



UNIVERSITY OF MINNESOTA
TWIN CITIES

All University Senate Consultative Committee
5-255 Millard Hall
Minneapolis, Minnesota 55455
Telephone (612) 373-3226

Approved 3/20/80

Minutes

Conversation with the President -- Senate Consultative Committee jointly with
University Committee on Biennial Request and Budget Review

March 6, 1980

SCC Chairman Richard Purple convened the joint conversation with the President at 1:45 p.m. on Thursday, March 6, 1980 in the Regents Room of Morrill Hall. The purpose of the meeting was an exchange of views regarding the President's final budget recommendations with special reference to the UCRRBR report on the budget and the SCC letter of transmission of that report to the President. Other members present were George Blake, Scott Carlson, Wendell Glick, Russell Hobbie, Rich Kottke, Cleon Melsa, Vera Schletzer, L. E. Scriven and Don Spring of the SCC; Marcia Eaton, Jim Gelbmann, Fred Morrison and Sue Pribyl of both committees; and Dwight Brown, Robert Evans, Robert Hexter, Rosalind Horowitz, Robert Lambert and Jack Merwyn of UCRRBR. Also present were Acting Vice President for Academic Affairs Al Linck, Carol Pazandak and Jim Borgestad, assistants to the President, Maureen Smith of University Relations, and Mary Malone of the Daily.

The President agreed, on budgeting procedure, that more time in the process is desirable. He specifically approves the idea of a second round of conferences between the deans and the Budget Executive for the process in 1981-82. He recommended that scheduling of UCRRBR's requested meeting with the Budget Executive be done very soon. The President will present the 1980-81 budget proposal to the Regents at their March 13-14 meeting, and the biennial request later in the spring. He stated that in the meeting with the SCC and UCRRBR he would make preliminary comments and would later, in conjunction with Dr. Linck, write a more extended, thoughtful response to the points made in the report and cover letter. He noted that some of the issues raised relate to budgeting generally, and not only to the '80-'81 budget. He affirmed that there is not time for further substantive changes in the '80-'81 budget.

President Magrath first addressed the question of whether the reasons for budgeting changes were sufficiently explicated and whether quantification was used excessively. The administration had certainly tried, he said, not to

follow a simple-minded numbers approach. While numbers may have been used overly in some of the rationale paragraphs, he said he would be happy to send to the SCC evidence showing that had the Budget Executive relied on numbers exclusively, some judgments, hence some retrenchments and gains, would have been far more severe. Among the examples the President cited were these: Public Health, although its enrollment was off slightly this year, received a small increase; the increase in the College of Business Administration was not as large as its growth in numbers would have dictated; and the Morris campus would have suffered considerable retrenchment had enrollment numbers been the sole consideration. All the criteria stated at the beginning of the process were used. Outright stating of certain criteria in the rationales would, however, cause additional problems for the University.

Dr. Linck said that the collegiate planning documents did serve to point the Budget Executive to the quality of a unit and that the Budget Executive used them in this way. To measure the quality of a college, he said, one would have to measure the quality of the departments. With some 180 departments, that would be a horrendous assessment job--simply beyond the means of the Budget Executive. It was impossible to get into that detail, both for assessment and for recommendations for reallocation within departments.

Professor Morrison said that the case of the College of Business Administration demonstrates the necessity for a second round of meetings with the deans. Even if the Budget Executive cannot detail numerically how to use a reallocation, central administration should know where a reallocation would be used and should offer a programmatic dictation. He described the Morris budget as a "backhanded non-retrenchment" and asked why the rationale could not state that "We are down to the minimal critical mass." The budget document generally seems to emphasize FYE's and to deemphasize programmatic aspects.

President Magrath spoke several times ^{in the course of the meeting} of the price paid for carrying out the budgeting process openly. He ^{said he} doesn't know how to go public without taking some discomfort. But he thinks there are some gains, particularly the improvements that can be made in the process. He said that he is receptive to, in the future, reviewing the judgments with the deans. Regarding Morris, he suspects the Morris people prefer "backhanded non-retrenchment" to "forehanded retrenchment." He described Morris as a unit very important to the University and said central administration will rewrite the Morris rationale. Dr. Linck noted a sentence in the Morris rationale which appeared threatening but was actually meant to be supportive, which stated that Morris's problem should be the concern of all the

University.

