MINUTES OF THE SENATE CONSULTATIVE COMMITTEE

Meeting of February 9, 1978

The All University Senate Consultative Committee convened its twelfth meeting of the 1977-78 academic year on Thursday, February 9, at the Morris Campus of the University of Minnesota.

Members present included Laird Barber, George Blake, Ann DeGroot, Wendell Glick, Kenneth Keller, Harriet Lewis, Terry Marchiniak, Fred Morrison, Richard Purple, Betty Robinett (chairman), Philip Ryan, and Douglas Watson. A UMM faculty member and Ruth Retzlaff of UMM Admissions & Records were also in attendance.

The meeting was called to order at 10:45 a.m. by Professor Robinett.

1. Approval of Minutes

MOTION PASSED The minutes for the January 5, 1978 meeting were approved with the following amendment: page one, last paragraph, last line, add one word -- "Refer also to the attachment to Professor Zaidi's letter....)"

MOTION PASSED The minutes for the January 12, 1978 meeting were approved with the following amendments: 1) new wording for first paragraph under item #2 on page one and changes in the first paragraph under item #4 on page two (revised pages have been distributed); 2) new wording in the third paragraph from the bottom on page seven and an added note in the margin by the "MOTION PASSED" on page eight (revised pages have been distributed).

2. Vice President Stein's Response to SCC Comments on Issue/Action Papers

Professor Robinett read to the committee a letter she had received from Vice President Stein which he had written in response to SCC's comments on the Planning Council's Issue/Action Papers. He was generally in agreement with many of the points raised by SCC and promised to keep in contact with the committee as developments occurred.

3. Admissions & Records Problems (Ms. Lewis)

Ms. Lewis had volunteered earlier to lead a discussion on this topic. She began by commenting on the report prepared by Dr. James Preus's staff (Admissions & Records, Twin Cities Campus) on a proposed computer registration system, among other things. Ms. Lewis said that she had been favorably impressed with the report, noting that the report helped to identify several problem areas in the registration process, as well as problems encountered by those seeking to obtain transcripts and/or make grade changes on transcripts.

3. (Cont'd)

Commenting upon the possible cost effectiveness of the proposed transfer to a computerized registration process from the present manual system, Ms. Lewis stated that a savings has been projected based on the decreased amount of clerical time needed and the reduction of clerical errors which would offset the initial expense of setting up the new computerized system. She also noted that the Legislature has already allocated funding to accomplish the transition from manual to computer registration. It was her opinion that the Legislature could be influenced to continue funding of the new system because it enhances the image of the University, given the increased efficiency and greater satisfaction on the part of students since less of their time will have to be spent on registration.

Professor Keller brought up the method used at the University of Wisconsin, which shuts down for two days in order to devote its attention to the registration process. He asked Ms. Lewis if this approach had been considered. She said it had not been mentioned in the report.

Ms. Lewis returned to a discussion of the advantages of the proposed system. She said that it will reduce the amount of time-consuming writing done by the Admissions & Records clerks as each student's fee statement is prepared. Professor Purple commented that this would cut down on the number of copying errors.

Professor Purple then asked Ms. Lewis and Ms. Retzlaff if the proposed system would reduce the number of clerks needed by the Admissions & Records department. They responded that the number would not be reduced but that the focus of the work done by the clerks would change from the processing of registration materials and the preparation of fee statements to handling requests for transcripts, making changes on transcripts due to errors or grade reports, and generally responding to inquiries or complaints from students and faculty concerning registration procedures or transcripts.

Ms. Retzlaff was asked if there would be any additional funds needed to supply new computers for the proposed system. She replied that the necessary computers are already part of the University's hardware system but software (programs) would have to be supplied (written) to update the computer files. She went on to explain how the computer files are currently set up: There are three files being maintained on each student -- an applicant file, a master file, and an active student file -- which would be changed over to a single file for each student. She told the committee that the change-over from three files to one would reduce the amount of errors experienced under the present system. It is now necessary to feed information into three computer files to effect a change in a student's records, whereas the proposed system would only require that one input be made to change a file's contents.

