



UNIVERSITY OF MINNESOTA  
TWIN CITIES

All University Senate Consultative Committee  
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TENTATIVE AGENDA (N)

All-University Senate Consultative Committee  
March 20, 1980 12:30 - 3:00 p.m.  
Room 626, Coffman Memorial Union

1. Fix Agenda.
2. Minutes of February 26 meeting with UCBRBR, March 6 SCC and March 6 Conversation with President (to be distributed at meeting).
3. Report of the Chair (enclosed).
4. Steering Committee Business
  - a. Spring meeting schedule (enclosed).
5. Committee and Subcommittee Reports.
  - a. Subcommittee on Search Committee Guidelines, continued (Professor Glick).
  - b. Subcommittee on Senate Reorganization (Professor Spring).
  - c. UCBRBR - Short report on the Biennial Request (Professor Morrison).
  - d. Other committee and subcommittee reports.
6. Old Business.
  - a. SCC action on SCRAP's analysis of President's draft on the Institutional Goals and Planning Assumptions for the 1980's. (SCRAP report to be distributed at meeting).
7. New Business.
8. Adjournment.



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Approved 4/3/80

Minutes

All-University Senate Consultative Committee  
March 20, 1980

The fifteenth meeting of the Senate Consultative Committee for the 1979-80 academic year was called to order by Chairman Richard Purple at 12:35 p.m. on Thursday, March 20, 1980 in Room 626 of Coffman Memorial Union. Other members present were Robert Brasted, Mark Davis, Marcia Eaton, Wendell Glick, Jim Gelbmann, Russell Hobbie, Rich Kottke, Cleon Melsa, Sue Pribyl, Vera Schletzer, L. E. Scriven, Don Spring, John Weis, Judy Nord, Dan Tower and Tom Busak. Visitors were Carol Pazandak, assistant to the President, and Maureen Smith of University Relations.

The Chair introduced Judy Nord, interim Twin Cities student representative and Dan Tower and Tom Busak, serving jointly as Waseca student representation.

1. The agenda was fixed.

2. The minutes of the joint UCBRR/SCC meeting of February 26 and of the March 6 SCC conversation with the President were accepted as written.

3. Report of the Chair.

(a) The Chair read the resolution unanimously passed at the FCC meeting earlier in the day nominating those SCC student members who have served throughout this year, Scott Carlson, Mark Davis, Jim Gelbmann, Rich Kottke, Sue Pribyl and John Weis, for leadership recognition at the President's 1980 Student Recognition Dinner in appreciation for their "conscientious and responsible and outstanding efforts".

(b) The TCCA trial committee will report out a non-debatable motion of recommendation at the April 24 TCCA meeting. The Chair cautioned against further leaking of trial outcome rumors.

(c) The Assembly Committee on Student Affairs is handling two major items of business. It has produced a preliminary report on the Board of Student Publications and it will soon deal with the question of the sale of smoking paraphernalia in the MSA store. In addition, elections to the Assembly will be held soon.

4. Spring SCC meeting schedule. The spring meeting schedule was adopted, with the modification that the June 5 meeting time will be 2:00-4:00 p.m. instead of 12:30-3:00. The May 1 flight from the Anoka airfield to Crookston will depart at about 8:00 a.m., enabling visitors to be on the campus by about 9:30 a.m. Seventeen eligible persons would like to depart from the Twin Cities; the two planes carry a total of thirteen passengers.

5. Committee and Subcommittee Reports.

(a) Subcommittee on Search Committee Guidelines. (Professor Glick)

(i) Developing guidelines for faculty searches. The motion to adopt the second recommendation of the subcommittee was carried over from the meeting of March 6. Professor Glick re-read the motion:

"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 problem to develop guidelines, using whatever portions of the guidelines for administrative searches seem applicable."

