



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee  
N307 Elliott Hall  
75 East River Road  
Minneapolis, Minnesota 55455  
Telephone: (612)626-1850

FACULTY CONSULTATIVE COMMITTEE

September 18, 1986

10:00 - 11:15

405 Campus Club

AGENDA

1. Report of the chair:

- Creation and charging of Goldstein Committee to design new committee for monitoring faculty retirement funds. (Letter attached.)
- Creation and charging, together with president, of Implementation Task Force on Undergraduate Education. (Letter attached.)
- August meeting of chair and associate chair with president et al.; topics included inquiry re SCC inclination to rejoin UMD non-medical and UMW faculty to the Senate. (Letter to Dunham attached.)
- ICRF distribution: will president recommend Senate position to Regents?

2. Report of Finance Committee chair:

- Biennial O&M and Capital Requests, including child care proposals.

3. For discussion:

- Request from chair of Academic Professional/Academic Administrative Advisory Committee for SCC to consider greater P/A participation in Senate system in the light of greater civil service participation in Senate and Assembly committees. (Gregory Fox letter attached.)
- Creating the FCC component of an SCC nominations subcommittee.
- Composition of Faculty Development Committee as voted last spring by Faculty Senate.
- External Review Team of faculty-student governance: names and charge.
- Lunches/dinners with Regents: purpose, topics.

4. For information:

- Creation of ad hoc group to review membership and charge of ACIA: report from Paul Murphy. (Charge letter attached.)



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75 East River Road  
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MINUTES  
FACULTY CONSULTATIVE COMMITTEE  
September 18, 1986  
10:00 - 11:25  
405 Campus Club

APPROVED 9/25/86

Members present: Ellen Berscheid (Chair), Mark Brenner, Charles Campbell, Shirley Clark, Richard Goldstein, Joseph Latterell, Cleon Melsa, Paul Murphy, Ronald Phillips, W. Phillips Shively.

Guests: Virginia Katz, UEA president, UMD; Mike Peltier, Daily; Maureen Smith.

1. Report of the Chair, For Information.

A. The Implementation Task Force on Undergraduate Education.

The task force was named and charged this summer jointly by President Keller and Professor Berscheid. Assistant Vice President John Wallace, who chairs the task force, will report to SCC on its work on October 23, November 20, and December 4. He will also report to SCEP meetings.

B. Monitoring Faculty Retirement Funds.

Early in September Professor Berscheid appointed a committee, chaired by FCC member Richard Goldstein, to design a new Senate committee with responsibility for monitoring the faculty retirement funds. (The other members are Charles Campbell, Geoffrey Maruyama, Roger Paschke, and C. Arthur Williams.)

Professor Goldstein told FCC his group will recommend that the new committee report to the Senate through the Faculty Affairs Committee, that membership consist of three faculty members (one of whom will be a member of SCFA) and three ex officio members, and that the new committee work with both the Employment Benefits Office and the Investments Office in carrying out its charge. The Goldstein Committee will complete its work shortly and submit it to the Faculty Consultative Committee which will then move that the Senate on November 6 amend the bylaws to create the new committee.

The Board of Regents on September 12 approved permitting greater faculty flexibility in the investment of their retirement funds. Professor Goldstein anticipated that it might become possible as early as January 1987 for faculty to begin transferring their funds if they so choose.

Professor Phillips recommended including an emeritus faculty member on the committee. Professor Goldstein said he had not recommended that to his committee since there are to be only three faculty members and since SCFA, which will be represented on the new committee, includes an emeritus member.

C. Summer Meeting with the President.

Professors Berscheid and Clark, and Professors Stuthman and Rubenstein (the incoming and outgoing FCC officers) met in August with President Keller. Topics included:

(1) The possibility of inviting the UMD (non-medical) and UMW faculty back into Senate participation. Because the legal issue is not clear to FCC, Professor Berscheid has written Vice President Dunham for an opinion on whether there are any legal obstacles to the bargaining unit faculty rejoining the Senate. (Note: In 1980 following the UMD election of a bargaining agent and before a contract was negotiated, the Regents accepted the advice of legal counsel to remove the unionized faculty from the Senate system.)

(2) Indirect Cost Recovery Distribution. The president indicated his reservations over the Senate's recommendation that Regental policy be changed to allow central administration to retain a maximum of 50% of available ICR's and distribute the balance to the generating collegiate units. However, he said he would forward the Senate action to the Regents. It appears he will consult with the Finance and Research Committees, as called for by the Senate legislation, to explain why over 50% should be retained centrally. The discussion with the president generated the suggestion that a letter should go to all principal investigators explaining how ICR's were actually used last year. FCC members voiced their strong approval of this plan.

