



UNIVERSITY OF MINNESOTA

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

December 31, 1986

To: Faculty Consultative Committee
From: Meredith
Re: Meeting Reminder

FACULTY CONSULTATIVE COMMITTEE MEETING

Thursday, January 8, 1987

11:00 to Noon or later, as needed

624 Campus Club

AGENDA: NOMINATIONS WORK

#1: Provost's Advisory Task Force.

Available at the meeting will be the FCC nominating subcommittee's list and the deans' lists. The draft charge letter will also be available.

#2: Other nominations work as time permits:

- Committee to evaluate P&A class as per Faculty Senate-approved Krislov nomination;
- Special nominating committee to develop a double slate for Twin Cities Committee on Committees;
- Faculty members for Student Services Fees Committee.





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MINUTES

Approved 2/5/87

FACULTY CONSULTATIVE COMMITTEE

January 8, 1987

11:00 - 2:00

624 Campus Club

Members present: Ellen Berscheid (Chair), Mark Brenner, Shirley Clark, Charles Campbell, Phil Shively, Paul Murphy, Richard Goldstein.

The Twin Cities members of the Faculty Consultative Committee met in executive session, immediately following a meeting of the FCC chair and FCC's nominating committee, to consider which faculty colleagues they wished to recommend for membership on the Provost's Advisory Task Force on Academic Planning. The Task Force is to work throughout Spring Quarter on evaluating the planning documents of all Twin Cities Campus collegiate units. Acting Associate Vice President Ed Foster had supplied the committee with a list of the nominations submitted by the deans and a membership list he and Provost Benjamin were tentatively suggesting.

MEMBERSHIP. FCC members made a number of observations and raised a number of questions about the criteria for membership, the nature of the charge, and the vast time required of task force members. Professor Brenner hoped that the members of the Task Force's subcommittees would have the global expertise to look at programs outside their own college or scholarly area. Professor Campbell regarded competency to take the broad look as necessarily the basic criterion for membership. Professor Berscheid added that the members must enjoy the confidence of the faculty.

In the course of an intensive discussion of what would constitute the best possible task force for this extremely important review, the FCC produced a list of names, some identical to and some different from those on the Provost list, which they would offer, with their reasons, for Dr. Benjamin's and Dr. Foster's consideration. The FCC also prepared for submission a back-up name for each of the nominations.

COMPENSATION. FCC will request that (as it had understood from earlier discussion with the Provost) the administration provide to the department of each faculty member on the task force one-half of that person's spring quarter salary, to be used as needed, or at least sufficient salary money to cover 50% of the faculty member's official duties. The time commitment on the part of the faculty members is expected to be at least half of all the time they presently spend on all University-related activity.

FCC
1/8/87
page 2

CHARGE. FCC members were in agreement on requesting certain small modifications in the charge letter.

COMMUNICATING THE FCC REQUESTS TO THE PROVOST. The committee was in agreement that the chair would report FCC's recommendations and reasoning directly to Associate Vice President Foster. The names would be transmitted immediately in writing, and a personal discussion would follow.

There was a lunch break during the course of the meeting; the resumed meeting adjourned at 2:00 p.m.

Meredith Poppele
Executive Assistant



UNIVERSITY OF MINNESOTA

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

January 8, 1987

Dr. Edward M. Foster
Acting Associate Vice President for Planning
213 Morrill Hall

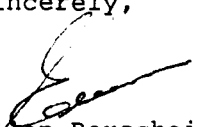
Dear Ed:

The Twin Cities component of the Faculty Consultative Committee met this morning to consider faculty persons for possible service on the Task Force on Planning. We thank you for making your proposed list of candidates available to us and we considered those names carefully, as well as many of the names proposed to you by the deans.

I am attaching a list of the names of faculty persons whom we would like to serve on the Planning Task Force. Each person is listed without his or her unit affiliation; we believe it is important that names on the final list be ordered alphabetically, although we have not done that now. Also attached is a list including the back-up names of persons who might be asked to serve if the proposed candidate cannot be induced to participate. Some of these alternate persons are considered much less desirable than the candidate we proposed; others are almost as acceptable to us. I should like to discuss our list with you at your convenience.