Professor Morrison said it appears to some that the Office of Academic Affairs does not have the support it needs to do the budgeting job thoroughly. The President agreed, to some extent. Acting Vice President Linck has no Associate Vice President. But even if the staff were full, the President believes, some of the issues now raised would still be out on the table-- it is in the nature of this public process.

President Magrath proceeded to the next broad question, which was whether the reallocation is statistically real and whether a larger proportion ought to have been reallocated, and he alluded to the letters which have come his way since the budget proposal was published. He argued that the reallocation is real although not major, and that it is especially significant when compared to other years, excepting last year's formula retrenchment. He repeated his belief that the University has gone as far as it can in centrally-mandated reallocation. Inflation continues to be very hurtful for this university. As President, he stated emphatically, he cannot see anywhere this University can go to make up for the retrenchment effected by supply and expense inflation. The University must renew its appeal to the legislature in the next biennium. The University did get one percent from indirect cost recovery awards, so instructional budgets will go down by 5% instead of 6%.

Professor Morrison agreed that there is no fat left to cut in unit budgets. Either we become inefficient, he declared, or we undertake a painful process of actually cutting what is less central in order to maintain the quality of this university. He asked whether all departments have equal demand upon the University and said there will be varying demands for resources, over time, from different divisions of the University. The current legislative posture implies that if enrollments remain stable, any improvements which are going to take place must do so at the expense of other departments or units. If changes are to take place within units, the heads will need the explicit support of central administration so as not to be out on a limb.

President Magrath responded that the position on no further centrally-mandated reallocation is out for consultation and discussion. He described himself as the person most aware of the fiscal difficulty. The pressures are incredible as the University is threatened with loss of quality and productivity. But he asked that people give credit due above all to the faculty for keeping the quality and productivity of the University very remarkable. He further remarked

that the University as a whole does more in the realm of setting priorities than it is given credit for. He sees no solution available to a public university of this kind which involves eliminating individual units. It would be impossible to do without Agriculture. The Law School cannot be eliminated, nor Liberal Arts. And so on. If we look at the whole University, we're going to find precious little we can do without. He said he did not think he could make the judgment to eliminate a collegiate unit.

Professor Blake said that we tend to overlook the ongoing reallocation within departments and colleges. He does not think central administration should make those decisions; rather, they are the prerogative of the department. If funds are less, a department cuts where it can best afford to. If there is more money, a department uses it where it will do the most good. He thinks it is time for the central administration to taper off in directing reallocation.

Professor Morrison suggested that it might be of value to study the Michigan model of retrenchment and reallocation in which a one per-cent tax is levied on all budgets. This is done to provide the capability for shifting funds in those cases where marginal decreases in budget are not in the same unit where increases are needed. Last year at Minnesota our retrenchment/reallocation was much higher (1.7%-3%); this year it is much less (0.5%-0.2%). Perhaps the Michigan model would allow us to strike a relative balance between painful cuts and needed reallocation.

Professor Hexter said that everyone seems agreed that times are tough. He did not think anyone was suggesting the University has to eliminate departments or colleges. His understanding of Professor Morrison's point was that we have to dip down into the colleges. The President said he agreed with the need for partnership between central administration and the deans in reallocation and retrenchment. Professor Morrison said that while the deans can reach down into individual programs, they need explicit support from central administration. As an example of retrenchment possibilities, he said that some among the 100 or so approved Ph.D. programs at the University must not be cost-efficient and that some must be more in demand and of better quality. He said there was need for examination of these.

The President next addressed briefly several other matters. On the distribution of tuition reserve funds, he said that he has changed the guidelines once, partly in response to earlier comments from UCBRR and the SCC and that he is not disposed right now to make another change in that formula. He took note of

Professor Morrison's allegation that the current formula would in one unit grant a 1/3 faculty position for any two additional enrollments and in another unit the same 1/3 position for any 165 additional students.

President Magrath has proposed a small change in the schedule of Graduate School retrenchment. In the first year it will be retrenched by \$24,000, not \$50,000. To compensate, there will be no increase in campus mail service in the first year. The larger Graduate School retrenchment will be moved to the second year, to take into account the results of the self-study and implementation of computerized registration.

He said it is true that lab fees are going up. The tuition schedule is designed to accommodate the lab fees. The University will deal with the allocation of entitled lab fees so that tuition money will flow in the correct amounts into the budgets of those departments.

