



UNIVERSITY OF MINNESOTA

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

FACULTY CONSULTATIVE COMMITTEE

September 22, 1983  
300 Morrill Hall  
10:15 - 12:30

AGENDA

- 10:15
1. Sign up for monitoring Regents meetings Fall Quarter.
  2. Consideration of the proposed new tenure code-- schedule and arrangements for (two letters enclosed).
  3. Appointment of Faculty Legislative Liaison. (See Peter Robinson's letter of resignation in FCC circulating file.)

FCC CONVERSATION WITH PRESIDENT MAGRATH.\*

- 11:30
1. Follow up on fringe benefit changes for faculty on leave without pay.
  2. Monitoring of the 1983-84 merit-based salary adjustments.
  3. Search Committee for Dean of Institute of Technology.

\* FCC members see enclosed letter from John Howe to President Magrath.



UNIVERSITY OF MINNESOTA

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

September 14, 1983

To Members of the Faculty Consultative Committee

From John Howe

If you have other items of business for our meeting on the twenty-second, please give me a call in advance.

Please come prepared for at least the beginnings of a substantive discussion with the President concerning the Lilly Report in our SCC time. Where do we want to take hold? What do we think should be done with and about its many suggestions? Should we begin with its proposals for new vice presidents? Etc.?

Also, give some thought to the document on the "Performance Review of Administrators." That was in the circulating file at our last meeting. If you wish to review it, give Meredith a call for a copy.

On the matter of a faculty Legislative Liaison person, I hope we can get at least as far as bringing two or three names into view, perhaps pointing toward a final decision at our next meeting.

I'll report on decisions to date concerning the processing of the Tenure Code. We need to know what's happening. We also need to decide if we wish to advise the Tenure Committee about its content.



UNIVERSITY OF MINNESOTA

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

MINUTES  
FACULTY CONSULTATIVE COMMITTEE AND  
FCC CONVERSATION WITH THE PRESIDENT

September 22, 1983  
300 Morrill Hall  
10:20 a.m. - 12:50 p.m.

Members present: Virginia Fredricks, Phyllis Freier, John Howe (Chairperson), Marvin Mattson, Jack Merwin, Irwin Rubenstein, W. Donald Spring, Deon Stuthman, Burt Sundquist.

Guests for FCC meeting: Scott Singer, W. Phillips Shively, Geneva Southall, Maureen Smith, Rick Bale.

1. Monitoring Regents meetings. FCC members signed up to attend the Regents meetings of November and December (October Regents meeting is in Waseca).

2. FCC appointments.

A. President's Student Behavior Review Panel. Two new members are needed because of Paul Cashman's death and Connie Sullivan's sabbatical. John Howe read the four names recommended by Nick Barbatsis: Diedre Nagy (Agriculture), John Romano (General College), Lansine Kaba (CLA), Jim Hexby (IT).

It was moved and seconded that Professors Nagy and Romano be asked to serve and that the other two be back-ups. The motion carried without dissent.

B. Student Legal Service Board. John Howe asked the FCC if it would like to appoint Peggy O'Hare, recommended by a graduate student and by Pat Swan, past SCC Chair, to the second faculty position on the Board. Ms. O'Hare holds a P/A appointment; she is Coordinator of Special Projects in General College. The Legal Service Director is agreeable to her filling a faculty spot on the Board.

It was moved and seconded that Professor O'Hare be so appointed. The motion carried without dissent.

3. Appointing a new faculty legislative liaison. Guest: Phil Shively, President of the Faculty Association.

Professor Howe posed three questions for discussion:

- Why should the position still exist?
- What should it look like now?
- Who should fill it?

Professor Shively told FCC the UMFA board is anxious to have the liaison position continue.

Professor Howe reported on a meeting earlier in the summer, in which President Magrath, Vice Presidents Keller, Kegler and Vanselow, and Professors Shively and Howe discussed the future of the faculty legislative liaison position. The faculty participants made the points that while UMFA was effective, it is still a new organization and its permanence isn't guaranteed. Should it lapse, the faculty could find themselves with no direct voice. They argued for continuing the release time for a faculty position and encouraging the person in the position to maintain a good working relationship with UMFA. They also pointed out that not all faculty are members of UMFA.