(3) Child Care. Professor Clark reported that the president had seemed to suggest that the Assembly needs to focus more sharply on what it expects from child care and why the campus needs child care, and to relate that need to other University needs. She said he noted the advocacy aspect of the report from the Child Care Committee. However, Professor Clark told the FCC, it is hardly appropriate to ask a study committee to consider the University's other needs and weigh the committee's subject against those.

Professor Shively remarked that he could understand the president's exercising caution at this point. The Child Care Committee had to work fast last year; the charge to it was imprecise and the current plans and explanations (prepared during the summer by ad hoc subcommittees of the Child Care Committee) are not at this point in good order.

D. Citizens League Report on the University of Minnesota's Commitment to Focus.

Copies of the report were distributed to FCC members who did not yet have them. Professor Berscheid asked that members read the report in preparation for the September 25 meeting with President Keller, and consider whether FCC would like to discuss the report also with the Regents at the fall luncheon meeting.

E. Governance.

Professor Berscheid recalled that last spring not all committee members had time to read the Governance Committee's report carefully. The SCC received the report from its special subcommittee but did not act on accepting it. SCC in fact explicitly overrode one of the report's recommendations by choosing to proceed with an external review of the governance system.

Outside reviewers. Professor Clark offered three names as possible faculty reviewers:

-Martin Trow, a sociologist at the University of California, Berkeley; eminent scholar of higher education, past chair of the Berkeley Senate, a trustee of Carleton College. His background knowledge is much broader than his own institution, which a quality the SCC seeks.

- Kenneth Mortimer, of Pennsylvania State University, who has researched and written on governance and higher education.

- Joseph Kauffman, of the University of Wisconsin, Madison, well-known here because he has been an advisor on two presidential reviews.

Professor Murphy submitted the name of:

- Winton Solberg, University of Illinois, Urbana; an AAUP national officer and author of a history of the University of Illinois.

There will also be a student on the panel; Roy St. Laurent has forwarded three names.

Members noted that a sizable honorarium will have to be provided the faculty reviewers.

Professor Berscheid said the charge letter now being drafted will come to the FCC at a later meeting. It presently identifies two concerns: (a) the quantity of faculty time our system takes and (b) whether the faculty have a clear voice.

## 2. Report of the Finance Committee Chair, for Information.

### A. Operations and Maintenance Request.

Professor Shively reported that the O&M legislative request just approved by the Regents seeks an increase of 9.7% above the base and the inflation formula yet to be determined by the state. Paring it down to 9.7% was mostly achieved, he said, by cutting back academic program requests, especially those for new program support, because other items are fixed (e.g., insurance, fuel and utilities). The request does not yet include an item for repairs and replacement, for which the administration calculates the need is many millions of dollars. When the administration decides how much to request in this category, it may reduce other items still further.

Faculty salary increases are requested at 3% above formula, of which 1% is for anticipatory retention. It is possible that the state will set the inflation formula at 0%/0%. Should that occur, Professor Shively said, President Keller and Vice President Benjamin are committed to reassessing the faculty salary request. If the state makes this choice, presumably for purposes of maximum flexibility in appropriations, it would be disastrous for much of the University's budget, particularly Supplies and Equipment.

Professor Goldstein commented that departments are falling far behind in their SEE budgets because of higher real costs of changes the University has made, such as the telecommunications system. Departments without a lot of research money are especially hurt. He said the supply budget needs more emphasis.

Strategic options. Professor Shively reported that the Finance Committee and he particularly had asked the vice presidents with whom SFC met whether increases for academic programs could not be defended better before the legislature than some of the fixed cost items on which the legislature has firm principles. (For example, it is legislative policy not to appropriate money for the operation of new net space, in an effort to discipline institutions and agencies into controlling their growth of space.) It was Professor Shively's argument that the University should state its principle regarding the need to meet fixed costs, but also state its recognition of the state-imposed limitations and so ask for only half the necessary increase there. Strategically, he had argued, that would leave room to ask for a larger increase for academic programs. However, his argument did not prevail.

Rank funding requests and budgeting intentions. The rank funding adjustments are based primarily on what was revealed by the comparative study the president ordered. Although the president and academic vice president would be free to use the aggregate rank funding adjustment appropriation according to their own discretion, the specificity of their examples to the legislature and the University community suggests the administration will not be able to deviate greatly from those examples.