Professor Purple inquired about user charges, which come under the supply and expense budgets. The President said he would defer that issue, except to say that he would at the next Regents meeting call their attention to what has been happening to faculty salaries and to the supply and expense budgets. He expects that there will at least be dialogues in legislative committees on what inflation has done to these items. He will seek to reopen legislative consideration on these items, but conceded that any change is unlikely because of the many interrelated things that would be affected by any change in an existing appropriation. He agreed that hidden user charges in the University are now a critical point.

The meeting adjourned at 3:50 p.m.

Respectfully submitted,

Meredith B. Poppele

Meredith B. Poppele, Secretary, SCC



UNIVERSITY OF MINNESOTA
TWIN CITIES

All University Senate Consultative Committee
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Approved 4/3/80

MINUTES

All-University Senate Consultative Committee

March 6, 1980

The fourteenth meeting of the Senate Consultative Committee for the 1979-80 academic year was called to order by Chairman Richard Purple at 1:35 p.m. on Thursday, March 6, in the Regents Room of Morrill Hall on the Minneapolis campus. Other members present were George Blake, Robert Brasted, Scott Carlson, Marcia Eaton, Jim Gelbmann, Wendell Glick, Russell Hobbie, Rich Kottke, Cleon Melsa, Fred Morrison, Sue Pribyl, Vera Schletzer, L. E. Scriven, Don Spring and John Weis. Also present were Carol Pazandak, assistant to the President, Mary Malone of the Daily and Maureen Smith of University Relations.

1. Agenda. Legislative Relations Committee also has a report. The Chair requested taking that first among committee reports. The agenda was approved, with that addition, without dissent.

2. Minutes. The secretary read corrections she had received to the minutes of the January 24 meeting and those of the February 13 joint meeting with UCBRBR. Those minutes were approved as corrected. The minutes of the February 14 meeting, and the records of the conversations with the President of January 24 and February 14 were also approved.

3. Report of the Chair. (a) The Chairman referred to the confidential report SCC members had received regarding the Academic Affairs Vice Presidential search and the SCC interview schedule with the four candidates. Those interviews will be held in executive session. There was considerable discussion as to whether or not minutes should be kept of the sessions. The Chair recommended keeping minutes to apprise members who cannot attend every session. He also urged members to attend every session they possibly can, even if it is not possible to attend all. Professor Glick recommended that the SCC do as the search committees do, and consult with the University attorney concerning proper disposition of any records which are kept of the interviews and assessment

session. Professor Blake noted that no secretary can keep wholly complete minutes; some participants are quoted, some are not, and the quotations are not verbatim; for the historical record in the archives he suggested a short account of each session would be useful.

Professor Brasted moved that the SCC not keep minutes of the interviews. The motion was seconded. Mr. Gelbmann requested that someone check the constitution of the Senate to see if there is a rule that minutes of executive sessions are distributed only to members. The motion to not keep minutes received a 6-6 tie vote. The Chair cast his vote with the negative and the motion failed.

Professor Spring then moved that the SCC not keep minutes of the final, evaluative session at which the SCC assesses comparatively the four candidates, but rest content with the final report to the President composed from that session. The motion carried without dissent.

Mr. Gelbmann moved the SCC keep minutes of the interviews with the candidates and distribute them only to the SCC members. Professor Blake said he considered the only true minutes of such a meeting to be a transcript of the proceedings and asked if Mr. Gelbmann would accept "an abbreviated minutes" as a friendly amendment. Professor Hobbie recommended having the secretary's notes kept at the SCC office where those who want may come to read them. Professor Spring suggested tape-recording the session. The Chair requested a motion to table Mr. Gelbmann's motion until immediately before the first interview, March 10. Professor Glick moved to table; Professor Blake seconded. The motion to table failed to receive the necessary two-thirds majority. Regarding the need for all SCC members to become acquainted with all candidates, Professor Blake cited the Pazandak memorandum saying the President's office would try to arrange a separate meeting with the candidate for an SCC member who could not attend a scheduled meeting. This offer, it was found, would help some members but not others, who simply cannot be in town on the dates one or more of the candidates are here.

The motion of keep minutes of the interviews and distribute them only to SCC members carried, 8-1.

Professor Eaton recommended the SCC meet soon after the final interview, perhaps immediately after that session, on April 3, to assess the candidates and draft its report to the President. The Chair will take that question under advisement.