The President agreed to continue the position for a year, with a budget of up to \$20,000. There would be no support in summer. Primary support would be for the legislative session. The group discussed the possibility of redefining the position away from that of lobbyist and toward that of observer-participant and information provider.

Professor Rubenstein told FCC that a lobbyist is best understood when the legislators clearly understand what the lobbyist speaks for. UMFA's emphasis is on salaries, and legislators will come to expect them to be outspoken on that subject. But others issues of importance to the faculty also arise, and the liaison can speak for the faculty on these.

Professor Shively said the faculty legislative liaison can help a great deal by arranging faculty-legislator meetings, as Peter Robinson did; he or she can attend sessions for information. He thinks confusing the legislators can be avoided.

Professor Stuthman emphasized that if a person is to serve in a lobbyist role it is essential that person be active before the legislative session.

There was broad FCC agreement that it wants the legislative liaison's job done.

Professor Merwin advocated naming someone who could serve for several consecutive sessions.

Professor Stuthman was asked if he would consider serving, but he declined.

Other names proposed:	Charles Walcott	Clarke Chambers
	Pat Swan	Rick Purple
	Shirley Clark	Don Browne.

Professor Howe asked Professor Fredricks to convene a group of three (herself, Professors Merwin and Stuthman) to consider the above names and any others FCC members submit to them, and to present three nominations to the next FCC meeting (October 6).

4. Tenure Code. Schedule and arrangements for consideration of the proposed new code.

FCC members had copies of the two letters going out at this time from Chairpersons Howe and Morrison.

- One letter is addressed to all faculty, outlining the schedule and procedures and announcing the availability of materials.

- One letter is to deans, directors, and department heads and accompanies their copy of the proposed draft.
- A third letter will go out soon, also with a copy of the new draft, to all faculty senators.
- A copy of the final draft will be sent to all faculty around mid-December, before the Faculty Senate meetings begin.

Professor Howe reported that the Faculty Affairs Committee, under its new chairperson Mario Bognanno, intends to begin its consideration of the draft very soon. The Tenure Committee wants to be very open to opinion and comment this fall. The FCC should consider its role.

FCC members agreed they wanted to examine the draft as a committee, brainstorm their reaction, and be able to answer questions about it. FCC will add a special meeting in the morning of October 20 exclusively for this purpose. In addition, it will try to add an hour of meeting time on October 6 to begin the study.

Comments:

- FCC members should be present at each forum to sense faculty thinking on the code draft.
- FCC should take initiative in focusing discussion on the draft, for example, by identifying in advance of the forums, what<sup>v</sup> members think are the controversial issues.  
FCC
- The Faculty Senate should meet in its series of Winter Quarter sessions as a Committee of the Whole; changes proposed at those meetings will accumulate until a vote is taken, ultimately, on the whole document.

FCC CONVERSATION WITH THE PRESIDENT.

Additional guests: President Magrath, Vice Presidents Keller and Vanselow, Steve Dunham, Geneva Southall (for EEOWC), Carol Pazandak.

1. Follow up: Change in fringe benefit practice for faculty on leave without pay.

Vice President Keller told the FCC the Senate Finance Committee had discussed the question on several occasions last year as it looked at ways to save money without impinging on the academic mission, and said there had been general agreement on eliminating this payment. It has been costing the University about \$200,000 per year to pay retroactively into the retirement funds of faculty members when they return from leaves without pay.

Vice President Keller has now elected to delay implementation of the new plan, which is not to make such payments, to July 1, 1984, thus meeting the concern of providing faculty with suitable notice.

Dr. Keller said his new letter of notification to dean, directors, and department heads indicates central administration is receptive to consideration of a new policy. Questions include under what circumstances we should pay, and just who should pay. We ought to give some incentive to the college making the judgment, he said. The deans as a group are likely to discuss the question this year; we are receptive to a suggestion committees might wish to make.

2. Monitoring the 1983-84 merit-based salary adjustments.

Professor Howe asked when the data on this year's distribution, which central administration has requested of the units, would be available for study and a substantive discussion.

Vice President Keller will have a large part of the assembled data available by about October 1. The information will show percentage and dollar salary increases by department, sex, and rank. A further analysis, to be completed later, will include such particulars as time in rank.

Vice Presidents Keller and Vanselow are also conducting a survey on the procedures used for setting salary increases. Responses, due the week of September 26, will be tabulated for every unit (who makes the decisions, what conferences and consultations occur, etc., and how the procedures came about in each case). The vice presidents reserve the right, if they find a problem in the procedures, to request a unit to make some changes.