Professor Shively identified for FCC the major rank funding items. He noted that the request for graduate tuition fellowships for departmental fellows has been dropped, although with assurances that the necessary money will be found elsewhere in the budget.

State specials. Three-quarters of this category is for the University Extension Service and the Agricultural Experiment Stations.

#### B. Capital Request.

Professor Shively explained that the Finance Committee's questions concerning the capital request primarily address procedures and process. SFC finds that framing this request remains very much an ad hoc process. Some requests result from long range planning but others arise suddenly and have to be accommodated hastily. Overall, he said, it's clear there could be a much better job of planning.

FCC members cited two major items in the new capital request which seem to stand in opposition to the University's planning process. Professor Campbell called that a serious situation.

SFC mode of operating. Professor Shively remarked that the Finance Committee had this summer been in its usual reactive role. The committee wants to get beyond that and invites FCC's suggestions. Three topics the Finance Committee will actively address are:

- Keeping the Faculty Affairs Committee's sabbatical request alive for the budget this year;

- Learning about the University Hospitals' financial picture, given the federal capping of Medicare and Medicaid payments, and implications for University finances as a whole;

- Studying how funds attracted for research and even more from the capital drive affect University autonomy in setting its priorities.

3. SCC Items for Discussion.

A. Academic Professional Class Participation in the Senate System.

Gregory Fox, chair of the Academic Staff Advisory Council, has, in the wake of Senate and Assembly approval of increased civil service membership on committees, requested that eligibility for AP participation be increased to include all academic professionals. (Note: The University has nearly 2000 academic professional employees; Mr. Fox says fewer than 115 are eligible for the Senate.) Most academic professionals serve on one-year contracts. The Senate enfranchised those AP's on probationary, continuous, or two-year or greater appointments.

Professor Berscheid recommended a study committee that would include representation from the Faculty Affairs Committee and would look at a way to satisfy the AP class without diluting the faculty voice.

Professor Clark recalled that creation of the AP class had been intended to provide for reasonable participation in the Senate system. She noted that faculty on annual appointments also are ineligible for Senate participation. She recommended that the request on behalf of academic professionals be looked at in the larger context of other groups of employees which are not enfranchised.

The FCC was inclined to look at the entire enfranchisement picture and to begin by obtaining the numbers of employees in each major category of University employment.

B. FCC and SCC nominations subcommittee.

Professor Berscheid said she would speak to individual FCC members and report at the next meeting.

C. Composition of the Faculty Development Committee as Voted Last Spring by the Faculty Senate.

Professor Berscheid called this committee and its work one of the most important things the FCC would attend to this year. At FCC's September 25 meeting the committee should be prepared to discuss the mix of people needed on the special committee and to consider specific names.

Professor Shively recommended the committee be kept small, with no more than five to seven members, for maximum effectiveness and for producing a good report. It was proposed that one or more members might well be drawn from among those faculty who have served on the Task Force on the Quality of Graduate Education, the Biological Sciences review, or the Merwin Committee on Facilitating the Scholarly Activity of the Faculty. Professor Shively recommended the dean of the Graduate School be a member and that the Academic Vice President should be involved.

Professor Clark noted that in part the creation of this committee is a response to the Merwin Committee recommendations. She and Professor Berscheid asked FCC to consider what kind of expertise on various aspects of development

should be on the committee. For example, said Professor Clark, membership should include someone widely knowledgeable about faculty renewal including forms it can take, funding, and consequences of various choices.

D. Quarterly FCC Lunches or Dinners with the Regents.

Professor Berscheid asked FCC members to consider possible topics for discussion with the Regents and the purpose of these interactions. Professor Murphy remarked that the original concept of the meetings had been to provide faculty an opportunity to talk to the Regents about faculty concerns and that initially only FCC members and Regents attended.

Professor Phillips recalled that in FCC's June meeting with the Regents considerable time was spent discussing the perennial problem of teaching assistants for whom English is a second language; he thought the combined group should be prepared to discuss it further. Professor Campbell urged that the FCC first request Assistant Vice President John Wallace to report to the SCC on what has been done over approximately the past two years and what the effects are. Professor Shively added that the University needs an evaluation of the changes occurring so it can report the effects to legislators and others.

Professor Goldstein commented that the overall problem has changed for the worse in that there are far more foreign students on campus than formerly, but has also changed for the better in that there is much more screening and training of TA's than formerly.