Ms. Pribyl asked for clarification of Equal Opportunity Officer Lillian Williams' statement that there are guidelines now. Professor Glick stated that in response to his request of her for the guidelines, he was given a stack of miscellaneous documents which do not constitute guidelines. Professor Hobbie described those as affirmative action guidelines. Professor Eaton pointed out that in practice, secretaries take care of those numerous affirmative action forms. Faculty search committee members do not actually see them nor do they have the opportunity to have their thinking stimulated by the reminders in their contents. Professor Brasted said he was worried that departmentally-developed guidelines might differ greatly from one department or one college to another. He also urges more attention in the interviewing process to teaching. Continuing Education and Extension already has a set of procedures which it gives to all its search committees.

Professor Eaton proposed substituting the words "expanded subcommittee" for "task force" in the motion. The subcommittee accepted it as a friendly amendment.

Professor Scriven urged starting with the questions of what the University's goals are in its hiring and what it is that the University can accomplish through certain procedures. Operating principles rather than guidelines are needed.

Professor Hobbie proposed a second change in the motion: "...in such searches and aware of the problems to ascertain the need for guidelines and develop them if necessary, using whatever portions..." This wording was accepted as a friendly amendment. The Chair, in response to concerns from SCC members, said that it should be taken under advisement that departments not be straight-jacketed. The motion, as worded below, carried without dissent.

"We advise the development of search guidelines for the recruitment of faculty. We recommend that an expanded subcommittee be formed of persons experienced in such searches and aware of the problems to ascertain the need for guidelines and develop them if necessary, using whatever portions of the guidelines for administrative searches seem applicable."

(ii) The guidelines for administrative searches. Professor Glick made clear that the present copy was not definitive; there were two suggestions from Lillian Williams to consider, possibly a few changes needed in punctuation, and certain awkward or imprecise wording to resolve, e.g., "President or agent." Professor Glick led the body in a section-by-section consideration of the document. Sections 1 and 2, on the purpose of search committees, duplicate the existing guidelines except for the recommended deletion of the "line positions" exemptions and the recommended specifying of additional unacceptable discrimination

categories. Professor Glick's motion to adopt Sections 1 and 2 carried without dissent.

Section 3 deals with formation of subcommittees. Lillian Williams requested adding, after the words "minority group," the phrase "or other protected class," which is now standard federal affirmative action language. The SCC requested striking the word "however" from the sentence on responsibility for affirmative action. Professor Glick moved the adoption of Section 3 with these changes. Mr. Gelbmann introduced a minority report on the section. It was moved and seconded to amend this section by adding the following:

"Whenever feasible, one or two members should be recruited from outside the University community to serve on certain vice presidential search committees. Emphasis should be placed on recruiting business and community leaders who could provide the committee with additional expertise in a specific field and a degree of objectivity that may not otherwise be there."

Mr. Gelbmann argued that the University would benefit by the expertise of a specialist, such as a 3M vice president for finance in a search for a University vice president for finance; by the objectivity of an outsider; and would increase its responsibility to the public. Professor Hobbie pointed out that there is nothing in the guidelines to prevent a president from bringing in a search committee member from outside the University if he wishes to do so. He doubted the objectivity of an outside expert, particularly in the area of finance, because of the large amount of business the University does with outside firms and industries. It was also pointed out that alumni sometimes serve on search committees. Professor Glick noted that the guidelines state the president is to fill the search committee from the constituencies of the open position. He argued against being highly prescriptive in the guidelines. The motion to amend failed.

Mr. Gelbmann reported from his meeting with Regent Schertler another request regarding the composition of search committees. She would like the composition of search committees for vice presidencies to be submitted to the Regents Executive Committee for approval. Professor Glick stated that it is the business of the Regents to make University policy and the business of the President to carry out the policy, including naming search committees. The request was not pursued.

The motion to adopt Section 3 with the two small wording changes stated above was approved without dissent.

Section 4 was adopted without dissent.

To part B of Section 5, Professor Spring recommended adding the sentence "Often, well-qualified candidates will not volunteer their names for such positions. Therefore... " It was accepted as a friendly amendment.