Professors Spring and Fredricks emphasized the value of using these accumulated data to inform faculty of how other units proceed. It is desirable for faculty to have a basis for comparison and perhaps to seek an improved method for their unit.

Vice Presidents Keller and Vanselow said that practices vary and that whatever is done ought to represent some consensus on the part of the department faculty. It is acceptable, for example, for the faculty to delegate the authority to their head--if this is what's been agreed upon.

Professor Southall cautioned that if 'consensus' means 'majority', the dissenters might be stuck with a policy they believe unfair. Dr. Keller said that if a majority vote produced procedures not fair to everyone in the department, the vice presidents wouldn't be bound to accept the procedures.

3. Retroactivity of salary increases for faculty who leave the University's employ between July 1, 1983 and September 15, 1983.

Professor Merwin noted that the Regents last week had reversed the administration's recommendation and voted to award retroactive increases to civil servants who terminated in the interim. He asked what would be the case for faculty.

Dr. Keller and President Magrath reminded FCC that two years ago those increases were provided to both faculty and civil servants who had subsequently left the University. At that time, the retroactive pay could not be awarded until the following winter. The situation this time involves about 60 faculty members on 'A' appointments who have now left.

After some discussion, Professor Spring moved and Professor Fredricks seconded that the FCC recommend that central administration not pursue the practice on this occasion of awarding retroactive pay to faculty who have left the University in the interim. The reasons FCC members put forth were the short term (maximum 2½ months), the small amounts involved, and the fairness problem for a department head in determining what would have been awarded had the person not been leaving. The motion carried without dissent.

4. Selection process for Regents professors: the "anonymous committee."

President Magrath told FCC that the Senate Committee on Equal Employment Opportunity for Women has questioned whether it is appropriate to have an unidentified committee. Attorney Dunham explained that when the composition of the committee is written down, it becomes a matter of public data. There is no legal basis for continuing the committee's anonymity.

President Magrath said the method of selecting the Regents professors was established in the 1960's. The system has worked like this: A policy statement exists describing the Regents professorship program. When there is an opening for one of the 16 professorships, the faculty are circularized and invited to nominate internationally outstanding colleagues. The President receives the nominations and passes them on to the anonymous committee which screens the nominations and makes recommendations to the President. The President sometimes asks questions of the committee via the chair, but has always accepted all the recommendations and the Regents in turn have accepted all the recommendations he has forwarded. The purpose of the anonymity has been to protect the members from any pressure. He believes the process has worked well.

The President solicited FCC's advice and comment. Some faculty responded that they had been satisfied with the process, but saw a need for the faculty to be assured that minorities and women serve on the committee and a need to make better known just what the procedures are.

Members remarked that the most important aspect of the procedures is that the committee be able to conduct its business in a confidential manner. That, since it is a personnel matter, need not be changed.

FCC will continue the question at its next meeting with the President (October 6).

5. Searches: Dean, Institute of Technology.

Professor Howe told FCC that Vice President Keller was ready to appoint the search committee. Howe has consulted with Professor Freier and another IT faculty member on the proposed committee makeup, and has reported back to Vice President Keller. Professor Howe asked Dr. Keller if the FCC might talk with him and the search committee when it gets underway because, while the search is primarily the business of the Institute faculty, the appointment could have implications far beyond the college's borders.

Vice President Keller said he had no objection to having a discussion of this sort, but he asked the committee to consider what its interest in this case is which is not the case regarding the Medical School, Management, Agriculture, and so on.

Professor Sundquist recommended the FCC limit their concerns to the process and not set a precedent which could lead to examining the personal qualifications of candidates for any deanship.

Professor Freier noted that search committees generally welcome a well thought out letter from interested faculty members.

The FCC meeting and Conversation adjourned at 12:55 p.m.

Respectfully submitted,



Meredith Poppele,  
Executive Assistant





UNIVERSITY OF MINNESOTA

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

September 14, 1983

President C. Peter Magrath  
202 Morrill Hall

Dear Peter:

We look forward to your discussions with the Faculty Consultative Committee on the twenty-second. We'll have our other business out of the way by about 11:30.

Our own items of business are three.