4. (Assembly business.) The Ad Hoc Group to Review the Membership and Charge of the Assembly Committee on Intercollegiate Athletics.

Professor Murphy said the group, of which he is a member, will examine ACIA's effectiveness. He expressed the hope there would be some way the Steering Committee could back up the recommendations which will come from that study group. Professor Berscheid offered assurances that it would.

The meeting adjourned at 11:25 a.m. Members proceeded directly to the Senate and Assembly Orientation in the East Wing of the Campus Club.

Respectfully submitted,

Meredith Poppele  
Executive Assistant



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee  
N307 Elliott Hall  
75 East River Road  
Minneapolis, Minnesota 55455  
Telephone: (612)626-1850

September 4, 1986

To: Professor Richard Goldstein, Faculty Consultative Committee  
Professor Charles Campbell, FCC and Senate Committee on  
Faculty Affairs  
Professor Geoffrey Maruyama, Chair, Senate Committee on  
Faculty Affairs  
Professor C. Arthur Williams, Chair, Senate Committee on  
Committees  
Mr. Roger Paschke, Office of Investments and Cash Management

Re: Creating a Faculty Senate  
committee to monitor faculty  
retirement funds

Dear Colleagues:

On behalf of the Faculty Consultative Committee, I should like to ask each of you to serve on an FCC subcommittee whose task is to guide the creation of a permanent Faculty Senate committee to monitor faculty retirement funds. Dick Goldstein has agreed to chair this subcommittee.

We anticipate that the Regents will act September 11 and 12 to enable Faculty Retirement Plan participants to have more flexibility and additional alternatives for the investment of faculty retirement funds, as was recommended by the Faculty Affairs Committee. It was in conjunction with that recommendation that SCFA also recommended that a "permanent subcommittee" of SCFA be established to monitor the retirement funds and to recommend changes as necessary.

Please give particular attention to the most desirable structure for the proposed committee. As far as I can determine, with the exception of the membership section on the Committee on the Use of Human Subjects in Research (and Human Subjects may not provide an appropriate parallel for the new committee or subcommittee), the Senate bylaws and rules are silent regarding subcommittees. Given on the one hand the relationship that should obtain between SCFA and the new body, and on the other hand the lack of a Senate definition for a standing subcommittee, please determine the status the new body should have and hence how it should be proposed to the Senate and entered into the

September 4, 1986

page 2

bylaws and rules. SCFA seems to have thought in terms of a standing subcommittee of SCFA. You may want to consult the Senate parliamentarian, Joe Altholz, on the suitability of defining a standing subcommittee for SCFA within the Senate bylaws (Article III,2,A). However, as an alternative to a SCFA subcommittee, you might want to recommend creation of a new Standing Committee, approximately parallel in structure to the Committees on Tenure and on Equal Employment Opportunity for Women, both of which report to the Faculty Senate through the Faculty Affairs Committee.

In any event, please:

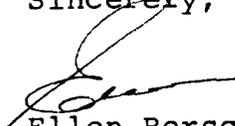
1) Define the structure, charge, and membership, both regular and ex officio, for the new body. (SCFA arrived at a list of subcommittee responsibilities; these are given in items 1,2,5, and 6 of the attachment, "Recommended Action of the Senate Committee on Faculty Affairs Regarding the Faculty Retirement Plan." Moreover, you will notice that the same document also calls for members to be selected by SCFA.)

2) Draft the appropriate motions to amend the Senate bylaws and rules.

Enclosed are additional materials you may find helpful. Our target date for Senate approval of a new committee or subcommittee is the Fall Quarter Senate meeting, November 6. The deadline for docket material to be in Marilee Ward's office ready for the printer is October 23. FCC would like to see the general shape of your recommendations at its October 9 meeting; on October 23 it could review the text you propose to submit for a bylaws amendment. An amendment to the rules will also be in order since it is there that ex officio membership for committees is specified. Both Geoff's and Art's committees, SCFA and Committees, also need the chance to review and comment on the amendments before they are submitted for the docket.

I appreciate tremendously your taking on this rush assignment. Because of SCFA's thorough preparation, however, I am hopeful that your task will be neither long nor onerous.