Professor Morrison remarked that many of the complaints heard about the Admissions & Records department have to do with the slowness with which changes are made on transcripts and an apparent unwillingness on the part of A & R to correct errors on the student's record. He asked Ms. Retzlaff how the new system might contribute to an improvement in these areas. She explained that, for instance, banking institutions update their computer files once a day, while the University updates its files once a month. She said that part of the reason for this is the expense involved (each monthly microfiche printing costs approximately \$2,000 or \$48,000 each year for only one update a month). Ms. Retzlaff pointed out that even though the files are updated only once a month, it is possible for a student to request a supplemental or "emergency" transcript which contains the most current information in the student's file;

3. (Cont'd)

for example, students might request such transcripts if they needed them for job application deadlines which fall before the next file update. Professor Morrison was concerned that students felt such transcripts were extremely difficult to obtain and proposed that an individual from the Admissions & Records staff be designated as responsible for handling such problems as they might occur. He felt that it is hard to locate the responsible party within the Admissions & Records department when someone wishes to make a complaint or present a problem. Ms. Lewis said that last fall (September 1977) an office called Student Relations was established within A & R to deal with such matters and would seem to be the place for students to go if they experience difficulties in obtaining a transcript or have other problems related to the student files maintained by Admissions & Records. She also pointed out that the report under discussion did not address itself to the problems associated with processing of transcripts; the subject of the report was a proposed registration system.

Ms. Retzlaff said that she felt the adoption of the proposed registration system would have an impact on the processing of transcript requests because of the additional staff time available for solving transcript-related problems. In addition, she continued, it could be expected that if the registration process is done more effectively, the attachment of grades to the proper classes on the students' records would not only be easier to accomplish but also less likely to result in errors.

Professor Glick asked how cancel-adds would be accomplished under the new system. Ms. Retzlaff said that there would still be a designated period at the beginning of each quarter for cancel-adds, during which time the student could make any necessary adjustments. She tied this question to a statement on the advantages of having students register for a complete academic year at a time, instead of the present method of registering once each quarter. One of the principal advantages of this innovation, according to Ms. Retzlaff, would be the ability of the student to plan a year in advance; i.e., the student will be advised in August of the year's classes in which he or she has been registered, thus enabling the student to plan a program based on this knowledge and theoretically meaning fewer cancel-adds. Professor Barber added that this would also be advantageous to departments because they would know course loads in time to plan for any necessary decreases or increases in course offerings or sections of courses. Ms. Lewis referred the committee to page 45 of the Project Report for a complete listing of what the report committee saw as the benefits to be accrued from adoption of the proposed system of registration.

Ms. Retzlaff gave the committee some background information on the University's computer system, discussing how the state schools' on-line computer system compares with the system presently in use by the University. She said that the University still uses a card system which introduces more potential error than that expected from an on-line system, such as the one being proposed. Morris Campus has been using an on-line system for a while now and has experienced significantly fewer errors since moving to that system.

There was some concern over the confidentiality of students' records and the possibility of invasion of privacy if there is easy and open access to the computer through unsupervised, off-site terminals; Ms. Retzlaff referred the committee to Dr. James Preus and Dr. Charles Liesenfelt of A & R (Twin Cities Campus) when asked about the proposed locations for the terminals.

3. (Cont'd)

Professor Keller questioned whether Morris Campus's experience was a valid predictor of how the system would affect the Twin Cities Campus. He expressed some specific concerns about comparing the relatively smaller Morris Campus, which experiences less movement in faculty, course offerings, etc., to the relatively larger Twin Cities Campus with its more complex structure of departments and colleges. He also pointed out that there was a disadvantage in being forced into deciding on curricula at the beginning of the year and saw this as a decrease in the flexibility now afforded departments and colleges in their planning efforts.