(b) The Chair called attention to the copies already distributed of his

letter to Regent Latz concerning the conflict-of-interest proposal.

4. Committee Reports.

(a) Legislative Relations Committee. Professor Blake reported on a meeting he and Professor Kenneth Keller held with Mike Sieben of the Education Division of the House Appropriations Committee. The faculty members found the session very productive. One of Mr. Sieben's concerns has been the efficiency of classroom space use on the campus. The University has given him a report on space use which indicates that it is generally efficient, but with some exceptions. Professors Blake and Keller pointed out to him that there are other, non-recorded uses, such as of small graduate classes which are assigned to otherwise unscheduled rooms. Mr. Sieben urged good record-keeping on such use, but agreed that it must not become inappropriately costly. Professor Keller asked whether Mr. Sieben thought some consideration might be given to using some of the overhead research money for major repairs or renovation of research facilities. Mr. Sieben indicated that he thought there were possibilities for that. Mr. Sieben asked the professors' opinion on whether students should serve on promotion and tenure committees. Professor Keller's explanation was forthright in expressing the University community's views on the matter. Professors Keller and Blake put in a plea for the inflation-depleted supplies and expense budget. Mr. Sieben asked whether the gentlemen were not concerned about faculty salaries, and they said that they were. Mr. Sieben said he regarded it as unfair to limit state employees to a seven per-cent pay increase annually.

(b) UCBRBR. Professor Morrison presented two brief UCBRBR reports for SCC action:

(i) Tuition reserve distribution formula. UCBRBR found the new formula not appropriate. It has the effect of rewarding colleges with high faculty-student ratios and penalizing those with low faculty-student ratios. He moved the SCC forward the UCBRBR report to the President with its approval. The motion carried without dissent.

(ii) Budget alternatives - "The Weaver Report". UCBRBR observed that the substantive issues contained therein were already under the scrutiny of other committees. Professor Morrison moved approval of the UCBRBR report to the President calling for referring the sub-sections to appropriate committees. The motion carried without dissent.

(iii) Faculty salary increase distribution. SCFA was asked to make recommendations. Professor Morrison moved the SCC write a letter of thanks to

SCFA for undertaking this responsibility. The motion carried without dissent.

(c) Subcommittee on Search Committee Guidelines. Professor Glick read his letter, distributed in the SCC packet. There was no objection in the meeting to the first recommendation of the subcommittee, which was that no pool of faculty available for search committee duty be constituted; but that students be encouraged, if they feel such a pool will be useful, to develop a reservoir of qualified students. Professor Glick read the second recommendation and moved its adoption:

"We advise the development of search guidelines for the recruitment of faculty. We recommend that a task force be formed of persons experienced in such searches and aware of the problems to develop guidelines, using whatever portions of the guidelines for administrative searches that seem applicable."

Professor Eaton inquired if the proposed new Senate organization includes an appropriate committee to form such a task force. Professor Spring said it could appropriately be either SCFA or the SCC. Professor Eaton asked if Professor Glick would accept as a friendly amendment naming SCFA in the recommendation. There was no further SCC discussion on the motion. The Chair at this point introduced Lillian Williams, the University's Equal Opportunity Officer, whom he had invited to address this issue.

Ms. Williams first expressed her approval of the practice of the SCC's naming some of the members of search committees for major administrative positions. She urged great caution, however, in requesting changes in departmental search policies. The University has a set of guidelines for all departments which have the approval of three federal agencies, and the University has in addition guidelines regarding the hiring of faculty women. She had been alarmed by the informal charge to the Subcommittee on Search Committee Guidelines, contained in the minutes of 2/14/80, that "each college develop search committee guidelines for faculty searches." She said it would be impossible to accommodate 21 or 22 different sets of guidelines and that it would be good if the SCC would concern itself instead with end results. As she perceives it, the existing guidelines are recognized and are followed to the letter, but not, perhaps, in the spirit. Unless someone does something to change the end product of searches, she said, you'll be no better off ten years from now (in proportions of women and minorities employed). Moreover, substantial changes in guidelines would require the approval of the federal government. The University needs to

tighten up what it already has and to affect the end product.

Professor Glick stated that if guidelines for departmental searches do exist, they have not filtered down to his department. The subcommittee thinks a faculty parallel is needed to the guidelines for administrative searches.

