



UNIVERSITY OF MINNESOTA

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

FACULTY CONSULTATIVE COMMITTEE

November 6, 1986
12:30 - 3:00
624 Campus Club

AGENDA

Approx. time

- 12:30 1. For Information.
- A. Report of the Chair
 - (1) Faculty Retirement Committee
 - (2) Legislative liaison
 - (3) Regents' luncheon.
 - B. Other reports.
 - C. Proposed consent decree changes (Attachments to FCC: Please call or write any comments to SCC office.)
2. For Action.
- A. Approval of minutes from October 23 FCC meeting (attached).
Approval of October 23 SCC minutes if ready.
3. For Discussion.
- 1:15 A. Academic Affairs' planning documents and the proposed faculty review committee. (to follow in separate mailing).
- 2:15 B. Charge to Senate Planning Committee: Carl Adams' proposal for change. (FCC members see Adams memo distributed for 10/23 meeting.)
- 2:30 C. Faculty Development Committee charge and membership.
- 2:40 D. Issues involving the Academic Professional and Administrative class:
 - (1) Extent of participation in the Senate system including, for action, appointing Professor Phillips' subcommittee.
 - (2) Faculty Senate charge for special committee in 1986 to evaluate certain aspects of the Academic Professional class (FCC members see 6/7/84 Fac. Senate minutes excerpt distributed for 10/23 meeting.)
- 3:00 ADJOURN (Note: Assembly and Senate meetings begin at 34:15)

ATTACHMENT FOR INFORMATION: MINUTES OF 10/2 SENATE FINANCE COMM.



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MINUTES
FACULTY CONSULTATIVE COMMITTEE
November 6, 1986
12:30 - 2:55
624 Coffman Memorial Union

APPROVED 11/20/86

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

Guests for portions of the meeting: Richard Heydinger, senior assistant to the president; Mary Jane Plunkett, Student Organization Development Center; Roy St. Laurent, Student SCC chair.

1. Faculty Development Committee. The FCC voted to close the meeting for discussion of this personnel item.

Professor Berscheid reported that at President Keller's urging she had called the prospective FDC chair, who considered the invitation and agreed to accept if the chair could be assigned an administrative assistant for six months. The expected cost is \$8000. President Keller agreed to pay half if the Senate would pay the other half. However, FCC knows there are already several extra demands on this year's Senate budget and it is not certain the fund can cover \$4000 more. The Senate could appeal to the administration for additional funds if that became necessary.

FCC agreed to the principle of paying 50% of the support for staff to FDC if the Senate Budget Subcommittee also agreed.

Distribution of FDC membership. Professor Clark pointed out that the proposed faculty membership is heavily weighted toward the natural sciences; however, the administrators on the list are from the social sciences and humanities. FCC will tell both the president and the individuals it would like them to be able to work on this job unconstrained by their administrative roles.

The charge. Copies were distributed to FCC of the president's revision of the draft letter. FCC agreed with recommendations from Professor Campbell: other market considerations needed to be added to the criterion in the draft for salary comparisons to be "based on those schools with whom we compete for faculty;" and the Faculty Affairs Committee's monitoring responsibility should be identified clearly as being in conjunction with the Office of Academic Affairs. Professor Berscheid asked members to call her within 24 hours with any additional changes to the charge letter.

2. November 13 luncheon meeting with the Regents. The meeting remained closed for this discussion.

FCC discussed again the need for an alternative to these meetings, which both Regents and FCC have found less than satisfactory.

Professor Berscheid has reported to Regents Chairman McGuiggan that the FCC would like to report back on two Regents' concerns raised at the June meeting: efforts being made on improving undergraduate education and on improving the communications skills of TA's for whom English is a second language. In addition, she reported to him that FCC will want to tell the Regents about the outside evaluators SCC has invited to visit in the winter to assess the governance system, and to report the two questions the SCC is identifying to the reviewers as of uppermost concern to FCC: the large amount of faculty time required by our governance system and the sense that the faculty lacks a clear voice.

In connection with the latter concern, Professor Berscheid told Dr. McGuiggan that the FCC would like to explore with the Regents alternative structures for the relationship between the Board of Regents and the Faculty Consultative Committee.