1. We'd appreciate information from you, or perhaps from Ken, on the follow-up to the earlier discussion we had with him about the recent changes in retirement payments for faculty on leave without pay. Since SCFA is presently without a chairperson and SCC began the discussion, we should perhaps carry it forward.
2. We also wonder about the progress made in gathering and analyzing the data relevant to last spring's merit-based salary adjustments.
3. Finally, we'd appreciate the opportunity to talk with you a bit about the soon-to-be formed Institute of Technology Dean's Search Committee.

Clearly, our agenda this time is not daunting. We invite your proposals as well.

Cordially,

John Howe, Chairperson,  
Faculty Consultative Committee

JH:mbp

cc: Kenneth Keller  
Neal Vanselow



UNIVERSITY OF MINNESOTA

Office of the Vice President for Academic Affairs  
213 Morrill Hall  
100 Church Street S.E.  
Minneapolis, Minnesota 55455  
(612) 373-2033

June 30, 1983

TO: Provosts, Deans, Directors and Department Heads

FROM: Kenneth H. Keller, Vice President for Academic Affairs  
Neal A. Vanselow, Vice President for Health Sciences

*Kenneth Keller*  
*N. A. Vanselow*

SUBJECT: Setting Academic Salary Increases

Assuming approval by the Board of Regents at its meeting on July 8, 1983, academic salary increases for 1983-84 will be awarded on the basis of an assessment of merit only with no fixed, or across-the-board component. While this was the common procedure at the University of Minnesota until eight years ago, it represents a departure from the practice of recent years. This reversion to the earlier practice has the support of the several University Senate Committees that consult with the Central Administration on matters of budget and faculty affairs but it must still be considered an experiment. We believe that the added flexibility provided to units by this approach will allow them to reward the outstanding performances of individual faculty members and to correct inequities in salaries that may have developed over many years through a combination of market pressures during a period of high inflation rates and low faculty salary increases. On the other hand, we want to insure that this flexibility is not applied in an arbitrary or capricious way.

In specifying that salary increases be distributed on a merit basis, it is not our intention to suggest that salary increases should be provided only where individuals have exhibited special merit. Instead, it is intended that increases reflect an assessment of performance: relatively large where a faculty member has been making an exceptional contribution; minimal where performance has not met reasonable expectations or where a person's salary is presently high relative to his or her level of contribution. In assessing performance all aspects of a faculty member's contribution should be considered, particularly with respect to teaching and research, but also with respect to service. Indeed, salary adjustments provide an opportunity to reward an individual for exceptional teaching or for taking on additional responsibilities that are not appropriately recognized by promotion.

We request that Deans review the faculty adjustments proposed by departments to assure that:

- 1) the increases actually reflect an assessment of merit. It is our hope and expectation that departments will use the flexibility provided to differentiate among faculty in the level of increase recommended.

- 2) the assessment of merit is justifiable and explainable. For increases below two percent or above fifteen percent, the President has asked that a brief explanation be forwarded with the recommendation using the blue sheets for convenience. However, increases that fall within that range should also be justified and a record retained in departmental files. Many departments make an assessment based on a numerical evaluation in each of the several areas of activity. That is certainly an acceptable approach, but a brief qualitative assessment would also be acceptable.
  
- 3) the process of setting salaries is a reasonable one. Practices in this respect vary widely from department to department. In some instances, highly consultative and structured processes are used. In other cases, the chairman or head sets salaries autonomously. Our concern is that the process be one that is understood and accepted by the departmental faculty. While there is not sufficient time to alter practices presently in place before setting 1983-84 salaries, the Senate Committee on Faculty Affairs has asked that this question be addressed in this next year if the exclusively merit approach to salary increases is to be continued. Each Dean should determine what procedures were used for the evaluation of the faculty members in his/her departments or units and provide us with this information on or before August 1, 1983,

Finally, we urge you to pay particular attention to the salaries of women and minority group faculty members. You should ensure that their salaries are no less than their departmental peers given length of service, rank, and comparable performance.

Please share this memorandum with your faculty so that they will understand our intentions in these matters.