Sincerely,

  
Ellen Berscheid, Chair,  
Senate and Faculty Consultative  
Committees

EB:mp

(copies and attachments listed  
on page 3)

Creating a Faculty Senate committee to monitor faculty  
retirement funds  
September 4, 1986  
page 3

pc (without attachments):

Faculty Consultative Committee members  
David Lenander, Chair, Senate Committee on Business and Rules  
Marilee Ward, Clerk of the Senate  
Josef Altholz, Senate Parliamentarian  
Vice President David Lilly  
Barbara Muesing, Secretary, The Board of Regents

Attachments:

- Rules on amending the Senate bylaws and rules
- Descriptions of Tenure and EEOW Committees
- Administration recommendation to Board of Regents on  
Reorganization of Faculty Retirement Plan
- Stephen B. Scallen's July 10 memorandum to Board of  
Regents on Faculty Retirement Funds
- SCFA's June 12 document, "Recommended Action of the Senate  
Committee on Faculty Affairs Regarding the Faculty  
Retirement Plan"
- William Boylan's June 30 memorandum to David Lilly on  
Faculty Retirement Funds
- The SCFA minutes of June 12.



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University Senate Consultative Committee  
N307 Elliott Hall  
75 East River Road  
Minneapolis, Minnesota 55455

September 4, 1986

Stephen Dunham, Esq.  
Vice President and General Counsel  
330 Morrill Hall

Subject: Senate participation for  
UMD non-medical faculty and UMW  
faculty

Dear Steve:

It has been suggested that the Senate Consultative Committee consider the possibility of taking steps toward reinstating Senate participation for the unionized faculty at the Duluth and Waseca campuses. Before the Consultative Committee begins to explore this possibility, I would greatly appreciate it if you could tell us whether there are legal obstacles to such a reunion.

In the fall of 1980 many Twin Cities faculty members felt aggrieved that the Board of Regents had concluded it had no choice following the UEA election at Duluth but to suspend the existing governance structure for those faculty who had elected a bargaining agent. University attorneys had so advised President Magrath, who in turn so advised the Regents. Portions of the somewhat unclear PELRA law, and particularly portions defining "terms and conditions of employment," and both employer discretion and prohibition regarding meeting and negotiating and meeting and conferring with employees were said to underlie this conclusion. Vice Presidents Keller and Hasselmo and Attorney Thomas Keller implied to the full SCC in a December 2, 1980 meeting that Duluth's exclusion from the Senate would have to remain in force at least until the University signed a contract with the union.

We would like to be certain that the contract does, either explicitly or tacitly, permit UEA participation in the Senate system. If it does so permit, we'd be curious as to why the Senate was not alerted to that change at the time the contract was signed. On the other hand, if there remains any question as to the legality of UEA's return to the Senate, we would want to know of it before we began to identify and consider the other issues involved.

Stephen Dunham  
September 4, 1986  
page 2

At this point I won't burden you with any documentation. But if you should wish to see a copy of SCC's minutes from the meeting cited above, just let Meredith or me know.

Sincerely,



Ellen Berscheid, Chair,  
Senate and Faculty Consultative  
Committees

pc: Shirley Clark

EB:mp



UNIVERSITY OF MINNESOTA  
DULUTH

Duluth Center For  
Continuing Education and Summer Session  
403 Darland Administration Building  
Duluth, Minnesota 55812  
(218) 726-8113

June 3, 1986

Professor Deon D. Stuthman  
Chair, Senate Consultative Committee  
Agronomy and Plant Genetics  
411 Borlaug Hall  
1991 Upper Buford Circle  
St. Paul, MN 55108

Dear Professor Stuthman:

During the past week I have noticed in the Daily that the Senate has made permanent the experimental plan allowing full membership on Senate committees by the civil service staff. I am writing today at the request of the Academic Staff Advisory Committee to encourage you to offer that same level of enfranchisement to University of Minnesota academic professional and administrative staff.

At the present time there are approximately 2,000 staff members in those categories. They are "characterized by the substantive peer relationships with the academic community of faculty members which their assigned duties require and their specialized qualifications enable them to fulfill. They also possess the same safeguards of academic freedom as are provided for the faculty." (APASPP revised 1985, p. 3) Academic staff are "eligible for the same economic employee benefits which are provided to the faculty." (p. 13) Policies regarding vacation, retirement, sick leave, and consulting benefits are the same as for the faculty. Development leaves and other professional benefits are similar to those of the faculty. Substantive access to the same avenues of deliberation and policy formation are also needed for these University employees.

Fewer than 115 academic staff members are now eligible for Senate membership. The Senate Committee on Committees, aware of our need for representation, has appointed nearly 10 percent of those eligible to Senate committees. A principal reason more academic staff members are not eligible for membership is that most are on annual appointments. That should not be construed as a temporary or short-term appointment.