Ms. Williams quickly outlined the affirmative action procedures for every search. She added that with the hundreds of positions filled each year at the University, there are not five they have had a problem with; hence people must be aware of the regulations and following them. Professor Glick then asked if Ms. Williams was saying there is bias operating in the search committees despite pharisaically following the letter of the law. Ms. Williams replied, "No." She went on to emphasize that the purpose of the guidelines has been to increase the representation of women and minorities in areas where they have been unrepresented or under-represented. She appealed to people to not just add more paper in trying to improve the situation. She offered high praise for SCC member Sue Pribyl who had met with Ms. Williams recently and suggested a number of improvements in wording on various forms.

The Chair thanked Ms. Williams for presenting her concerns to the SCC. There was no action on the motion recommending the creation of a task force to develop search committee guidelines for faculty searches.

At 2:45 p.m. the Chair declared the remainder of the SCC meeting postponed until some time after the adjournment of the joint SCC/UCBRBR conversation with the President, which was scheduled to follow immediately.

Respectfully submitted,

Meredith B. Poppele, Secretary,
SCC



UNIVERSITY OF MINNESOTA
DULUTH

College of Letters and Science

Department of English
420 Humanities Building
Duluth, Minnesota 55812
(area code 218) 726-8235

Received 2/25/80

21 February 1980

Professor Richard Purple, Chairperson
Senate Consultative Committee
5-255 Millard Hall
University of Minnesota
Minneapolis

Dear Rick:

The subcommittee on search guidelines has addressed the issues with which it was charged and will be prepared to offer a revised draft of the present guidelines for consideration of the full committee at whatever time you consider most convenient. In addition it makes the following recommendations:

1. That no pool of faculty available for search committee duty be constituted. Hopefully, the vice-presidential positions for which SCC recommends search committee membership are either filled or soon to be so. As to faculty, we prefer treating each vacancy on an ad hoc basis, though we encourage the students, if they feel such a pool will be useful, to develop a reservoir of qualified persons.
2. We advise the development of search guidelines for the recruitment of faculty. We recommend that a task force be formed of persons experienced in such searches and aware of the problems to develop ~~departmental~~ guidelines, using whatever portions of the guidelines for administrative searches that seem applicable.

Cordially,

Wendell Glick, Chairperson



UNIVERSITY OF MINNESOTA
TWIN CITIES

College of Business Administration and
Graduate School of Business Administration
Business Administration Building
271 19th Avenue S.
Minneapolis, Minnesota 55455

February 26, 1980

MEMO TO: President Peter Magrath

FROM : C. Arthur Williams, Jr.
Chair, Senate Committee on Faculty Affairs

SUBJECT: Distribution of 1980-81 Salary Improvement Funds

At its February 15 meeting the Senate Committee on Faculty Affairs spent almost two hours discussing the report made by a subcommittee of its members on how the 1980-81 salary increase monies should be distributed. The Committee passed three motions:

1. The Committee agreed unanimously to encourage you to request salary improvement funds from the Legislature that would increase the percentage increase available from 7% to 13%, the inflation rate during 1979.
2. By a narrow margin the Committee accepted the recommendation of the subcommittee that the University adopt the following allocation policy for the 7% salary funds currently available:
 - a. Across-the-board allocation as follows:
 - \$1,000 to faculty earning \$20,000 or less
 - 5% to faculty earning between \$20,000 and \$40,000
 - \$2,000 to faculty earning \$40,000 or moreThis across-the-board allocation should use up 5% of the 7% available.
 - b. The across-the-board adjustments should be distributed prior to the distribution of the remaining individual merit and unit/merit equity funds.
 - c. The individual merit funds should be distributed to units on an equal percentage of salary basis. There should be no unit merit increases other than those implicit in (a).

Those who voted against this recommendation favored a smaller across-the-board allocation.

3. By a narrow margin the Committee accepted a suggestion that the University allocation formula not be binding on all units. Instead, the faculty in each budgeted unit should vote by secret ballot on the formula to be used to distribute the salary monies available to that unit. The budgeted unit for voting purposes should be the smallest unit with its own salary increase monies.