3. Legislative liaison. The meeting remained closed for this item.

Members submitted and briefly discussed several new faculty names. FCC's nominating subcommittee will work further on identifying likely prospects, will consult with Vice President Kegler about any possible conflict of interest, and will report back to FCC.

The meeting was reopened at this point.

4. Minutes of the October 23 meeting. Some corrections have been submitted; members should report any others.

5. Academic Planning: "A Strategy for Focus" documents.

FCC members spoke of the need to keep the Senate Planning and Research Committees up to date, then discussed the documents.

Professor Brenner observed that experience has taught us than an instruction to involve faculty is interpreted differently in the various

colleges. He recommended specifying in the planning document how that involvement should occur. He and Dr. Heydinger also called for each college to document how faculty were involved. Dr. Heydinger recommended each faculty group involved should be a standing committee, not one constituted ad hoc for this job.

Professor Clark saw the timetable for the colleges' planning, which she regarded as the most important part of the effort, as foreshortened. Professor Shively noted that CLA's normal timetable for submitting position requests, etc., is consistent with the Provost's schedule plan. But he thought it would be wise to extend all deadlines by one month, saying the college plans will be incredibly important and this planning requires of colleges more than the usual amount of data gathering.

Professor Brenner asked that the requirement to document impact on other colleges also include college documentation of communication during the planning period ^{with} colleges it would impact. Mr. Heydinger mentioned that the schedule calls for deans to meet in January; however, their agenda may be largely concerned with interdisciplinary efforts.

Professor Campbell urged integration of the planning process and the work of the Faculty Development Committee; Professor Shively recommended one member of the faculty review task force come from the FDC.

Professor Campbell saw a question of academic freedom raised by the Appendix II reference to assigning tenured faculty members to higher priority items. He also asked that in the list of criteria for colleges to consider in setting their priorities "Increasing the Knowledge Base," which is one of the University's missions, be added.

Professor Shively said the exhortation to colleges to build up a 5% reserve over five years might be harmful.

Professor Clark thought the document gives the impression that the University recreates planning every few years. She would prefer more reflection in the document of continuity with recent planning efforts.

Ranking. Professor Clark said more attention needs to be paid to what is to be achieved by the process. She was critical of the apparent intention to rank programs vertically within colleges and the implication that only those at the top will be seen as winners. Since the actual adjustments are likely to be marginal, she said, we need to find ways to minimize the damage that explicit ranking can do.

Professor Berscheid thought the University did need to identify the areas that desperately need bolstering and those which should be let go, but agreed there could be unfortunate side effects. She suggested that FCC might want, at this early stage, to express its concern about the many human resources questions this process will raise. She recommended that the faculty review task force address the tenure and human resources questions at the outset, before reviewing program documents. Professor Phillips too called for attending with great care to the situation of faculty in units slated for reduction.

Professor Shively noted that this planning effort concerns itself with ranking programs and looks very vertical, while attending little to central functions important to the academic enterprise, such as the funding of sabbatical programs. Although it does seem to be Vice President Benjamin's intention to build flexible funds in the colleges and centrally, the process as laid out does not speak to that, he said.

Professor Goldstein commented that while at some point the units have to be named which will be reduced and which will be enhanced, only these should be identified; there is no need to rank everything else.

Dr. Heydinger pointed out that colleges are asked to assign each existing or anticipated program into one of five categories: "new programs that should be started, existing programs that should be accorded increased support, those that should have steady state budgets, those that should be reduced in size or merged with other programs within the college or other parts of the university, and finally, those programs that should be phased out." He described the 1982 planning as having demoralized those programs slated for reduction or elimination but also having empowered all the units not on the list. People want to know where they stand.

He thinks this process will generate healthy debate as did the 1982 (Cycle II) planning. Professor Latterell emphasized the faculty's need to know the results.

Professor Shively commented that the faculty review committee will be aware and sensitive and that the process will be better and stronger because of that task force.

Central review, the place of program plans, and an appeal process. Professor Berscheid anticipated that the review committee's task will be enormous.

Since this faculty task force is charged to evaluate each current and proposed program and assign it a rank, the task force will need more material than simply each college plan.

FCC was unsure how "program" is defined for the purpose of this planning exercise. Dr. Heydinger said central administration had left it to each college to decide how to define its program. Some programs are not departments, and some departments span colleges.