Our request is that all academic professional and administrative staff be eligible for membership in the Senate and all Senate committees except Tenure and Judicial. (Tenure doesn't apply to academic staff and current policy

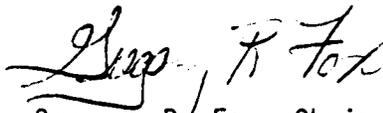
Professor Deon D. Stuthman  
June 3, 1986  
Page 2

outlines a different grievance procedure.) We are especially interested in membership on the Senate Committee on Faculty Affairs.

On May 9, 1986, I appeared before the Faculty Affairs committee at chairperson William Boylan's request to outline our position with regard to membership on that committee. Briefly it is our belief that decisions affecting the terms and conditions of our employment are currently being made without our representation or consultation.

But in a larger sense our motivation is not unlike all those constituencies currently represented in the Senate. We are part of the academic community and want to participate fully in the process of accomplishing the mission of this institution.

Sincerely,



Gregory R. Fox, Chair  
Academic Staff Advisory Committee

amh



UNIVERSITY OF MINNESOTA

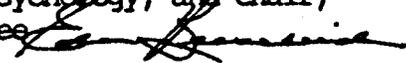
Office of the President  
202 Morrill Hall  
100 Church Street S.E.  
Minneapolis, Minnesota 55455  
(612) 373-2025

July 24, 1986

TO:  
Stuart B. Schwartz,  
Professor, History

Thomas F. Brothen, Associate Professor, General College  
~~Marcia M. Eaton, Professor and Chair, Department of Philosophy~~  
Joanne B. Eicher, Professor and Head, Department of Design,  
Housing and Apparel  
Edward M. Foster, Professor, Department of Economics  
Richard B. Heydinger, Senior Assistant to the President  
Russell K. Hobbie, Associate Dean, Institute of Technology  
Walter H. Johnson, Professor, Department of Physics  
Robert J. Jones, Associate Professor and Corn Physiologist,  
Department of Agronomy and Plant Genetics  
Darrell R. Lewis, Professor, Department of Educational Policy  
and Administration  
Fred E. Lukermann, Dean, College of Liberal Arts  
Jeanne T. Lupton, Acting Associate Vice President for Student  
Affairs  
Keith N. McFarland, Dean, College of Home Economics  
Timothy D. Pratt, President, Minnesota Student Association  
John Wallace, Assistant Vice President for Academic Affairs

FROM:

Kenneth H. Keller, President   
Ellen Berscheid, Professor, Department of Psychology, and Chair,  
University Senate Consultative Committee 

SUBJECT: Implementation Task Force on Undergraduate Education

We are writing to ask you to serve on the Implementation Task Force for Undergraduate Education on the Twin Cities campus. This task force is being formed in accordance with the June 5, 1986, resolution of the Twin Cities Campus Assembly. It is charged with prioritizing the agreed-upon recommendations contained in the several documents on improving undergraduate education, with developing an implementation plan to realize these, and with further actions to achieve the additional aims and suggestions espoused in each of these documents. To the extent that these documents contain conflicting recommendations, the Task Force is asked to address these inconsistent elements.

The documents to be dealt with include, but are not limited to, the following:

1. The report of the Task Force on the Student Experience (Wallace Report, 1984)
2. The report of the Committee on Quality Undergraduate Teaching and Learning (Page Report, 1985)

Implementation Task Force  
on Undergraduate Education  
July 24, 1986  
Page 2

3. The report of the Special Committee on Unified and Increased Preparation Requirements (Collins Report, 1986)
4. The report of the Special Committee on Coordinating Lower Division Education on the Twin Cities Campus (Hanson Report, 1986) and
5. The several Commitment to Focus Coordinating Committee communications to Commitment to Focus study groups addressing undergraduate education.

Additional recent reports which the Task Force may wish to consider are:

1. The report of the Orientation Program Review Committee (McFarland, 1983)
2. The report of the Special Committee on Enriched Advising for Academically Fragile Students (Wales, 1986)
3. The Proposal to Create a University of Minnesota Program for Teaching Assistant Development, a report of the Task Force on TA Training and Development (Cafarelli, 1986).

We want to emphasize that the basic charge to the Task Force is to prioritize and to develop plans for implementing the recommendations in these recent planning documents. The charge is not to undertake a fresh study of the conditions and needs of undergraduate education. A great deal of thoughtful planning has been done and many ideas have been generated. Now we want to take the next step and pull this work together in a concrete agenda for action.