Received 3/3/80
file with Budget materials
(to be brought to March 6 meeting
with the President RRP

21 February 1980

Dr. C. Peter Magrath, President
202 Morrill Hall
University of Minnesota

Dear Mr. President,

We chairs of the departments in the College of Liberal Arts were stunned last week when Dean Lukermann presented us with the recommendations of the Budget Executive that the College be retrenched by almost \$200,000 over the next two years. Many of us are confronted with students clamoring to get into closed sections of classes, petitioned by requests for new courses, competing with other universities for good graduate students and attempting to cope with demands of faculty for adequate research support. How can anyone suggest retrenchment in these circumstances?

The case of projected declining enrollments in the mid-1980s was presented as a justification. "Prepare now for the inevitable decline" was the counsel of the prudent. But to be prudent is not always to be wise; it is rarely to be courageous.

We believe that any consideration of retrenchment is based upon a complete misperception of the current situation of the College and of the University and of the historical developments that lead to our present circumstances. Let us elaborate.

When the rapid increase of enrollments hit the University in the 1960s, we never expanded our faculty to meet the increased student demands. Indeed, one of the arguments made in the Legislature when requests for additional faculty were rejected was that the enrollment bulge was temporary and that it would be unwise to enlarge the permanent faculty to cope with the passing phenomenon. Today it would take dramatic reductions in enrollments before departments in CLA (or IT for that matter) would be in a position comparable to that of peer institutions.

The evidence on this matter is overwhelming. We suggest that your Budget Executive study the reports of the outside committees that have reviewed various departments over the past few years. These outsiders have recognized certain departments as being of exceptional quality but they comment on their small size and their lack of support compared with comparable departments at other universities. The hard data support these observations. Look for example at the following figures:

<u>Geography</u> (1977-78)			
<u>University</u>	<u>Number of Faculty</u>	<u>Undergraduate Enrollment</u>	<u>Number of Majors</u>
Minnesota	17.50	4,315	155
Michigan	13.25	1,928	40
Wisconsin	17.08	3,331	89
Illinois	15.00	1,563	42

<u>Sociology</u>			
<u>University</u>	<u>Number of Faculty</u>	<u>Undergraduate Enrollment</u>	<u>Number of Majors</u>
Minnesota	34	9,954	354
Wisconsin	53	9,749	376
Michigan	37	3,086	97

<u>Anthropology</u>			
<u>University</u>	<u>Number of Faculty</u>	<u>Undergraduate Enrollment</u>	<u>Number of Majors</u>
Minnesota	15	2,532	147
Illinois-Urbana	27	2,391	86
Michigan State	21	3,018	114

<u>French</u> (1978-79)			
<u>University</u>	<u>Number of Faculty</u>	<u>Undergraduate Enrollment</u>	<u>Number of Majors</u>
Minnesota	12	3,852	126
Michigan	20	3,720	44
Wisconsin	21	3,796	63

<u>Political Science (1978-79)</u>			
<u>University</u>	<u>Number of Faculty</u>	<u>Undergraduate Enrollment</u>	<u>Number of Majors</u>
Minnesota	27	6,222	547
Michigan	50	6,257	378
Wisconsin	35	5,056	404

In 1978 your own Academic Vice President in reviewing the situation in the Department of Music and Music Education states: "A comparison of the resources with those of the Big Ten music programs, based on data supplied by the National Association of Schools of Music (NASM) for 1971-72, showed Minnesota at the bottom, and more than a factor of two below the average for the Big Ten. A development proposal submitted as part of the report called for a modest increase in enrollments; a factor of 2.6 increase in budget; and almost a doubling of faculty (33.5 to 64.5) by 1984-85, which, on the basis of data presented in this report, would place the dimensions of the program in the middle of the Big Ten music programs." (A Summary of Analysis of Problems, Issues, and Organizational Alternatives Relating to the Music and Music Education Programs at the University of Minnesota, Office of Academic Affairs, page 2.)

These data are just examples of the problem. Do they suggest a case for retrenchment? We hardly believe you can answer that question in the affirmative, and we trust you will question your Budget Executive on how it could ever recommend a reduction in financial support.

But the CLA case rests on much more than number of faculty and undergraduate teaching. 40% of the graduate instruction in the University takes place in CLA. We are understaffed and underequipped to meet the demands of quality graduate education. Psychology, for example, has 301 graduate students (all but 15 in the Ph.D. program) and a faculty of about 30. (It must also deal with 1,000 undergraduate majors.) Certainly more resources are needed to provide effective graduate education.

