



UNIVERSITY OF MINNESOTA

FOR CIRCULATION ONLY TO FCC

University Senate Consultative Committee  
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SENSE OF THE MEETING

RECORD APPROVED 8/27/84

FACULTY CONSULTATIVE COMMITTEE  
June 20, 1984  
2:30-4:40  
626 Campus Club

Present: Shirley Clark, Phyllis Freier, John Howe (Chr.), Irwin Rubenstein, Frank Sorauf, W. Donald Spring, Deon Stuthman, Burt Sundquist, John Turner.

Professor Howe convened the FCC to address the issues raised by the upcoming search for a new president, arrangements for an interim between the president's departure and the installation of a new president, and additional personnel matters within central administration. The meeting was occasioned by President Magrath's announcement of June 18 that he was resigning to become president of the University of Missouri.

Professor Howe reported on his recent conversations with Vice Presidents Keller and Lilly, with Mr. Duane Wilson, and with Professor Jack Merwin, FCC chairperson-elect.

1. Other central administration vacancies.

A. Position of planning vice presidency.

FCC members agreed unanimously that the search should be suspended for the present. A new president may choose to restructure the central administration and should have the opportunity of making this appointment.

B. Position of Associate Vice President for Academic Affairs.

The committee discussed the desirability of an interim appointment to the position during the transition in administrations. Dr. Linck will depart August 1. The transition period in the presidency is going to put extra work upon Vice President Keller, whose office is already overworked. There should be at least an acting associate vice president named very quickly, and a search started immediately for a permanent replacement for Dr. Linck. Vice President Keller might name his own acting associate vice president. It is important that this acting associate have close familiarity with the planning process, biennial request, and so forth.

It was noted that there is expertise on campus that Academic Affairs can call upon for specific tasks.

2. The president's schedule for moving and the nature of an interim presidency.

President Magrath has said he would leave the University right after Thanksgiving. He assumes the Missouri job in January.

One FCC member recommended that the University start looking immediately for an interim president so that person could have a period of tutelage while President Magrath is still here, and be ready to fill the office in an interim capacity whenever the president should decide to depart.

An interim vice president should be chosen on the basis of the kinds of tasks the person will need to perform, which appear to be:

- a) helping with the presentation of the biennial request to the legislature,
- b) working with the Board of Regents, and
- c) working with the vice presidents.

The person must know the University and have the confidence of the faculty.

The FCC members discussed the relative merits and disadvantages of a shorter versus a longer interim presidency. The committee thought it important that the exact date of the departure be known and announced.

The suggestion was made that if the president wishes to leave earlier, arrangements might be made for a leave of absence, perhaps with pay. Such a leave would be a reward for his many contributions and would give him the time to prepare for his new job.

It was commented that it will be hard to find and persuade a person who can serve as an interim president. Comparison with the 1974 Ziebarth interim presidency was not seen to offer a parallel since that occurred only over a summer and could be, and was, purely ceremonial.

Naming an interim president is the responsibility of the regents. The FCC, however, stands ready to be useful to the regents, and might develop some specific suggestions.

3. Search for a president.

Operation of SCC: FCC members generally agreed the FCC and Student SCC should meet separately in deciding how they wish to assist in the search. It was suggested that a full SCC meeting regarding the search would be useful a bit later on.

FCC will look for a formal announcement in the near future that a search will be undertaken. It would be most reassuring to the faculty to have a calendar of events and processes laid out. Presumably the announcement will come from the regents at their July 12-13 meeting.

Regent Krenik has said he envisions conducting the search very much like the last search. There was a faculty-student search committee, named by the

SCC, which screened candidates and forwarded the list of semi-finalists to the regents' committee.

The possibility of employing a professional search firm has been raised. The FCC expressed its strong reservations.

The FCC favors a process much like that of 1974. The critical element is the quality of people on the search committee. A member said the criteria for selecting search committee members should be two: knowing the University and its problems, and having a good personnel sense. There should be new blood on the search committee. The committee will have a lot of hard work. Confidentiality is absolutely essential. Moreover, the committee has to find a way to get the crucial information from the campus where the candidate now serves. The candidate's record of performance, not rhetoric, must determine the selection.

Student participation: Last time there were 6 faculty members and 4 students. FCC recommends a ratio of 8-2 this time.

One member said there might be some value to having one member of the 1974 search committee on the new committee. There should be overlap with the FCC but the membership of the two committees should not be identical.