We also have comments on the charge letter draft we received and should like to outline those for you as well.

Sincerely,



Ellen Berscheid
Chair, Faculty Consultative
Committee

EB:mp

Attachments (2)

c: Kenneth H. Keller
Roger Benjamin
Shirley Clark

bc: Rick Heydinger

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Charles Campbell (to chair)

Warren Ibele

Margaret Davis

Janice Hogan-Schiltgen

Albert Markhart

Vern Ruttan

Shelley N. Chou

David Hamilton

Sally Jorgensen

Marcus Kjelsberg

W. Andrew Collins

Christopher Sims

Marcia Eaton

John Howe

John Wright

C. Arthur Williams



UNIVERSITY OF MINNESOTA

Office of the Vice President for
Academic Affairs and Provost
213 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455
(612) 625-0051

January 7, 1986

To: ✓ Ellen Berscheid
Richard Sauer
Neal Vanselow
Academic Affairs Planning Committee

From: Edward Foster

Re: Attached revised draft, charge to the advisory task force on planning

Here is a revision that responds to some helpful suggestions from President Keller (to show that he hasn't lost his touch). Further comments appreciated.

A handwritten signature in cursive script that reads "Ed Foster".

cc: Roger Benjamin
Kenneth Keller

Draft 2

January 6, 1987

CHARGE TO THE TASK FORCE ON PLANNING

new
CHARGE: *Review the plans of Twin Cities colleges and academic service units, from the viewpoint of the University.* The review will require examination of college and other unit plans from two vantage points: first to understand the implications of the colleges' separate plans for the University's total program, and second to review the individual plans, college by college, given that background. The most important issue in reviewing college plans is to form a judgment as to whether or not each college is moving toward a significant improvement in the quality of its programs. In reviewing each plan, the Task Force is also asked to consider whether or not priorities of the separate colleges are mutually consistent, and whether or not they take appropriate account of each of the following aspects of the University's overall program, in light of the college mission statements, *Commitment to Focus* and University Task Force recommendations that have been accepted by the Senate:

- faculty development
- research
- undergraduate education
- graduate and professional education
- interdisciplinary programs
- international programs
- programs that directly serve the state and region through teaching, transfer of technology or other direct service
- affirmative action.

CHARGE: *Make recommendations on broad academic priorities to the Office of the Provost.*

The Task Force is asked to concentrate on broad academic priorities, and is not expected to become

enmeshed in details of each individual programmatic change. Recommendations concerning University-wide priorities and priorities within colleges may fall within the following categories (in the list below, a "program" is intended to mean any coherent activity or set of activities):

- creation of a new program
- expansion of a program
- consolidation or merger of programs
- reduction of a program, and
- elimination of a program.

add more ... about ...

The group's recommendations should be submitted in a written report to the Office of the Provost in June.

CHARGE: *Meet with deans, committees, faculty and staff as needed.* During review of college documents, Task Force members are encouraged to meet with appropriate individuals within colleges to clarify any information presented. The goal is to have the Task Force spend a majority of meeting time in informed deliberations in order to reach consensus on the recommendations for academic priorities.

PROSPECTIVE OUTCOMES OF THE TASK FORCE RECOMMENDATIONS:

Aside from the college plans themselves, the Task Force recommendations will serve as the primary source of information for questions to be raised by the academic vice presidents (the Provost and Vice President for Academic Affairs, Vice President for Agriculture, Forestry and Home Economics, and Vice President for Health Sciences) in their later discussions with the colleges, and for their final recommendations to the President regarding shifts in priorities and budgets. The success of the Task Force's work can be judged by the extent to which their recommendations are forwarded to the Regents, and acted upon. It is our hope and expectation that the Task Force will be highly successful.