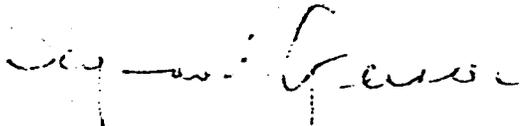
Dr. C. Peter Magrath, President
21 February 1980
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As you know the College has done well in the past few years in securing outside support. In 1974-75, faculty from CLA submitted about 120 requests for outside grants and received about \$3,000,000. In fiscal year 1979, about 160 proposals were submitted and well over \$5,000,000 has already been received. (Twenty-seven requests have not yet been acted upon so that total could reach \$6,000,000.) But these figures understate the increase. They do not include such things as the million dollars received for the Austrian Center or individual awards such as Guggenheims, NEH and NSF fellowships. Does a virtual doubling of outside funds suggest to you a case for retrenchment?

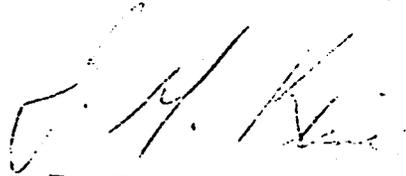
While we are staggering under present demands, the near future holds new challenges. You are no doubt aware of the recommendation of the recent Presidential Commission on Languages. The Commission took the view that the extent of study of foreign language and foreign culture in the U.S. was completely inadequate and indeed was liable to weaken considerably the world position of the U.S. culturally, politically and economically. The language departments cannot rise to the challenge with present resources, let alone cope with the present situation under retrenchment.

Contemporary social science inquiry requires special facilities and arrangements including laboratories, computer soft and hardware, field equipment and consortia access. New, well-trained faculty question us about these facilities when they interview here. Adequate training for undergraduates and graduates requires these facilities and the rate of technological change in the social sciences requiring updating and technical support personnel. Contemporary social science needs have never been acknowledged in basic budgets and this blindspot cannot be permitted to continue into the 1980s.

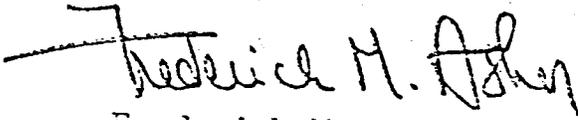
Dr. C. Peter Magrath, President
21 February 1980
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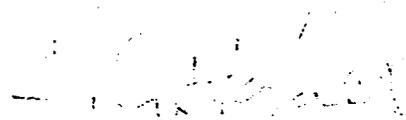
Seymour Geisser, Head
School of Statistics



F. Gerald Kline, Head
School of Journalism



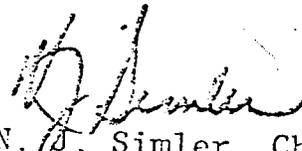
Frederick M. Asher, Chairman
Department of Art History



Robert T. Holt, Chairman
Department of Political Science



Lloyd L. Lofquist, Chairman
Department of Psychology



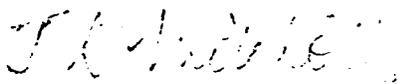
N. S. Simler, Chairman
Department of Economics



Dwight Brown, Chairman
Department of Geography



Charles E. Speaks, Chairman
Department of Communication
Disorders



Lawrence Mitchell, Chairman
Department of English



Lloyd Utten, Chairman
Department of Music and
Music Education

Dr. C. Peter Magrath, President
21 February 1980
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Any proposed retrenchment of the Arts College budget is intolerable. Indeed, anything short of a concerted effort to inform the Regents, the Legislature and the public of the dire circumstances of the College (and other units in the University) as part of a major undertaking to provide support which is comparable to that of our peers will have profound consequences.

We hope we can follow your leadership in making an effective case. But let there be no doubt of our position. If your Budget Executive persists in its folly, we will challenge it at every point. We will speak out in every forum available to bring the genuine and legitimate needs of the College to the attention of the public. We hope you will be able to respond to our deep concerns.

We await your prompt reply.