Professor Berscheid asked what process Provost Benjamin envisions by which programs can appeal their place in the college document. Dr. Heydinger said that the faculty task force can revisit the college decisions.

Professor Berscheid called for building in an appeal process so that all appeals will receive the same kind of attention.

Some FCC members saw a need for an established process for programs to forward a statement independent of the deans. Professor Shively recommended providing for a relatively brief program response statement to the college plan, to accompany the college plan to central administration and the faculty review task force, if the program so wishes. Professor Brenner concurred. Professor Shively called departments the main area of faculty involvement and colleges the convenient way to aggregate them. Professor Campbell and Professor Berscheid proposed that program documents also go forward with the college plan.

Professor Campbell warned, however, that if program and college plans are decoupled and if a department gains by its own appeal, the positioning of the college's other departments changes. Professor Berscheid and Dr. Heydinger noted that this decoupling question already exists in the charge to the central bodies, and has to be dealt with.

Dr. Heydinger said he would carry back to the administration the FCC's points, among which the major ones appeared to be the time allowed for college planning, clarification of "program" and whether the focus is really on colleges or departments, and the human resources question.

FCC hopes for an early response. It was agreed the academic planning process should be SCC's major agenda item on November 20 when SCC has a discussion with the President.

Professor Campbell requested an early clarification of the process by which the review committee will be named; Dr. Benjamin has said both deans and the FCC will be consulted. He thought FCC would want to avoid the constraint of most members having to come from existing Senate committee membership.

Professor Campbell asked whether FCC would see Appendix I. Dr. Heydinger explained that that document is specific to each college and contains questions which hark back to plans worked out in earlier cycles.

6. Charge to the Senate Planning Committee.

FCC examined the suggestions SPC chair Carl Adams had submitted, and concluded that those were jobs that could be done under the existing charge to the Planning Committee. The charge underwent some revision last year and it is very broad. Professor Berscheid will report to Professor Adams that FCC sees his suggestions as not improper functions for SPC and encourages the committee to act on them.

Professor Brenner commented that if the SPC were to be a viable part of the governance structure, it should have been involved for months as the academic planning process was developing. Professor Clark suggested that the Senate Consultative Committee or the Faculty Consultative Committee might wish to write the Provost on how seriously it regards the desirability of consultation with the Planning Committee throughout this extremely important University planning.

7. Academic professional and administrative staff participation in the Senate system.

Professor Phillips reported he had received data on the numbers of employees in various staff categories. He reported having recently had a good meeting with Gregory Fox, chair of the Academic Professional and Administrative Staff Advisory Council, and he submitted names Mr. Fox had recommended for membership on the Phillips subcommittee (Myrna Smith, Graduate School; Nick Barbatsis, Special Counseling Office; Barbara Warren, Agricultural Extension). He invited consideration of these, proposals of other names, and suggestions for members from Committee on Committees and the SCFA.

Professor Campbell recommended balance on the subcommittee of the groups within the Academic Staff classes. He believes the point of view of the research associates, a large group, should be included. He said that it is illustrative of the problem of the research associate group that it has no organizational umbrella.

Professor Berscheid said she and Professor Phillips would work on a draft charge letter for the subcommittee and place the question on a future FCC agenda. She noted, and Mr. St. Laurent affirmed, that students will also be interested in the question insofar as it concerns the overall distribution of participation in the Senate and Assembly and their committees.

8. 1984 Faculty Senate charge for a special committee in 1986 to evaluate the academic professional classification.

Professor Berscheid invited suggestions about charging that committee. A sample charge letter will go to FCC for the November 20 meeting.

The meeting was adjourned at 2:55 p.m.