Professor Morrison said that the Law School had only recently been advised of the contents of the proposals even though it is one of the first units that would be affected if the proposals are adopted. He was also concerned that it might not be possible to get an "early run" of Law School students' projected course loads, which would hamper that unit's planning efforts.

Ms. Retzlaff told the committee that the proposed system did not concern itself with room assignments, which would be done separately from the registration of students in courses; she referred the committee to Dr. Preus for further information on this matter. Mr. Ryan commented that he hoped the new system would take into consideration working students who need blocks of time away from classes for their job commitments. Professor Blake mentioned that St. Paul-based students could only be expected to commute once a day from the St. Paul campus to attend classes in Minneapolis, and that some Minneapolis-based students need to take classes in St. Paul, so the computer would have to be programmed to avoid schedule conflicts arising from this situation.

The discussion of the possible limitations of the proposed system continued, including a consideration of the capacity of the system to respond to a request for UMM files only, for example, or for the student files for the Law School only.

Ms. Retzlaff drew the committee's attention to the fact that the report being discussed should be considered a feasibility statement which was designed to encourage support from the Legislature and to stimulate discussion among affected parties. She encouraged the committee to submit comments on the report for review by the task force before the proposals are implemented. Ms. Retzlaff said the report was specifically prepared to illustrate to the Legislature why the proposals should receive funding for implementation. She concluded her comments by cautioning the committee that the course-planning process will be an extended one, given that it takes one month initially to add a student's records to the computer file and an additional month beyond that to process a file correction.

Professor Robinett asked the committee to come to a conclusion on its response to the proposals. Ms. Lewis moved that SCC endorse the registration system proposals and list the problems it felt were yet to be solved. Professor Keller seconded the motion, then began to list some of the problems he saw. He noted that the task force had not been balanced in its evaluation, that comparisons with other universities should be included in the report. Professor Barber agreed with Professor Keller that it would have been advisable to have had an across-universities study done contrasting the University of Minnesota with similar institutions in terms of needs, facilities, and resources. Ms. Retzlaff said that not enough money had been available to make such a study possible; instead, an IBM consultant with experience at institutions of higher education had been hired to work with the task force. Ms. Retzlaff told the committee that this consultant had experience on similar projects for other universities and was therefore regarded as a valuable resource person for the task force.

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3. (Cont'd)

Professor Robinett asked about faculty participation on the task force; Ms. Retzlaff confirmed that there had been no faculty on the task force. Mr. Ryan suggested that an effort be made to set up a review body composed of faculty and student representatives in order to ensure that the consultation process was carried out in a thorough manner.

Professor Purple asked that it be noted that there is a potential problem of confidentiality if on-line computer terminals are made available to students. Ms. Lewis responded to his stated concern, saying that there is an entire section in the proposals which addresses this issue as well as the issue of maintenance of privacy. Professor Keller said that an assessment should be made of the extent to which the computer system might amplify human errors, rather than reduce them.

Professor Robinett summarized for the committee the wording of the motion: Problems the Senate Consultative Committee sees in the registration system proposals are: a) possible lack of flexibility in programming and scheduling (course location, pre-runs, St. Paul/Minneapolis campus commuters); b) the extent to which the computer system might amplify rather than reduce human error in the registration process; c) the need for a wide review process, including faculty and student input.

Mr. Ryan questioned the emphasis of the system and wondered if this should be included; he explained his concern further: Is the system designed to handle the usual, where very few changes are anticipated, or is it designed to handle the unusual, where there are changes that need to be made? Professor Morrison added to this question his concern that someone should be responsible for handling the (for example) 2% of the student population that experiences difficulties with the system, assuming that the system is set up to handle routine matters 98% of the time. Professor Robinett suggested that these concerns were included under "flexibility" mentioned above. Professor Blake questioned whether those who will receive the motion from SCC would understand the intent of the statement on flexibility. Professor * Robinett said that Dr. Preus, to whom the letter will be addressed, could be invited to meet with SCC to discuss these concerns further.