Ellen says please strike



THE TIME COMMITMENT REQUIRED: The review will be tightly scheduled. College documents will be submitted by the end of March, 1987. Copies will be distributed to Committee members immediately. The Task Force is asked to submit recommendations to the Office of the

Provost in June. Depending on the Task Force's own decisions regarding organization, most of the task will probably be delegated to subcommittees; however each member will be expected carefully to review each plan. An appendix proposes an organization for the Task Force into subcommittees, and an ordering of tasks, that would accomplish this double review of college plans in the allotted time; a rough time estimate attached to the list of tasks suggests that the committee will require approximately a half-time commitment for those members who participate in subcommittees during the Spring term: 15 - 20 hours per week, plus some additional time for study of the plans submitted and for drafting reports.

Ex officio members would not be expected to participate in subcommittees. The Task Force should decide whether or not student members could have the option of being excused from subcommittee work, in view of the time commitment.

SUPPORT FOR TASK FORCE MEMBERS: To help faculty members rearrange their schedules, the Office of the Provost will provide funds for a 50% time graduate assistant for each faculty member on the committee for one term (presumably, but not necessarily, Spring, 1987). The funds might be used, in conjunction with course reassignments, to release the member from teaching responsibilities; if that is not possible, a graduate assistant could be used for research or administrative assistance to ease the faculty member's work load. Additional funds may be made available for a part-time lecturer or visiting faculty member, if that helps to free a Task Force member's time. Similar arrangements will be made for civil service and P/A representatives; arrangements will also be needed for student members, if they serve on subcommittees.

Staff support and expenses for the Task Force will be provided by the Office of the Provost. Support needs for the subcommittees will be reviewed when they are organized; in view of the total number of meetings it will not be possible for a regular employee of the Office of the Provost to attend each meeting of each subcommittee.

**Roger Benjamin,
Provost and Vice President
for Academic Affairs**

**Richard Sauer
Vice President for Agriculture,
Forestry and Home Economics**

**Neal Vanselow
Vice President for Health Sciences**

DEC 16 1986

EB



UNIVERSITY OF MINNESOTA

Office of the Vice President for
Academic Affairs and Provost
213 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455
(612) 625-0051

December 16, 1986

Roy T. St. Laurent, Chair
Student Senate Consultative Committee
Department of Applied Statistics
352 Classroom Office Building
St. Paul Campus

Dear Mr. St. Laurent:

Thank you for your letter to Dr. Benjamin offering to help select student representatives. He asked me to respond on his behalf.

I think that the deans interpreted their assignment as proposing names for faculty members only; so far, none has nominated students. Your suggestion, that you work with COGS and MSA to develop candidates, makes sense. Please go ahead; I hope that we can have all committee members identified before the end of January.

I think that Dean Holt may have already contacted Michael Kahlow; and I have warned Tim Pratt that we would be coming to him for suggestions. By copy of your letter and mine, I will give them the chance to think about names over the vacation.

I am also in agreement that we should do what we can to ease the burden of committee membership for students as well as for faculty. I have not yet analyzed the probable workload of the committee with the view to estimating how much time it would take, so for now I will be vague about just what we should do. I hope that by the time you return to campus I will have a more clear idea. Please call me (624-6567). I appreciate your help.

Cordially

A handwritten signature in cursive script that reads "Edward Foster".

Edward Foster
Acting Associate Vice President

cc: Roger Benjamin
✓ Ellen Berscheid
Michael Kahlow
Tim Pratt

DEC 15 1986



UNIVERSITY OF MINNESOTA

University Student Senate
240 Coffman Memorial Union
300 Washington Avenue S.E.
Minneapolis, Minnesota 55455

(612) 373-2414

12 December 1986

Roger Benjamin
Vice President and Provost
Academic Affairs
213 Morrill Hall

Dear Dr. Benjamin,

In the discussion of **A Strategy for Focus** that took place during the Faculty Consultative Committee meeting on 4 December, we briefly discussed how the process of identifying the two student members of the Advisory Task Force might be occur. As I understand it the Deans have been solicited for nominations and these will be forwarded, or perhaps already have been forwarded, to your office. May I suggest how this process should then proceed?