:slh

cc: President C. Peter Magrath  
University Vice Presidents  
Mr. Stephen Dunham, General Counsel  
Professor Craig E. Swan, Chair, Senate Committee on Faculty Affairs  
Professor Patricia B. Swan, Chair, Senate Consultative Committee

UNIVERSITY OF MINNESOTA  
TWIN CITIES

Department of Economics  
1035 Management and Economics  
271 19th Avenue South  
Minneapolis, Minnesota 55455

June 29, 1983

Dr. Kenneth Keller  
Vice President, Academic Affairs  
213 Morrill Hall

Dear Ken:

At its meeting of June 6, 1983, following discussion and action regarding the distribution of salary monies for 1983-84, the Senate Committee on Faculty Affairs voted to establish a subcommittee to investigate current practices regarding salary adjustments and consider recommendations for possible changes. Professors Ellen Berscheid, Mario Bognanno and Marvin Stein have agreed to serve on the subcommittee. Professor Bognanno will chair the subcommittee.

The committee instructed the chair to write you and request help for the work of the subcommittee in the following areas:

To understand current practices it would be helpful if your office would request from each department a brief description of the process used in annual performance review and salary adjustments. Such description should include a statement of the criteria used to make salary adjustments and information about who is responsible for applying the criteria. The committee also anticipates that it would be useful to the subcommittee to gather information about the frequency distribution of salary increases by department.

The committee understands that your office currently monitors proposed salary adjustments with special attention given to especially high and especially low adjustments. In view of the committee's recommendation for an all-merit distribution for 1983-84, we ask you to pay special attention to especially low increases. The committee anticipates that the subcommittee is likely to be particularly interested in information about especially low increases.

Sincerely,



Craig Swan  
Chair, Senate Committee on Faculty Affairs

cc: John Howe  
Ellen Berscheid  
Mario Bognanno  
Marvin Stein

CS/pn  
62983



UNIVERSITY OF MINNESOTA

Office of the Vice President for Academic Affairs  
213 Morrill Hall  
100 Church Street S.E.  
Minneapolis, Minnesota 55455  
(612) 373-2033

July 15, 1983

TO: Provosts, Deans and Directors

FROM: Kenneth H. Keller, Vice President for Academic Affairs  
Neal A. Vanselow, Vice President for Health Sciences

SUBJECT: Monitoring of the Salary Adjustments for 1983-84

*KHK*  
*N.A.V.*

The Board of Regents has approved the distribution of salary increases for 1983-84 strictly on a merit basis, but has stipulated that its approval of merit only salary adjustments shall be effective only for the 1983-84 increases. The Board has indicated, as has the Faculty Consultative Committee and others, that they expect a very careful monitoring of the salary increases and anticipate a full and detailed report.

While we have always monitored salary increases in the past in various ways, this year we must do so at a greater level of detail and precision. We welcome the opportunity to provide the Board, Senate committees and others with details of the process at departmental and collegiate levels.

As a first step in the monitoring process, we will review each budget worksheet for the recommended salary adjustments. You will be advised when questions about individual or group salary recommendations arise. We are asking Al Linck for Academic Affairs and Cherie Perlmutter for Health Sciences to coordinate this effort. They may be asking you to explain selected recommendations for salary adjustments. In some instances, they may request written explanations.

As a clarification of our June 30, 1983, memorandum (page 2, paragraph 2) justification for salary increases below 2% and above 15% should be provided on individual blue sheets and forwarded with the recommendation. For persons on the printed budget, the blue sheets should be attached to the budget worksheets. For persons in this category who do not appear on the budget worksheets, a separate blue sheet of justification should be attached to the PAF.

We will complete our review as rapidly as possible. As we find that we are satisfied with the review and your explanations of salary recommendations, where this is indicated, we will then approve your budget. At that point, and only then, may you indicate to your colleagues that their salary changes have been approved. Notices of appointment should not be released to individuals until you receive this approval.

Provost, Deans, Directors  
July 15, 1983  
Page Two

In early Fall Quarter we will complete a detailed statistical analysis of the salary changes. This analysis will be conducted by comparing the individuals' 1982-83 salary with their 1983-84 salary. All academic personnel on the printed budget and those not typically on the printed budget who have been reappointed will be included in the analysis. Comparisons will be made by academic rank, term, sex, race, department and college. This analysis will serve as a final check of the appropriateness of recommended salary changes. If the analysis and subsequent discussion with the unit involved show that a further salary change is warranted, the unit will be asked to make an immediate retroactive adjustment extending back to the beginning of the 1983-84 fiscal year for A-base faculty and to the starting date for other appointments. Any added upward salary adjustment which may be required must be funded from the unit's budget as is customary for all annual salary adjustments.