Professor Keller had two comments concerning the sequence of implementing the proposed changes (refer to page 8 of the Executive Summary of the report): 1) the implementation of steps #1 through #4 does not provide an opportunity for a substantial test before step #5 is done; 2) perhaps the course enrollment portion of the proposed system should be tried on the Twin Cities Campus before it is done elsewhere. He also felt that nowhere in the proposal is it pointed out how evaluation will be handled; he suggested that SCEP should review the evaluation once for each step before the University proceeds to the next step in the implementation sequence.

The group next discussed the proposed computer system and its estimated cost. Professor Purple said that the data base structure, which would be the type used if the system goes into effect, is a very good way to set up the programs, rather than using a computer file system. Professor Glick asked if the \$250,000 estimated cost was a close approximation of what it would take to set up the new system. Professor Purple responded that it seemed the estimate was in proportion to the amount of programmers' time (the largest budget item) that would be needed to set up and de-bug the new system. He agreed with Professor Glick that there still might be an over-run of costs.

3. (Cont'd)

Ms. Retzlaff told the committee that a dual system of records would be maintained until the new system is in place. She said that Duluth will serve as a microcosm of the proposed total system and will in this way provide a chance to "work out the bugs." Professor Keller felt that the Twin Cities should first try out the course registration procedures, instead of having the whole program implemented on each campus as the sequence described in the report indicates. Ms. Retzlaff countered that if there were problems when the Twin Cities registration program was tried, the amount of time and effort required to make corrections for the large number of students involved would be substantial. Professor Keller again expressed his doubts about the way the system implementation has been proposed, commenting that recently the Graduate School was unable to produce a computer list of its faculty. Ms. Lewis ended the discussion with the remark that the proposed registration system could not possibly be worse than the existing one.

MOTION PASSED A vote was taken and the motion was carried to send a letter to Dr. Preus conveying to him the above comments.

4. Interim Report on Outreach at the University

Professor Robinett reported to the committee that SCC, in connection with its role as steering committee for the All University Senate, had been asked by President Magrath to send the report prepared by the Study Group on University Outreach to the appropriate committees (the report is entitled "Outreach at the University of Minnesota: Interim Report of a Study in Progress" and is dated November 1977). She said that she had duly transmitted the report to SCEP, the University Committee on Continuing Education & Extension, and the University Committee on Summer Sessions. They have been asked to send comments on the report to SCC and to Associate Vice President Albert Linck, who was chairman of the committee that prepared the report.

Ms. Lewis asked for a definition of outreach: Professor Robinett said that it was "what we are doing at the institution now and what we will be doing in the future to attract non-traditional students." Ms. Lewis thought that this report seemed similar in focus to the Student Access Report which the committee had reviewed at a previous meeting. Professor Purple confirmed her impression and said that the Outreach Report was of equal importance as well. Professor Blake wanted to know if county agricultural extension education was considered in the report. Professor Purple replied that it was and pointed out that the study group's chairman, Dr. Linck, has considerable experience in that area of education.

Professor Keller said that the report deals with ways of avoiding competition with the state colleges. Professor Glick asked if the Legislature was involved: Professor Robinett replied that it was and that the Higher Education Coordinating Board (HECB) was also involved. Professor Keller commented that the question is raised each year about whether the University is trying to take over some of the responsibilities of the state colleges, e.g., the University's Rochester center.

* Professor Barber and Mr. Ryan volunteered to study the report and relate their findings to SCC at some future date. Copies of the report will be sent to all SCC members for information. It was also decided to ask Professor Stuhler to comment on the report.