In order to consider these nominations and those of campus student government, I suggest that the SSCC be identified as the appropriate group to consider the Dean's nominations and suggest others to you as well. If this meets with your approval, I will proceed by soliciting names of qualified students from Tim Pratt, President of the Twin Cities Student Body and Michael Kahlow, President of the Council of Graduate Students. In consultation with Michael and Tim, as well as the nominating subcommittee of the SSCC, and with the names from the Deans, I believe we can best identify and recommend to you both an undergraduate and graduate student member of the Task Force.

Might I also suggest that if student input is truly valued in this process and is to be of high quality, then there is a need to make special arrangements to ensure that the students selected can participate fully. Professor Berscheid has suggested that if faculty participation is to be top-notch, then some sort of release/relief from teaching duties should be available for the faculty members being asked to participate. While it may be difficult to make similar arrangements for the student members of the Task Force, I believe that some effort must be made.

To some extent I am unsure what arrangements might be appropriate since I am still hazy on the amount of work the Task Force duties will require. Nonetheless let me suggest several alternatives that might be arranged: Perhaps it would be possible to provide the graduate student member of the Task Force with an administrative assistantship (of some suitable percentage time). This would ensure that that individual's ability to contribute was not infringed upon by his/her economic needs. I believe that this type of arrangement is entirely reasonable.

The plight of the undergraduate student is more problematic. Possible alternatives might include: a form of appointment similar to that proposed for the graduate student; designation of special financial aid; release from minimum credit requirements for maintenance of full-time student status; and/or the granting of academic credit for participation in the Task Force with additional assignments and evaluations as might be deemed appropriate by a faculty member.

Lest you think I mean to suggest that the student members should be paid for their participation, let me be clear about that. Student members should not be paid for participation in this activity, however if student input is truly desired then it seems reasonable to attempt to remove barriers to that participation. Of course the students who do participate must be aware of the enormous time commitment involved and the need, no doubt, for some sacrifice on their part.

As you know, students as well as faculty are vitally interested in this planning process. Unfortunately students arrived rather late in the discussion and perhaps were not as vocal as they might have been. Nevertheless, the interest is there.

I look forward to hearing your reaction to these suggestions. I will be out of town from December 14 until the thirtieth. Upon my return I would be most pleased to be able to discuss these suggestions with you further. Generally I may be reached at my office in the Department of Applied Statistics (352 Classroom Office Building). My phone number there is 625-2756.

Sincerely,



Roy T. St. Laurent, Chair
Student Senate Consultative Committee

cc: Professor Ellen Berscheid ✓
Chair SCC and FCC



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January 6, 1987

To: Ellen Berscheid

From: Edward Foster

Re: Membership of the Senate-based Advisory Task Force

Here is a proposed membership for the Task Force. Its genesis was the list of nominees submitted by various deans and vice presidents (attached). I consulted with Bob Holt and Ken Zimmerman to put together an initial committee drawing from those names and others; the list was then reviewed and slightly modified by Roger Benjamin and his staff. In a few cases, we bowed to the requests of deans, after having initially proposed nominees that differed from theirs.

Here are some general principles that were used in developing the committee:

- The committee should be weighted toward productive research scholars, but with a significant number who have experience in governance that has introduced them to academic issues outside their own disciplines (department chairs, graduate school governance, senate governance).
- Some members must be persons of great distinction (Regents' Professors, members of the National Academy or persons with comparable national recognition); not only will the process benefit from their contribution, but their participation will lend legitimacy to the task force recommendations.
- All members must have demonstrated through previous assignments that they are responsible committee members who do their homework and come to meetings. This is particularly important because the task force will have to divide into small subcommittees in order to complete its work in the time available.
- The interests of undergraduate education, professional education including clinical fields, and graduate education should all be represented; so should the obvious division by field of knowledge (social sciences, natural sciences, humanities, engineering, etc.).
- Attention must be paid to the mix of members to be sure that special concerns of women, minority groups, and young scholars are aired in the task force.