Respectfully submitted,

Meredith Poppele
Executive Assistant

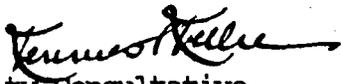
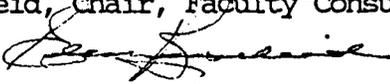


UNIVERSITY OF MINNESOTA

Office of the President
202 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455

November 20, 1986

TO: Pat Swan, Chair
~~Margaret Davis~~ Vernon Ruttan
David Hamilton
Robert T. Holt
Klavs Jensen
Harvey Keynes
Betty W. Robinett
W. Donald Spring
Craig Swan
Roger Benjamin, ex officio

FROM: Kenneth H. Keller, President 
Ellen Berscheid, Chair, Faculty Consultative
Committee 

SUBJECT: Faculty Development Committee

At the June meeting of the Faculty Senate, the Faculty Assembly approved a resolution that the administration and the Faculty Consultative Committee jointly appoint a small committee to create a plan for faculty development to guide University planning and legislative requests over the next decade on the range of matters relating to faculty support. We are pleased that Pat Swan has agreed to chair the Faculty Development Committee (FDC), and we hope that you will agree to serve your colleagues by accepting a position on it.

The faculty development plan should be consistent with the University's Commitment to Focus aims and our goal of becoming one of the nation's top public universities. Clearly, the quality of our faculty and the steps we take to ensure that quality are key elements in effecting our plans. At minimum, the FDC should address the following five matters:

1. Goals for faculty compensation, based on compensation at those schools with whom we compete for faculty as well as other market considerations;
2. General working support, including teaching loads, graduate assistants, supplies and equipment, faculty-student ratio, and so forth;
3. Academic environment issues such as minimum number of colleagues for effective scholarship, opportuni-

ties for multidisciplinary interactions, opportunities for new course development;

4. Encouragement for or limitations on consulting and overload teaching as factors in promoting faculty development;
5. Support for faculty development, through the system of sabbatical leaves and other means.

Recommendations in these areas, when combined with our programmatic planning, will help define the level of budgetary support we need to operate the University at a given programmatic level and student body size. The Senate resolution did not ask for a comprehensive report but, rather, a brief set of specific goals that can guide University planning and legislative requests. It is desirable that these goals be defined in such a way that progress toward them be objectively assessed at regular intervals.

In calling for the formulation of a faculty development plan, we recognize that the present Senate-endorsed Regents' policy on restoring faculty purchasing power has met with success at the State Legislature and that the improvement of average faculty salaries appears to be on schedule. But there is widespread agreement that a more comprehensive plan for faculty support must follow, and even overlap, the current salary policy if this University is to become one of the country's finest public universities.

We believe there are aspects of faculty development that should have system-wide applicability as well as aspects that ought to be custom-tailored to faculty at each of the five campuses. We are requesting that you design development strategies with the Twin Cities faculty primarily in mind. The Faculty Consultative Committee and the administration, respectively, will encourage the faculty and administration of each of the coordinate campuses to address faculty development issues applicable to their particular situations. We will transmit to any or all of the coordinate campuses, as appropriate, those aspects of your proposals that will, or should, affect faculty development on other campuses as well. Professor Spring has agreed to serve on the FDC and has accepted the added assignment of serving as a liaison to a designated person or persons at each of the four coordinate campuses.

The FCC expects to be kept informed of your progress through regular reporting from and discussions with Professor Swan. We hope that you will keep the Senate Committee on

Faculty Development Committee
November 20, 1986
Page 3

Faculty Affairs informed of your work as well, for they, along with the Office of Academic Affairs, will carry major responsibility in the years ahead for overseeing the plan's implementation. Dr. Robinett will provide the liaison with central administration.

We hope that you can complete the substantive element of your work in time for an informational report to the Faculty Senate and to the Regents next May.

Finally, you should know that the Faculty Consultative Committee and the administration believe there is no more important single piece of governance work that a member of the faculty can be engaged in this year. Many of our faculty's hopes for the future and concerns of the present involve the issues that will be before the Faculty Development Committee. Many expressions of interest in its work and offers to serve have already been received from the faculty. Because of this widespread interest and concern, the FDC might want to consider holding open hearings so that all faculty have an opportunity to speak their minds on the various issues you will consider. We will be forwarding to you the materials and queries we have received so far.

The FCC and the central administration join in hoping that you will accept this important assignment and wish you success in carrying it out.