5. Enrollment Projections for the University

Professor Keller passed around a chart showing enrollment projections made by the Management Planning and Information Services office which is headed by David Berg. Professor Keller said the projections were made at the two-thirds confidence level. He felt that this is not an appropriate approach for planning at the University since a financial disaster can occur if the projections are even 500 students off. He said that this information should be taken to the Legislature by the administration to show that it is not a good way to allocate funds to the University. He also proposed that a three-year aggregate figure be used instead of yearly projections.

Professor Morrison stated that perhaps a policy decision would have to be made by the administration to move away from enrollment-based budgeting. Professor Robinett and Professor Blake responded that SCC has already made this recommendation to the administration but nothing has, as yet, been changed; the administration seems unwilling to go to line item budgeting because of a perceived loss of autonomy under that system, Professor Morrison commented. He went on to describe comments made by Vice President Kegler concerning the move to line item budgeting: The University has been gradually increasing this type of presentation to the Legislature each time funding is sought; however, the University may have to give up some of its autonomy in order to get the funds it needs from the Legislature. Professor Keller said that the view ought to be that we are interested in developing a balanced program, rather than a student-faculty ratio, which is not necessarily related to the actual amount of effort faculty expends in teaching, research, and service activities.

6. Retention of Students at the University

Professor Robinett told the committee that there had been a delay in the preparation and distribution of a report on retention which Dr. Jeanne Lupton was trying to secure for the committee's review. Professor Robinett thought that perhaps Vice President Wilderson could meet with SCC once the full report is made available to the committee and once data being collected in CLA becomes available.

Professor Morrison questioned the use of data from the College of Liberal Arts because he felt that often CLA students have educational objectives other than a four-year degree. He drew a distinction between students enrolled for courses and those who are participants in a designated program which leads to a college degree.

Professor Robinett said that she would inform the committee when the full retention report is made available to her.

7. SCC's Response to UCBRBR Request of 12/19/77

A draft of a proposed letter to UCBRBR from SCC concerning budget priorities was distributed to committee members for comments. Some minor changes were made and then Ms. Lewis moved that the letter be sent to UCBRBR. The motion was seconded and the question was called. A voice vote carried the motion. Copies will be sent to Vice Presidents Brown, Kegler, Koffler, and Stein.

The meeting was adjourned at 12:45 p.m. The next meeting of the Senate Consultative Committee will be held on Thursday, March 2, at 11:00 a.m. in the Regents' Room.

Respectfully submitted,
Linda L. Compton
Administrative Fellow
Senate Consultative Committee

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PASSED

*

Professor Mahmood Zaidi, Chairman
University Committee on Biennial Request and Budget Review
537 Business Administration

Dear Professor Zaidi:

This letter is in answer to your request that the Senate Consultative Committee, along with other Senate committees, provide you with what it considers to be of primary importance in your deliberations on the biennial request and budget review processes. As you are fully aware, the SCC has discussed at length various aspects of University planning in general and in particular those processes involved in the biennial request and budget review. This letter will serve to summarize these discussions and to present the viewpoint of the SCC in regard to these matters.

General Principles

1. The planning decisions of UCBRBR should be firmly based upon a concern for academic values. For example, the systematic programmatic reviews which have been undertaken within the past few years should be integrated into University planning on an ongoing basis. They should be one of the bases for the expansion, contraction, and alteration of the course of the University and its constituent elements.
2. General planning for the University should be distinguished from the preparation of the biennial request. The two are certainly interdependent, but the preparation of the biennial request should not be the only consideration in planning.
3. UCBRBR should be used by the administration for the purpose for which it was created. It is in the best possible position to understand the biennial request, and it can help avoid problems which have arisen in the past when much of the effectiveness of the Senate has been diffused because of the large number of committees which had to be consulted. It is now clearly understood (see Professor Robinett's letter from the SCC to Vice President Kegler of _____) which indicates that UCBRBR is the committee to be consulted first regarding matters related to the biennial request and budget review. Because of its specifically designated membership, the appropriate committees will be immediately informed by the members of UCBRBR of all such matters and can, therefore, more quickly respond.
4. UCBRBR should work to ensure that each biennial request is in conformity with the goals which have been agreed upon for the University.
5. UCBRBR should develop procedures for collecting and handling issues from other Senate committees and from the central administration, but it may also find it appropriate to take the initiative in addressing questions related to the biennial request proposals from the various colleges.