The Task Force should periodically interact with and report to the Commitment to Focus Coordinating Committee, the Assembly Steering Committee, and the Senate Committee on Educational Policy. We ask that the Task Force submit its report by December 12, 1986.

John Wallace has agreed to chair the Implementation Task Force. Gretchen Kreuter will provide staff support. They will be in touch with you soon to arrange a first meeting during the week of September 15. Background material will be distributed well in advance of this meeting.

We appreciate your willingness to participate in this important effort to improve undergraduate education on the Twin Cities campus of the University.

KHK/EB/alp

- c: Roger W. Benjamin, Provost and Vice President for Academic Affairs  
Designate  
W. Andrew Collins, Chair, Senate Committee on Educational Policy  
Richard J. Sauer, Vice President for Agriculture, Forestry, and Home  
Economics  
Neal A. Vanselow, Vice President for Health Sciences  
Frank B. Wilderson, Jr., Vice President for Student Affairs

AUG 13 1986



UNIVERSITY OF MINNESOTA  
TWIN CITIES

Department of Sociology  
1114 Social Sciences  
267 19th Avenue South  
Minneapolis, Minnesota 55455

August 8, 1986

TO: Dean Gilbert Banker, Pharmacy  
Professor Eleanor Fenton, Continuing Education  
Professor Virginia Gray, Political Science  
Professor Paul Murphy, History  
Professor Richard Purple, Physiology, Chair  
Professor Mariah Snyder, Nursing  
Professor Charles Walcott, Political Science

Dear Colleagues:

Pursuant to the recommendation contained in the report of the President's Task Force on Intercollegiate Athletics, I am asking that you serve as an ad hoc group to review the membership of the charge to the Assembly Committee on Intercollegiate Athletics (AICA). Although I had asked most of you to do so some time ago (and you agreed), I thought it best to establish the ad hoc committee formally.

The Task Force recommendation arose in the context of a discussion of "faculty control" of athletics, as required by the Big Ten Conference. (A copy of the pertinent language from the Big Ten Handbook is attached.) Among the issues raised during the Task Force deliberations were these:

- Is the charge to ACIA too broad? Should it at least be made more specific?
- Is the Committee too large for responsive actions?
- Is faculty control diluted given the current membership of ACIA?
- Why does there appear to be some problem of coordinating ACIA actions with administration policies and practices?

Please address several specific questions which arise from these broader concerns expressed by the Task Force by (at minimum):

1. reviewing the constitutional charge to ACIA to determine if the Committee's responsibilities can or should be made clearer. (A copy of that charge is attached.)

2. reviewing the membership configuration of the Committee, e.g. should the faculty majority be greater, should the number or categories of ex-officio members be reduced or changed, should there be civil service members, and if yes, should they have voting privileges, and should faculty members normally be reappointed, so that they serve six years?
3. discussing that since ACIA has both policy and operational duties, is there a way to structure the Committee and its operations so it can more efficiently and expertly fulfill its responsibilities?
4. examining the role and responsibilities of the faculty representatives? Is there any need to recommend changes or to clarify the role of the faculty representatives?

Your report will be presented to the Assembly Steering Committee for discussion as well as to the ACIA. If it is agreed that changes in the charge or membership are desirable, those changes will be presented to the Campus Assembly for action.

We would like to receive your report as soon as is feasible. It is our hope that any changes can be acted on during the 1986-87 academic year, so we would prefer that you provide your report in Fall or Winter quarter.

Please feel free to consult with whomever you deem advisable. I, of course, will be available to meet with you if you wish on any issue.

Best wishes on this important task, and thank you for agreeing to serve on the committee.

Cordially,

  
John Clark, Chair  
Assembly Committee on  
Intercollegiate Athletics

cc: Chair, Consultative Committee  
Richard Heydinger, Assistant to the President

Enclosures

## E. INTERCOLLEGIATE ATHLETICS

The Intercollegiate Athletics Committee is responsible for formulation of all policy matters and for supervision of implementation of such policy on intercollegiate athletics. This committee, on behalf of the Twin Cities campus, exercises faculty control of intercollegiate athletics.