It was suggested that there might be value in an FCC-regents get-together in July at which everyone could talk about what was on their minds.

FCC will try to have a search committee slate to offer on July 12, or whenever it is requested.

AN FCC MEETING WAS SET FOR JUNE 28 at 3:00 p.m.

The meeting adjourned at 4:40 p.m.

Meredith Poppele,  
Recorder



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MINUTES

APPROVED 8/27/84

FACULTY CONSULTATIVE COMMITTEE

June 28, 1984

3:00 - 5:05

606 Campus Club

Present: Shirley Clark, Virginia Fredricks, Phyllis Freier, John Howe (Chairperson), Joseph Latterell, Paul Murphy, Irwin Rubenstein, Frank Sorauf, Deon Stuthman, John Turner.

1. Search for Associate Vice President for Academic Affairs.

FCC members were acquainted with Vice President Keller's draft of a letter to faculty describing the position and inviting nominations and applications. There was unanimous FCC agreement on the need to have the position filled quickly; some members advanced reasons as to why an acting associate should be named. Professor Howe will convey to Vice President Keller the FCC's suggested modifications to the process he has proposed:

- Enlarge the screening committee with several additional faculty;
- Extend the application/nomination deadline to August 10;
- Ask department chairs and/or secretaries to call this letter to the attention of faculty not in town.
- Ask the Screening Committee to make special efforts to contact candidates and nominees.

The FCC suggested a few additional modifications to the draft letter.

2. Search for a successor to President Magrath.

Professor Howe reported on his June 21 meeting with Regents' Chairperson Lauris Krenik and Secretary Duane Wilson. Regent Krenik indicated his belief that the search should be structured much as it was when President Magrath was hired, including the use of a faculty steering committee.

A. The Screening Committee. The FCC believes that the screening committee should consist of 8 faculty members (one of whom should be from Duluth), 2 students (one graduate and one undergraduate), 1 P/A employee, and 1 civil service employee. The Senate Consultative Committee should appoint the committee. Two faculty members should come from the SCC. Faculty on

the committee should reflect a mix of experience and freshness. Characteristics of committee members should include:

- A good understanding of the University of Minnesota;
- A keen and discriminating personnel sense;
- Cosmopolitanism -- being active nationally and having lots of contacts;
- A willingness to be critical;
- Decisiveness;
- Initiative;
- Readiness to commit the necessary time to the task;
- A strong all-University perspective.

It was recommended that the faculty member selected from a coordinate campus be someone sensitive to the needs of all the coordinate campuses.

FCC's approach will be to find the very best names for this crucial job.

B. The use of a professional service to aid in the search.

Among the possible advantages noted by committee members were the following:

- Such an agent could perform valuably in a staff capacity, compiling lists of names and preparing dossiers;
- Anonymity. The very best prospects are probably not eager to offer their names and may not even think they are interested in moving. They or their colleagues might be more willing to talk with a professional agent than with a University of Minnesota faculty member;
- Expertise and efficiency at the task;
- Special knowledge of people in higher education.

Among possible disadvantages are the following:

- Faculty with staff support might do just as well at accumulating the lists and dossiers;
- Major universities haven't used such services for presidential searches;
- Desirable candidates might be repelled by a "headhunter;"
- Such a firm's emphasis on confidentiality might freeze faculty and Regents out of the process until the very end.

Before deciding whether to use an agency, we should explore how good such a service is at this kind of job.

C. Position description.

The document the Faculty Consultative Committee developed in 1966, "Characteristics to be looked for in a New President," and which also served as the job description for the Regents' 1974 search, grew out of a specific time in history. FCC agrees that the University now needs a new description more appropriate for the current times. The "Board of Regents Presidential Review Performance Objectives" (1978) provides a good basis for writing a new description.

FCC suggests the job description contain a preface describing the University in its three aspects of a large research university, a land-grant institution, and an urban university. The job description should distinguish job qualifications from functions. FCC briefly discussed how qualifications might be defined in the job description. In outline form, the announcements might be shaped like this:

- We are this kind of a University...
- Which needs this kind of an individual...
- To do this toward our achieving our aspirations... .

Professor Howe will consult with Professor Merwin, and together they will constitute a three-person FCC subcommittee to draft a functional job description.

Professor Howe will call Regent Krenik to forward the FCC's various thoughts and suggestions regarding the search.

NEXT MEETING: Monday, July 16, at lunchtime, in the Campus Club.

The meeting adjourned at 5:05 p.m.

Meredith Poppele,  
Recorder