6. It is assumed that both the administration and the Senate will aid UCBRBR in its analyses through providing needed information and expertise.

7. The Committee's views should be relayed through the SCC, and other Senate committees should be kept informed when particular issues impinge on their areas of concern. However, the Committee should be free to advise the administration in its capacity as a body of experts and without speaking for its constituency.

8. It is perceived that the Committee will, of necessity, have to interact with a broad range of officers within the central administration; however, it is expected that the Committee will work closely with persons or groups designated by the President to deal with various issues.

9. It would be advisable for the Committee to provide an annual report to the Senate summarizing its experience in the previous year.

Issues

1. Our concern with maintaining the integrity of academic programs applies not only to departmental or college budgets; there are a number of other units which are crucial to the University: e.g., the Graduate School Research Fund, the Library, and the Educational Development Fund. We would consider it unfortunate indeed if any of these programs or activities were significantly retrenched. In a time of retrenchment there may even be justification for increasing support for some programs such as these, if decisions are made on an academic basis.

2. In recent meetings which the SCC has had with the President the following issues have been discussed and we would like to raise similar questions with UCBRBR: Should there be a central reserve fund? Or should there simply be retrenchment to balance the books? If a reserve is called for, where should it come from? Where should it be held? At the Deans' level? At the Vice Presidents' level? Which Vice President?

3. You will be asked to make choices and priorities in this period of retrenchment. As an initial approach, we recommend that UCBRBR examine the growth of the budgets of support services during the periods of great increase in enrollments, when the support services were used to alleviate the changes in the roles of professors which occurred during periods of great shortages in professorial staff. It may very well be that the present period does not reflect an oversupply of faculty but rather a very reasonable adjustment to a period when the faculty did not expand at a rate that was at all commensurate with the increased teaching and research obligation placed upon it. If this assumption is supported by the data, it would strongly suggest that certain support services that were necessary and desirable when we were swamped with increasing numbers would now be expendable.

4. We suggest that when budgets are prepared they should be studied in toto. That is, capital requests, supply budgets, and academic budgets should be considered side by side because we recognize that there are certain trade-offs that can occur between capital requests, for example, and general

maintenance budgets. Certain capital expenditures can be justified because they involve, over a period of time, lower maintenance costs. To the degree that this interdependence exists, it is necessary that UCBRBR concern itself with all aspects of the budget.

5. Another issue concerns enrollment forecasting. It does not appear to be wise to develop a University budget over a two-year period which is exceedingly sensitive to enrollment fluctuations as small as 2 to 3 percent. The University should develop an approach to budgeting which is insensitive to these fluctuations. We realize that the problem is a difficult one, but rather than constantly dealing with enrollment forecasts we hope that UCBRBR can address itself primarily not to issues which increase the necessity of such forecasts but to means of insulating itself from enrollment deviations.

6. Part of the problem of making accurate estimates of student enrollments derives from the retention of students. If, for example, a higher number of students who entered as freshmen continued to graduation, it would contribute to the stabilization of student enrollments and make planning easier. There are many reasons why students withdraw from the University of Minnesota, some of which relate to financial need. Others may relate more basically to their educational experience. A portion of the student population seems to develop a feeling of anomie or they experience a disenchantment. If we had a better understanding of what gives rise to these feelings, it might be possible to make modifications in the academic program which would contribute to the stabilization of the student population.

7. Some members of the SCC feel that high school graduates and other potential students at the University have a very poor perception of the opportunities for higher education in the state of Minnesota and of the relative merits of the different types of institutions open to them. They feel that better information about the nature of the University and its programs, relative to other institutions, would lead to greater student interest and a greater number of applications for admission to the University. There has been some specific concern in this area, particularly in relation to minority and disadvantaged students; but there is a feeling that the problem of recruitment of students is much broader.