### *Membership*

The Intercollegiate Athletics Committee shall be composed of ~~15~~<sup>8</sup> members of the faculty, ~~3~~<sup>5</sup> students, 3 alumni representatives of the University, and ex officio representation (2 of whom shall be the faculty representatives with voting privileges) as specified by vote of the Assembly. Faculty and student members shall be appointed by the Assembly Steering Committee with the approval of the Assembly. The faculty representatives shall be appointed according to procedures approved by the Assembly. At least one of the faculty members appointed each year shall be a member of the Assembly at the time of appointment. Alumni members shall be appointed by the president in consultation with the director of alumni relations. Alumni members shall include one representative from each of the men's and women's athletic alumni groups. Members of the faculties who are located on the Twin Cities campus and who are eligible to vote for members of the University Senate must constitute a majority of the voting membership of the committee.

### *Duties and Responsibilities*

- to promote high standards in athletic affairs; to study and review all changes in rules and regulations, policies, or legislative matters affecting the conduct of the intercollegiate programs on the Twin Cities campus; to make recommendations to the Assembly and to the president; and to direct the faculty representatives for intercollegiate athletics.
- to advise the central administration and the directors of intercollegiate athletics in all major decisions affecting personnel, budget, and facilities relating to the intercollegiate athletic programs of the Twin Cities campus.
- to formulate and supervise the implementation of policies concerning the pricing and distribution of tickets to intercollegiate contests with the understanding that the control and supervision of the sale of tickets, the depositing of funds, the care of funds, the financial reporting of games, and the accounting of athletic funds is vested in the offices of the vice presidents.
- to supervise and approve the performance of the intercollegiate athletic directors who shall be in general charge of and responsible for the detailed administration of the intercollegiate athletic programs on the Twin Cities campus.

- to review and approve the performance of the faculty representatives for intercollegiate athletics and to participate in the selection of faculty representatives when vacancies occur.
- to devise and implement policies governing the granting of awards for contribution to or participation in the Twin Cities intercollegiate athletics programs.
- to approve all schedules of varsity and junior varsity events from the Twin Cities campus.
- to determine the eligibility of students for participation in intercollegiate athletics on the Twin Cities campus.
- to adopt, from time to time, such policy documents as it deems necessary or desirable, and to submit these policies to the Assembly for approval.
- to work with the athletic committees of the other campuses of the University on athletic policies which affect the University as a whole. When such matters exist, the committees shall prepare joint proposals which shall then be brought to the University Senate for debate and action.
- to consult with the Recreational Sports Committee concerning items of common concern.
- to submit an annual report to the Assembly.;



## PART ONE

## ORGANIZATION AND PROCEDURE

## Chapter 1. CONSTITUTION

The Conference has no formal constitution, but is governed by precedent and by resolutions passed from time to time.

## Chapter 2. ORGANIZATION

## Section 1. Membership and Representation

Only universities having full and complete faculty control of athletics may hold membership in the Conference. Faculty control is considered to be exercised at a member university whenever authority is vested in an institutional agency composed entirely of faculty members or in which faculty members are in a majority.

While the Conference recognizes that in the member universities final authority over all units of the universities, including the faculties, rests in their governing bodies — trustees or regents — it is to be noted that a member university becomes ineligible for membership if its governing body fails to respect its delegation of control over intercollegiate athletics to that agency to which it has delegated control.

In keeping with the basic principle of faculty control, while the Faculty Representatives may delegate certain of the Conference affairs to the Joint Group and others to the Directors of Athletics, it is fundamental that the ultimate authority in the Conference itself resides in the Faculty Representatives. Any action by either the Joint Group or the Directors of Athletics may be reviewed and revised by the Faculty Representatives at their option. Election to, suspension from, and termination of membership in the Conference is exclusively in the control of the Faculty Representatives.

Each of the universities comprising the Conference is entitled to one Faculty Representative and to one vote. Each Representative must be a faculty member who does not receive pay primarily for services connected with athletics.

All universities shall be represented at all Conference meetings and all Conference-sponsored events and functions.

In order to be eligible for membership, a university must field varsity teams for intercollegiate competition in football, basketball, and at least six sports from among the following: baseball, cross country, fencing, golf, gymnastics, swimming and diving, tennis, track and field, and wrestling.

## Section 2. Council of Ten

The Council of Ten consists of the chief administrative officer of each member university, constituted for the purpose of discussing and acting on matters of mutual concern. The Council of Ten meets from time to time with members of the Faculty Representatives or Joint Group in an advisory capacity to review the athletic program of the Conference.

## Section 3. Faculty Representatives

## A. Officers.

Chair. The chair of the Faculty Representatives is assigned in rotation to the universities in the following order: Minnesota, Wisconsin, Purdue, Northwestern, Illinois, Indiana, Iowa, Ohio State, Michigan, Michigan State.