Sincerely yours,

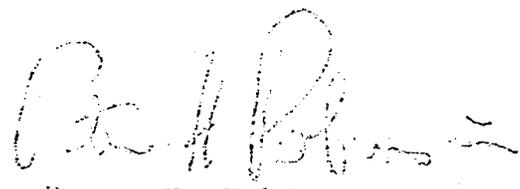
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cc: Dean Fred Lukermann


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UNIVERSITY OF MINNESOTA
MORRIS

Division of the Social Sciences
Morris, Minnesota 56267

February 20, 1980

President C. Peter Magrath
202 Morrill Hall
University of Minnesota
Minneapolis, MN 55455

Dear President Magrath:

I listened to the discussion at the Senate meeting with great interest. As a member of the Senate Committee on Educational Policy, I had the opportunity to read the relevant documents prior to the Senate meeting. Unfortunately that was not the case for most of my colleagues. The Senators here received the Blue Book late Wednesday afternoon and, of course, did not receive the large report. Thus, it was difficult to raise questions about the comments concerning Morris or the rationale for any of the retrenchments or reallocations. At the meeting, we were all concerned about the references to Morris in the Budget Executive letter, but felt that we should first receive an analysis of the situation from our Provost before reacting to such a brief, if disturbing, comment.

My greatest concern about the direction of your action can best be stated in terms of the College of Liberal Arts, and the professional schools--especially, the College of Business Administration and the Institute of Technology. I fear that your proposal would lead to a profound shift in the nature of the university in response to a temporary change in circumstances. Declining enrollments are likely (although not certain) to occur for the next fifteen to twenty years. To Howard R. Bowen (most recently in "Some Reflection on the Present Condition and Future Outlook for American Higher Education" Academe, 66 (Feb. 1980), pp. 8-15) this leads to a caution against precipitous action. He argues that "excess capacity" should be an opportunity for improving quality rather than for removing resources from higher education which only will have to be returned in greater numbers in 15 to 20 years. While I am sure that you would not disagree with this, I would like to see more evidence of your articulating this theme to the public and to the legislature.

Yet another corollary follows from Bowen which speaks especially to the relationship of the liberal arts and the professional schools. Just as too sudden a cut in the resources for higher education should be avoided, so too should the higher education community avoid too rapid a re-orientation. We cannot avoid the heightened interest in professional programs by students, although we can predict that it will not be permanent. We can resist acceding to the recurrent effort of industry and the corporate community to make the University their servant rather than a partner. The land grant tradition calls for the latter relationship. Some applied programs in teaching and research are necessary, but what allows them a place at the university is their ties with the critical scholarship of the academic disciplines.

President Magrath
February 20, 1980
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What does this resistance entail? Not a denial of the need for expanded resources to serve students in the areas of Business and Technology, but a suggestion that these schools review their programs and assign more responsibilities to the academic faculty in the relevant disciplines in the College of Liberal Arts. At the same time, the liberal arts faculties must be responsive to the needs of these programs. Only yesterday one specific illustration of the fruitfulness of this approach came to my attention...See the attached description of a course at Harvard University offered by the Department of History in the John F. Kennedy School of Government (OAH Newsletter, 7 (Jan. 1980), p. 12). Perhaps you have incorporated such redirections of existing faculty energies in your plans. If so, it should be articulated. It is not evident.

This call for new patterns of cross-collegiate cooperation would not eliminate the need for some retrenchment and reallocation, but it would promise some continuity in the core of the University as an autonomous intellectual community devoted to the considered deliberation of the needs of all segments of society. Such an approach would allow us to do even better what Prof. Bowen fears will be neglected in the pressure for vocational education: to help our students of all ages become broadly educated men and women and not merely cogs in the vocational machinery of a complex industrial society." (Bowen, ibid, p. 13)

I cannot close without acknowledgement of the comments on Morris. They are bewildering to me. We have consistently stated our distinctive mission...to be the small, residential liberal arts college of the University; the University's alternative to the private liberal arts colleges. Your administration, as had those of Malcom Moos and O. Meredith Wilson, has supported this mission, even in light of the questionable demographic projection of several years ago. Current research on the impact of undergraduate education (see Alexander Astin, Four Critical Years (1977)) only reinforces the distinctly valuable contribution of such approaches to undergraduate education. Certainly we strive to steadily improve the quality and visibility of our effort. Yet in order to do this we must receive adequate resources from you. With them, the demographics do not have to be right and we can take an even more important place in the higher education community. I welcome the opportunity for us to demonstrate the quality of what we do, its importance in light of recent nation wide research, and its appropriateness for the University of MN. At the same time, the composition, purpose and even the necessity of an All-University Committee as mentioned by the Budget Executive need to be explored more carefully.

Sincerely,



Wilbert H. Ahern
Professor of History
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