8. The SCC wishes to remind UCBRBR of its responsibility to see that budget decisions are made in keeping with the stated goals and priorities before agreed upon, to 'shepherd' the process after the budget is once prepared.

The SCC wishes you to know that we strongly support the work of your committee and will be pleased to help in every way possible.

Sincerely yours,

Betty Wallace Robinett, Chairman
All University Senate Consultative Committee

BWR:bwr

cc: President Magrath; Vice Presidents Brown, Koffler,
and Stein



UNIVERSITY OF MINNESOTA

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February 6, 1978

Professor Mahmood Zaidi
Chairperson
University Committee on Biennial Request
and Budget Review
Industrial Relations
537 Business Administration Tower
West Bank Campus

Dear Professor Zaidi:

I wish to thank you and the members of your Committee for the opportunity to meet with you and to begin the consultative process relative to the 1978-79 Budget and the Operating and Capital Request to the Legislature for the 1979-81 Biennium. I found the dialogue with you and the members of your Committee to be constructive and am very much appreciative of the interest which the Committee evinces in not only the process but also the subtle details of preparing each of these three important documents. I look forward to a very productive relationship with UCBRBR in the months ahead.

You have asked that I summarize in writing the questions which we discussed during that meeting. Accordingly, it is my formal recommendation to the Committee that you begin the process of preparing input to my office on the following subjects relative to the 1978-79 Operating Budget:

a) some suggestions and comments on how we might accomplish the recurring retrenchment which is required as a result of our enrollment declines. It is currently estimated that this retrenchment will be between \$800,000 and \$1,000,000, but it may go higher as a result of several other factors;

b) it is apparent that mid-year retrenchments are a very difficult procedure to effect in the academic units, and we are interested in exploring with UCBRBR the possibility that the 1978-79 Budget retrenchment be larger than is absolutely necessary so as to provide a reserve against the possibility of a further enrollment decline;

c) each year, we devote a substantial amount of time and effort to establishing the rates for all classes of Graduate Assistants. It would be extremely helpful if the Committee could provide us with some faculty perspective on the appropriateness of these rates, vis-a-vis entry level faculty salaries and in relationship to the competitiveness of our graduate student stipend structure.

With respect to the 1979-81 Operating Request to the Legislature, I would suggest that the Committee provide some input to us on the following subjects:

a) there is a continuing discussion of the "proper level" of tuition as a percent of instructional cost and as an absolute dollar figure. This matter continually recurs as a subject for extensive discussion with the Board of Regents and with key legislators. It would be very useful for us to have a position paper prepared by UCBRBR on this very critical subject. I realize, of course, that there are no definitive answers to this problem, but we have had too little input from the faculty on this entire subject;

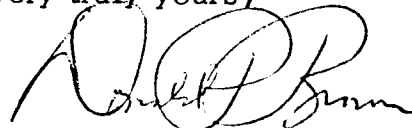
b) the perennial question of faculty salaries and how best to establish the percentage increase requested from the Legislature, and perhaps more importantly what strategies we ought to follow in trying to persuade the money committees to grant our request.

I believe that this summarizes fairly well the major points which I raised before the Committee, and I look forward to hearing from you in the weeks ahead.

Inasmuch as I have heard nothing to the contrary, I assume that Marilee Ward was able to provide all members of your Committee with a copy of the President's December 22nd memorandum relative to the preparation of Phase I inputs for the 1979-81 Biennial Request.

Again, let me express my appreciation for the work of your Committee and my conviction that we have made a most constructive start to the very important consultative process which must take place between administration and the Senate.

Very truly yours,



Donald P. Brown
Vice President for Finance

DPB/pj

cc: President C. Peter Magrath
Vice Presidents