ADVISORY TASK FORCE: ESTIMATE OF TASKS AND MEETING TIME REQUIRED

Assumes 4 or 5 subcommittees

Subcommittees are to divide responsibilities among the following 8 subject areas

- Natural sciences excluding biology, and statistics
- Applied natural sciences
- Basic biological sciences
- Clinical health sciences
- Other applied biological sciences
- Social sciences
- Humanities, languages and fine arts
- Professional schools

(Note: there are 144 depts; with multiple listings of some depts., there are an average of 27 depts/subject area)

The following academic and service units will also be reviewed by each subject matter subcommittee with respect to its own subject areas (Group A)

- Continuing Education and Extension*
- Graduate School
- University College*
- Computing services
- Libraries

* If time permits

Following the analysis by subject, the subcommittees will divide responsibilities among the following departmental colleges (Group B)

- Institute of Agriculture, Forestry and Home Economics
 - Agriculture
 - Forestry
 - Home Economics
- Health Sciences
 - Dentistry
 - Medical School
 - Nursing
 - Pharmacy
 - Public Health
 - Veterinary Medicine

Other

- Biological Science
- Carlson School of Management
- Education
- General College
- Humphrey Institute of Public Affairs
- Law
- Liberal Arts
- Technology

Finally, if time permits, the full committee will review these service units (Group C)

- (Selected) operations (selected services reporting to VP for finance and operations)
- Services other than libraries & computing services, reporting to Academic Affairs
- Student services

Ex Officio (Would not routinely attend subcommittee meetings)

Ellen Berscheid (Chair, SCC)
Shirley Clark (Vice chair, SCC)
Ed Foster (Academic Affairs liaison)
Phil Shively (Chair, Senate Finance Committee)

Voting

IT

Charles Campbell (Prof., Physics): Committee chair
Bill Gerberich (Prof. & Assoc. Head, Chem. Eng.)

College of Biological Science

Margaret Davis (Regents' Professor, EBB)

IAFHE

Janice Hogan-Schiltgen (Prof. & Head, Family Social Science)
Albert H. Markhart (Assoc. Prof., Horticulture)
Vern Ruttan (Regents' Prof., Ag. & Applied Econ. and Economics)

Health Sciences

Shelley N. Chou (Prof. & Head, Neurosurgery)
David W. Hamilton (Prof. & Head, Cell Biol. & Neuroanat.)
Charles Louis (Prof., Vet. Biol.)
Margaret A. Newman (Prof., Nursing)

College of Education

Bob Schreiner (Prof. & DGS for Curriculum and Instruction)

CLA

Guillermina Jasso (Prof., Sociology)
Warren MacKenzie (Regents' prof., Studio Arts -- On Sabbatical)
Stuart B. Schwartz (Prof., History)
John Wright (Acting chair, Afro-Amer. Stud.; Assoc. Prof., English)

Management

Richard D. Arvey (Prof., IR)

Professional, Administrative: To be named (Librarian?)

Civil Service: To be named

Graduate and undergraduate students: To be named

NB: Dentistry, Duluth Medicine, GC, Humphrey Inst., Law, Pharmacy, Public Health have no representation

Voting members include:

3 Regents' Profs, 11 Profs, 2 Assoc. Profs, no Asst. Profs.
4 women; 12 men.
2 minority representatives (Wright, Jasso)

January 6, 1987

- Planning for the biological sciences offers a great challenge because of the complexity of administrative structure. The committee needs strong scientists from health sciences, agriculture and CBS to help the committee to address those issues; moreover, because three vice presidents are likely to be involved in discussion of organization of biological sciences, committee members from the health sciences and agriculture should be people who have their vice presidents' confidence.
- Some schools may face unusually great budget flexibility because of special circumstances (The Institute of Agriculture, Forestry and Home Economics and the College of Education have experienced sharp declines in enrollments not reflected in declines in resources; the Carlson School of Management and the College of Education are each addressing the advisability of shifting their professional education to the Master's level, which would imply a reallocation of resources from undergraduate to graduate programs). These colleges should each have effective spokespersons on the committee, because they may undergo unusually intensive scrutiny as the task force looks for possible funding sources for recommended reallocations among colleges.

