

Minutes\*

**Fall Retreat**

**Faculty Consultative Committee  
Wednesday-Thursday, August 31-September 1, 2011  
Minnesota Humanities Center**

- Present: Chris Cramer (chair), Linda Bearinger, Avner Ben-Ner, Peter Bitterman, Elizabeth Boyle, Thomas Brothen, Colin Campbell, Carol Chomsky, Nancy Ehlke, Janet Ericksen, Caroline Hayes, Walt Jacobs, Russell Luepker, Elaine Tyler May, Jan McCulloch, James Pacala, George Sheets, Kathryn VandenBosch
- Absent: Richard Ziegler
- Guests: Vice Provost and Dean Henning Schroeder; Vice Provost and Dean Robert McMaster; Interim Vice President and CIO Ann Hill Duin; President Eric Kaler; Provost E. Thomas Sullivan; Associate Vice President Kristin Lockhart, Associate Vice President Louis Mendoza (Office of Equity and Diversity); Vice President Richard Pfutzenreuter; Vice President Kathryn Brown
- Other: Amy Phenix (Chief of Staff, President's Office); Associate Vice President Sharon Reich Paulsen (Provost's Office)

[In these minutes: (1) committee business; (2) faculty productivity; (3) discussion with Vice Provost Schroeder; (4) discussion with Vice Provost McMaster and Professor VandenBosch; (5) discussion with Interim Vice President and CIO Duin; (6) discussion with President Kaler; (7) discussion with Provost Sullivan; (8) discussion with Associate Vice President Lockhart and Associate Vice Provost Mendoza; (9) search process for hiring senior administrators; (10) discussion with Vice President Pfutzenreuter; (11) discussion with Vice President Brown; (12) committee business]

**1. Committee Business**

Professor Cramer convened the meeting at 8:00 on August 31 and turned to several items of Committee business.

-- Because only 3-5 people watched the Senate meetings last year when they were webcast, the Committee agreed that webcasting should not be continued.

-- Professors Cramer and Jacobs cannot attend the annual meeting of the CIC faculty leaders because of schedule conflicts, so Professor Cramer queried members of the Committee about their availability to attend. Professor Nancy Ehlke will represent the University at the October CIC meeting at Purdue University.

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\* These minutes reflect discussion and debate at a meeting of a committee of the University of Minnesota Senate; none of the comments, conclusions, or actions reported in these minutes represents the views of, nor are they binding on, the Senate, the Administration, or the Board of Regents.

-- It has been suggested that those who receive these minutes be surveyed about their detail and the uses to which they are put. Several Committee members spoke strongly in favor of retaining the detail because of the information conveyed to the faculty who receive the minutes. Professor Cramer promised to draft survey questions that might be used.

-- With respect to the AHC Executive Steering Committee report, it was agreed that this Committee would ask the Academic Health Center FCC to review the report and provide its views to this Committee. There was a strong sense among Committee members that it is extremely important that the faculty, particularly in the Academic Health Center, weigh in on the report (it is their "duty" and "responsibility" to do so). Professor Cramer agreed to draft a charge to the AHC FCC.

## **2. Faculty Productivity**

The Committee discussed recent reports from the Texas system about measuring faculty productivity using measures of tuition revenue and grant income faculty members generated. The Committee agreed that the issue should be taken up and referred it to the Committee on Faculty Affairs to start the discussion. The Committee also referred to Faculty Affairs the Faculty Workload Task Force report, prepared at the request of this Committee in 1992 (which can be found in the Library's Digital Conservancy at <http://conservancy.umn.edu/handle/48661>).

## **3. Discussion with Vice Provost Schroeder**

The Committee discussed with Vice Provost Schroeder the reorganization of graduate education, including policy and governance, operational and budgetary efficiencies, fellowships, block grants, and other student financial support, metrics and measurement, and graduate student experience and advising. The discussion also touched on the relationship between the method of collecting tuition and educational goals.