If you have questions about this very important part of our budgeting and planning process this year, please do not hesitate to call either of us or Dr. Linck or Ms. Perlmutter.

:jhh/lme

cc: C. Peter Magrath, President  
Lauris Krenik, Chairman, Board of Regents  
University Vice Presidents  
John Howe, Chairman, Senate Consultative Committee  
Craig E. Swan, Chairman, Senate Committee on Faculty Affairs  
Burt Sundquist, Acting Chairman, Senate Committee on Finance  
Shirley G. Moore, Chairwoman, Equal Employment Opportunity for  
Women Committee  
A. J. Linck, Associate Vice President for Academic Affairs  
Cherie R. Perlmutter, Assistant Vice President for Health Sciences



UNIVERSITY OF MINNESOTA

Office of the Vice President for Academic Affairs  
213 Morrill Hall  
100 Church Street S.E.  
Minneapolis, Minnesota 55455  
(612) 373-2033

June 13, 1983

TO: Provosts, Deans, and Directors

FROM: Kenneth H. Keller, Vice President

SUBJECT: Issues raised by SCFA concerning faculty salary  
increase distribution

At the meeting of the Council of Academic Officers on June 7, I indicated that the Senate Committee on Faculty Affairs had supported the President's recommendation that salary monies be distributed entirely on a merit basis for 1983-84. I also indicated, however, that the committee members had some concern that the procedures used to establish salary increases might not be equitable in all departments and that there was a need both to record how departments approach this question and to monitor the equity of the process chosen.

I have enclosed a letter from Professor Craig Swan which expands upon these concerns. I would welcome your thoughts on how we might deal with this matter either by letter or at our next breakfast meeting.

:lme  
Enclosure

cc: Dr. C. Peter Magrath, President  
Dr. Neal A. Vanselow, Vice President for  
Health Sciences  
Professor Craig Swan, Chair, Senate Committee on  
Faculty Affairs





UNIVERSITY OF MINNESOTA  
TWIN CITIES

Department of Economics  
1035 Management and Economics  
271 19th Avenue South  
Minneapolis, Minnesota 55455

June 7, 1983

Dr. Kenneth H. Keller  
Vice President, Academic Affairs  
213 Morrill Hall

Dear Ken:

Thank you for meeting with the Senate Committee on Faculty Affairs to discuss the distribution of salary monies for 1983-84. As I am sure you could tell from the discussion while you were meeting with us, the committee has both specific concerns regarding the adjustment of salaries for next year and more general concerns regarding the process by which salary adjustments are made. At a number of points these two concerns overlap.

Following substantial discussion, the committee voted 5 to 2, with 2 abstentions, to recommend that all six percent of the salary increase money for next year be distributed on the basis of merit. The committee had first voted 5 to 4 against a motion that the distribution consist of a four percent merit component and a two percentage point across the board component, to be distributed to individuals on a percentage basis. The committee feels that any distribution must reward merit. At the same time there are concerns about how well the process for determining merit increases works. A number of committee members are concerned that the process of salary adjustments reflect faculty participation at the level of individual departments. Some committee members have heard reports that this is not the case in some units. Thus some who supported the two percentage point across the board component saw it as a means of guarding against the possibility of arbitrary and capricious decisions. Others saw the two percentage point component as an attempt to prevent any further erosion of individual purchasing power.

I would like to take the opportunity to expand upon the committee's concerns about faculty participation. The committee is not suggesting that every department should meet as a committee of the whole to discuss all individual salaries. There is, however, concern that faculty in individual departments be given the opportunity to decide upon the process that they want to use. Some may choose open meetings; some may choose to establish a committee for salary review to advise the chair or head; some may vest such review and advisory power in an existing executive

Dr. Kenneth H. Keller  
June 7, 1983  
Page Two

committee; and others may choose to delegate full authority for salary adjustments to a chair or head to use as she or he sees fit. The important point is that the faculty be able to participate in the decision regarding process.

One reason some committee members had difficulty with the issue of faculty participation is that at present information is fragmentary, impressionistic and ad hoc. Subsequent to the discussion about the distribution of salary monies for next year, the committee decided to establish a subcommittee to study current practices and consider possible recommendations for changes. I will write you shortly about how you and your office could aid the committee in this work.