I have had a few conversations with deans regarding individuals listed here, when the names deviated from the dean's own suggestions:

- Dean Allen and Vice President Sauer agreed that Professor Ruttan would be an appropriate member for the committee, though they preferred their own nominee from the same department (Prof. Sundquist) because of his experience in Senate governance. (We were particularly anxious to have Prof. Ruttan because of his research on the effect of institutional structure on research productivity, and because he has thought a lot about the most promising directions for future agricultural research.)
- Dean Infante agreed that Prof. Campbell would be an appropriate member and chair for the committee. (We saw his membership on SCC and his involvement in University College as significant advantages).
- Dean Brown nominated Prof. Chou, in addition to his earlier nominations that are included here, after a conversation with me concerning the relation between basic sciences and clinical sciences in the Medical School.

I have not yet consulted with deans on other suggested names; Vice Presidents Sauer and Vanselow have been provided copies of the list.

I also enclose a revised draft charge to the Task Force, with an appended list of tasks to be accomplished. Please call me at 624 6567 if you have questions.

Thanks for your help.



cc: Roger Benjamin

Enc: Advisory Task Force, suggested members
Nominations from deans, etc.
Draft charge
Estimate of tasks and meeting time required

Draft
January 6, 1987

CHARGE TO THE TASK FORCE ON PLANNING

CHARGE: *Review the plans of Twin Cities colleges and academic service units, from the viewpoint of the University.* The review will require examination of college and other unit plans from two vantage points: first to understand the implications of the colleges' separate plans for the University's total program, and second to review the individual plans, college by college, given that background. In reviewing each plan, the Task Force is asked to consider whether or not priorities of the separate colleges are mutually consistent, and whether or not they take appropriate account of each of the following aspects of the University's overall program, in light of the college mission statements, *Commitment to Focus* and University Task Force recommendations that have been accepted by the Senate:

- research
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The group's recommendations should be submitted in a written report to the Office of the Provost in June.

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Roger Benjamin,
Provost and Vice President
for Academic Affairs

Meetings: Estimated 154 - 231 hours

Organize task force (February, March): 5 - 8 hrs

Discuss charge, responsibilities and time schedule, and review materials: 2 hrs

Allocate responsibilities of subcommittees and of full committee: 2 hrs

Set subcommittee policies and procedures: 1 hr

Meet to discuss general issues to investigate? 0 - 3 hrs

Organize subcommittee (March): 2 - 4 hrs

Subcommittee work by subject (March, April, May): 67 - 108 hrs

Review issues for subject area: 6 - 10 hrs

Set questions to colleges and to Group A deans, directors: 5 - 8 hrs

Meet with college deans re subject areas: 4 - 6 hrs

Meet with Group A deans/directors: 6 - 10 hrs

Meet to review, plan further inquiry: 5 - 11 hrs

Further meetings with college/departments as necessary: 6 - 8 hrs

Draft recommendations to full task force: 12 - 20 hrs

Report draft recommendations to full task force (and listen to reports of other subcommittees): 11 - 21 hrs

Meet to revise draft recommendations, submit to college: 4 - 5 hrs

Final report of recommendations from all subcommittees to full committee: 8 - 9 hrs

Subcommittee work by college (May): 61 - 65 hrs

Meet to review issues for college: 9 hrs

Meet to set questions to college: 4 hrs

Meet with college dean/planning committee: 9 hrs

Meet to review, plan further inquiry: 4 hrs

Further meetings with college/departments as necessary: 9 hrs

Draft recommendations to full task force: 10 - 14 hrs

Report draft recommendations to full task force (and listen to reports of other subcommittees): 9 hrs

Meet to revise draft recommendations, submit to college: 2 hrs

Final report of recommendations to full committee: 5 hrs

Full task force work by service unit (June): 0 - 27 hrs

Set questions to Group C directors regarding subject areas: 6 hrs

Meet with Group C deans/directors: 6 hrs

Meet to review, plan further inquiry: 3 hrs

Further meetings with units as necessary: 3 hrs

Discuss draft recommendations: 6 hrs

Final discussion of recommendations: 3 hrs

Full task force, final report (June): 19 hrs

Meet to recommend priorities for transfers of funds among colleges and other budgetary units: 12 hrs

Meet to agree to final report: 4 hrs

Meet with academic vice presidents to review and discuss recommendations: 3 hrs