## **4. Discussion with Vice Provost McMaster and Professor VandenBosch**

The Committee discussed with Vice Provost McMaster the work of the enrollment-management committee (scope, size, and mission committee), enrollment management questions, general principles for undergraduate enrollment management, and recommendations for undergraduate education from the committee. Dr. McMaster spoke about modest increases in undergraduate enrollment, transfer students, the processes for admitting new-high-school and advanced-standing students, and reciprocity arrangements.

Professor VandenBosch reported on the graduate-education portion of the enrollment-management committee's report, noting that graduate and professional education are "big and getting bigger" (with the greatest growth in the professional Masters programs). Their work focused on Ph.D. programs; she noted several categories of programs (in terms of strength) and proposed metrics to be used in evaluating graduate-education programs.

## **5. Discussion with Interim Vice President and CIO Ann Hill Duin**

The Committee discussed with Interim Vice President Duin spending on and personnel involved in information technology at the University, what the Office of Information Technology (OIT) does, and

its structure and governance. She provided information on OIT priorities for 2012, the membership of their major consultative bodies, and discussed the organization of information technology in terms of what is centralized and what is in the colleges. Committee members offered criticisms of Moodle and the increase in faculty workload it occasioned without any benefit.

#### **6. Discussion with President Kaler**

The Committee discussed with President Kaler the interview process for the provostal search, the budget situation, the report from the Academic Health Center review, meetings with legislators, the President's impressions from his visits to different locations and events in the state, the resources available for instructional staff, the organization of the University, and gender-equity issues.

#### **7. Discussion with Provost Sullivan**

Provost Sullivan provided updates on decanal search committees, the University's accountability report, the enrollment-management report, e-education and tuition, the gender-equity report, the Budget Model Advisory Committee, differential tuition and fee arrangements, curriculum development and liberal-education requirements, and changes in the Procedures for the tenure code.

#### **8. Discussion with Associate Vice Presidents Lockhart and Mendoza**

The Committee discussed the purview of the Office for Equity and Diversity, its charge, support for its work, and its activities in the last few years. The Committee also discussed rewarding departments for increasing diversity, statistics on diversity at the University, pipeline issues, the availability of best practices in running searches so they are more equitable and diverse, and the seeming inability of the University to change even though it frequently seems poised to do so. Committee members also discussed the impact of academic leadership on equity and diversity, the responsibility of the faculty to ensure diversity by supporting its status as an important priority for the administration.

#### **9. Search Process for Hiring Senior Administrators**

The Committee voted to support removing the Faculty Consultative Committee from the list of committees involved in establishing search committees and interviewing finalists for some of the senior administrative positions and to substitute the Senate Consultative Committee, which has representation from faculty, P&A staff, civil service staff, and students. The change would eliminate the need for participation of four different consultative committees.

The change will be brought to the Senate Consultative Committee for action.

The Committee recessed at 5:15, and reconvened at 8:30 on September 1.

#### **10. Discussion with Vice President Pfutzenreuter**

Vice President Pfutzenreuter explained the proposed allocation of the \$25 million in additional funds that were provided by the special session of the legislature. [The full discussion of the proposed budget will appear in the 9/6/11 minutes of the Finance and Planning Committee.] The Committee also discussed with Mr. Pfutzenreuter Enterprise Financial System reporting, accountability, and the

organizational structure desirable for the point at which upgrades will be considered for all three major PeopleSoft systems (human resources, students, and financial reporting).

**11. Discussion with Vice President Brown**

The Committee discussed with Vice President Brown the larger political and social context of human resources at the University (i.e., the status of public employees), the strategic-planning effort she has launched in Human Resources, the system upgrade and business processes associated with human-resources activities, the alignment of job classifications with actual work being done, the balance between college and central functions and the impact of system software changes on departments, the relationship of her office to the collective-bargaining process, diversity and gender equity, and evaluations of administrators.

**12. Committee Business**

The Committee discussed the consultative process and also how to proceed on the issues raised by the gender-equity salary study.

Professor Cramer adjourned the retreat at 12:10.

-- Gary Engstrand

University of Minnesota