Sincerely,



Craig Swan  
Chair, Senate Committee on Faculty Affairs

cc: John Howe, Chair, SCC  
W. Sundquist, Chair, SFC

CS:vp



UNIVERSITY OF MINNESOTA

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

September 30, 1983

Dear Faculty Senate Colleagues:

Attached to this note are three items. Two of them have to do with the task we face this year of reviewing and acting on the proposed version of the Tenure Code. They are (1) a copy of the present draft of the proposed tenure code revisions, and (2) a copy of a letter recently sent to all faculty describing a calendar for review and action on the proposed changes. (You have probably already received a copy of this letter.)

Our goal for the Fall Quarter is to prepare a revised draft of the Tenure Code for action by the Faculty Senate in a series of special meetings during the Winter Quarter. It's important that the Senate members be well informed on the issues to be discussed at those meetings. We are therefore sending you a copy of this draft code now.

If either of us can be of help to you in preparing for those Senate discussions, please call upon us. We also solicit any suggestions you may have for facilitating those discussions.

The third attachment is a list of Senate and Assembly committee chairpersons and a list of Consultative Committee members for your reference. We encourage you to contact them as the need arises.

Cordially,

Fred Morrison, Chairperson,  
Senate Tenure Committee

John Howe, Chairperson,  
Senate Consultative Committee

JH, FM:mbp



UNIVERSITY OF MINNESOTA

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

September 26, 1983

To: President C. Peter Magrath  
Vice President Kenneth Keller  
Vice President Neal Vanselow  
Duane Wilson, Secretary, Board of Regents  
Stephen Dunham, General Counsel

From: John Howe

Here is a copy of a letter that Fred Morrison and I recently sent to all faculty. It describes the arrangements we've made for moving the proposed Tenure Code versions along during the Fall and Winter (and Spring?) Quarters. If you have any comments or suggestions, we'd be happy to have them.

:mbp



UNIVERSITY OF MINNESOTA

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

September 16, 1983

Dear Colleague:

The University currently operates under a Tenure Code that was adopted in 1945. In 1973 a proposed new tenure code was discussed and approved by the Faculty Senate. It was not acted on by the Board of Regents, however, before the University was placed under a cease and desist order in connection with the issue of collective bargaining. That order then precluded Regential action. When that order was removed, interest was renewed in revising the 1945 code, for it was in many ways badly out of date. During the 1982-83 academic year, the Tenure Committee of the Faculty Senate, then chaired by Professor C. Robert Morris, produced a draft of a proposed new tenure code. The Tenure Committee started with the 1973 proposal and made changes, often major ones, that it deemed desirable.

This letter explains our plans for faculty consideration of the new 1983 proposal. The specific steps described below are meant to achieve a full and open discussion of all issues, including academic freedom, tenure, financial exigency, and programmatic planning.

Mid-September, 1983 -- Distribution of information to the faculty.  
(See below.)

October-November, 1983 -- Discussion of the 1983 proposal by Senate committees and the faculty at large, including public forums.

Early December, 1983 -- Reconsideration of the current 1983 draft by the Tenure Committee for possible changes before submission to the Faculty Senate.

Mid-December, 1983 -- Submission of a revised draft by the Tenure Committee for formal consideration by the Faculty Senate. Simultaneous distribution of this draft to all University faculty members.

Winter Quarter, 1984 -- Debate and action by the Faculty Senate in a series of special meetings.

Spring Quarter, 1984 -- Consideration and action by the Board of Regents.

In an effort to facilitate discussion of the proposed tenure code changes, we have placed packets of reference material on reserve in the following campus libraries: Wilson, Walter, St. Paul, Bio-Medical, and the coordinate campuses. These packets contain the following items:

- A) University of Minnesota documents -- the 1945 code; the 1973 proposal, commentary, and Senate debate; the 1983 proposal and commentary; Regents' reports of 1938 and 1963; a vice presidential memorandum of January, 1975 and the amended version of January, 1976; The Koffler-Ibele memorandum of 1977; and the Financial Emergency Interim Procedures draft presented for information to the Senate in Spring, 1982;
- B) Official AAUP statements and reports;
- C) Information about experience with financial exigency and programmatic change at five other schools;
- D) Commentary on academic freedom, tenure, and financial exigency.