KHK:pln

c: Shirley Clark, Associate Chair, Faculty Consultative
Committee
Edward C. Frederick, Chancellor, University of Minnesota
at Waseca
Robert L. Heller, Chancellor, University of Minnesota at
Duluth
David Hoppe, Chair, UMM Consultative Committee
John Q. Imholte, Chancellor, University of Minnesota at
Morris
Geoffrey Maruyama, Chair, Senate Committee on Faculty
Affairs
Harvey Peterson, Chair, UMC Faculty Consultative Committee
Donald G. Sargeant, Chancellor, University of Minnesota
at Crookston
W. Phillips Shively, Chair, Senate Finance Committee



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November 17, 1986

Professor Carl Adams
Chair, Senate Planning Committee
Management Science
395a Management and Economics

Dear Carl:

In our November 6, meeting, the Faculty Consultative Committee considered your September 30 memo about the Planning Committee's charge. FCC believes the role you describe is not inappropriate for the Planning Committee and can be done under the existing charge, which is very broad. Indeed, the FCC encourages Planning to undertake those responsibilities you describe. If you'd like to discuss this further, Carl, please call.

Sincerely,

Ellen Berscheid
Chair, Senate and Faculty
Consultative Committees

EB:mp

c: Shirley Clark
Associate Chair
Roy St. Laurent
Student SCC Chair

OCT 1 1986

FCC agenda item 3.B.
10/23

UNIVERSITY OF MINNESOTA

School of Management
Department of Management Sciences

September 30, 1986

MEMO TO: Professor Ellen Berscheid
Chair, Senate Consultative Committee

FROM: Carl Adams *CA*

SUBJECT: Planning Committee Charge

As a follow-up to my recent phone conversations with both you and Art Williams, this memo addresses the question of the appropriate role (if any) for the Senate Planning Committee. The current description of the responsibility of the Committee in the By-Laws is uninformative. We should clarify our expectations of the Planning Committee, even if that means abolishing it.

My experience with the Senate suggests that it is not practical to view the Planning Committee's role as resolving priorities among substantive directions in the University. Other senate committees, such as educational policy, research, and faculty affairs, will want to be the source of substantive plans related to their areas of responsibility. There might however be a role that I describe as "architectural" with respect to planning in the University. Issues of how the University organization, processes and information availability support planning could be the responsibility of the Planning Committee. A related responsibility might be the periodic assessment of the performance of the planning organization and processes in terms of how well the University's actions meet its chosen directions and priorities. This "architectural" view of the Planning Committee's role was the one adopted by the Committee last year, and is reflected in last year's Committee reports. If this is an appropriate role we should move to recognize it formally and also to develop a sense of which tasks should be directed to the Committee.

An example of tasks that could involve the Planning Committee is related to Vice President Benjamin's apparent interest in a new organization of planning activities for the University. If there is to be a serious and significant discussion of new planning mechanisms perhaps the Planning Committee should be asked to consider alternatives and advise the SCC about the issue.

I do not mean to advocate this "architectural" role for the Planning Committee, although I personally believe that it is appropriate and potentially valuable. My primary point is to note that we need to clarify the role of the Planning Committee or to consider abolishing it.

From the Faculty Senate minutes of June 7, 1984

NEW BUSINESS

MOTION:

That the Faculty Senate adopt the following resolution:

RESOLUTION:

University colleagues, whether serving on faculty status or on professional/academic status, have interdependent responsibilities and concerns. The Faculty Senate wishes to reiterate and underscore its responsibility and its commitment to assuring full protection of academic freedom to all colleagues and its desire to help develop appropriate classifications, standards, and procedures for all colleagues.

Accordingly, we direct:

1. The Library Committee and the Tenure Committee to study and to report to the faculty, no later than for 1985, patterns consistent with the tenure code allowing libraries with research and bibliographic commitments appropriate and flexible faculty status within departmental ranks.
2. The establishment in 1986 of a special Senate committee to evaluate the professional/academic classification with special attention to the following issues
 - a. Any actual consequences for academic freedom for any segment of the professional/academic classification.
 - b. Effects on caliber of those hired under the professional/academic classification (including but not limited to librarians and those in cooperative extension) as well as those in faculty status in regular departments as a consequence of the new classification schemes.
 - c. Fairness and appropriateness of standards of evaluation developed for those covered by the professional/academic classification and new tenure code for such individuals.
 - d. Appropriateness of coverage under the professional/academic classification of various groups and of faculty groupings as well.

SAMUEL KRISLOV
Senator

Substitution of "special Senate committee" for "task force" was accepted as a friendly amendment; the motion as amended was approved.

ADJOURNMENT