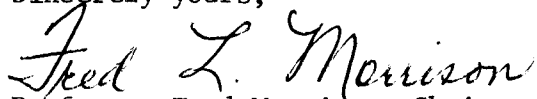
This material is available to all interested members of the University community. Persons wishing to suggest the inclusion of additional material should contact Professor John Howe, Chair of the Faculty Consultative Committee.

Every department in the University will soon receive a copy of the current draft of the 1983 proposed code. Duplicate copies may be made in the departments or faculty members can obtain copies by calling or writing the Clerk of the Senate, Marilee Ward, at 424 Morrill Hall, Minneapolis Campus (373-5744). A copy of this current draft will also be sent, at the end of September, to each member of the Faculty Senate.

We encourage you to read and discuss the current 1983 draft with members of the Faculty Senate and with your colleagues and to make your views known to members of the Tenure Committee. Professor Fred Morrison is the new chairperson of that committee. He can be reached in care of the Law School on the Minneapolis Campus. The other faculty members of the Tenure Committee are Mary Dempsey, Mary Dietz, Millard Gieske (UMM), Allen Glenn, Sam Krislov, Richard Phillips, and Betty Robinett (ex officio).

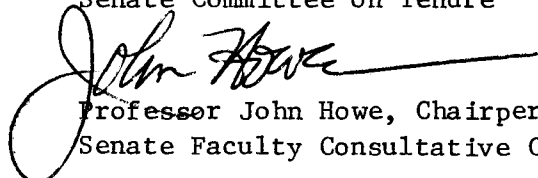
There will be no change from the current, 1945 code until the Faculty Senate and the Board of Regents act. There is nothing in the current draft that cannot be changed, if it is the will of the faculty to do so. All of us have an important stake in the outcome, for the decisions we make will help shape the character of the University in the years ahead. We thus have an obligation to develop an informed, considered, and efficient discussion of the changes being proposed. Our intention is to provide full opportunity for debate and the exchange of views, and at the same time to move forward toward timely and appropriate decisions.

Sincerely yours,

  
Professor Fred Morrison, Chairperson,  
Senate Committee on Tenure

JH,FLM:mbp

cc: C. Peter Magrath  
Kenneth Keller  
Duane Wilson  
Stephen Dunham

  
Professor John Howe, Chairperson,  
Senate Faculty Consultative Committee



UNIVERSITY OF MINNESOTA

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

September 12, 1983

Dear Colleague:

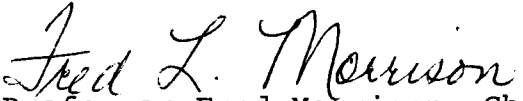
As you know, the faculty, administration, and Board of Regents will be considering a proposed new tenure code during the coming academic year. Each faculty member has received or soon will receive a letter describing the process and schedule that we will follow in carrying through the task of review and decision.

As a part of that process, we are placing copies of the present draft of the proposed new tenure code, as prepared by the Senate Tenure Committee, in all departmental and collegiate offices for reference by faculty members. Attached is a copy for your unit. You are welcome and are indeed encouraged to make additional copies for your faculty's use. Individuals may also obtain copies by calling the Clerk of the Faculty Senate, Ms. Marilee Ward, at 373-5744. Copies of this draft will also be distributed at the end of September to all members of the Faculty Senate.

Please note that this draft will be the subject of various review procedures during the fall term. These procedures are described in the letter we have sent to the faculty. Once these discussions have been completed, the Tenure Committee will prepare a revised draft. That is the draft that will go before the Faculty Senate for discussion and action in a series of special meetings beginning early in the Winter Quarter. Copies of that draft will be distributed to all faculty before those meetings begin.

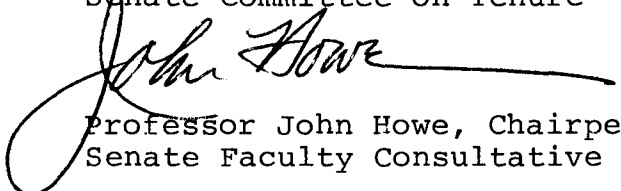
If you or your colleagues have any questions, please feel free to call either of us.

Sincerely yours,

  
Professor Fred Morrison, Chairperson,  
Senate Committee on Tenure

JH, FLM:mbp

Enclosure

  
Professor John Howe, Chairperson,  
Senate Faculty Consultative Committee