Ms. Pribyl introduced a request from the Equal Opportunity Officer to incorporate in the text a practice which is carried out under President Magrath but is not required and could conceivably, under another president, be abandoned:

"Before submitting its final slate to the President, it is the committee's responsibility to inform the Equal Opportunity Officer of the make-up of the pool of applicants and of those candidates interviewed."

Professor Purple stressed that this wording is in no way to be construed as impugning the integrity of a search committee. It does, on the other hand, allow the possibility of a search committee's gaining the approval of the Equal Opportunity Officer. Professor Scriven asked if the timing of the reporting did not effectively put the E.O.O. on the committee and suggested having the consultation with that officer come earlier in the process. The general opinion of the SCC was not to change the timing.

The subcommittee accepted the addition quoted at the bottom of page 84 as a friendly amendment. The remainder of the guidelines, from Section 5 with this amendment through the end, were adopted without dissent.

The Chairman thanked the subcommittee for its efforts. He asked them to assist the SCC and himself in formulating the rationale to accompany the motion to the Senate. The subcommittee is otherwise discharged.

Mr. Gelbmann requested that Regent Schertler be sent a copy of the text.

The meeting recessed for five minutes.

(b) Subcommittee on Senate Reorganization. (Professor Spring)

(i) Procedure. Professor Spring summarized the proceedings of the subcommittee. The chairpersons of the Senate committees and the Office of Administration and Planning have also studied and made suggestions for the proposal. It would be impossible and unwise to determine by resolution all the recommended changes. This spring the Committee on Committees will word the motions to the Senate on the proposal. If the Senate approves the proposal in principle, it will be the role of the Committee on Committees to frame revisions to the Handbook and to consult with the various committees. It will be the task of Business and Rules to formulate changes in the language of the constitution. The subcommittee hopes that in the spring of 1981 the Senate will vote to approve all the particulars so that the plan can be implemented for the year 1981-82.

(ii) Structure. Professor Spring distributed a chart of the proposed tripartite structure of Senate committees, University committees and Academic System committees. The Senate committees comprise five major policy areas under SCC, SCEP, Judicial, SCEA and Social Concerns. He pointed out the cluster arrangement and the logic and necessity of consultation, cooperation and communication among the groups in a cluster. He referred to the delicacy of changing the apparent, although not de facto, status of committees by redesignating them as University or Academic System committees. The subcommittee, with the concurrence of the Facilitative Committee, is recommending that the ROTC, Libraries and Summer Sessions committees become campus (Assembly) committees because (1) the Assembly needs real business to be a viable entity; and (2) most of the business of these three committees is Twin Cities campus business, yet representatives travel all the way from the outstate campuses to hear essentially local business.

(iii) Committee membership. On the five Senate committees, two-thirds of the members will be required to be members of the Senate. On University committees, one-quarter of the members must be Senate members. On Academic System committees, no overlapping membership with the Senate is required. It is recommended that student committee membership have the same minimum proportion of Senate membership as the faculty. The subcommittee recommends against dual slates. The Faculty and Student Committees on Committees are to meet

jointly to approve both faculty and student slates to send directly to the Senate for ratification. The question of how committee chairs will be chosen remains unanswered.

(iv) Unresolved issues. The subcommittee made no response to the serious proposal for a council on undergraduate education, regarding it as a substantive, not a structural, issue. It furthermore concluded that while the matter was important, making such a council part of the Senate structure was not the appropriate solution. The subcommittee is going to recommend that at some time in the future the SCC consider steering the question to SCEP.

The subcommittee was not charged with making and has made no recommendation on the paralleling restructuring of the Assembly which may be needed. It suggests the Assembly Consultative Committee may want to appoint its own reorganization subcommittee.

The subcommittee observes that the Council on Academic Officers is not logically a part of the Senate structure. They have no relation to the Senate governance system except in that CAO members are ex-officio members of the Senate. Determining where to place the CAO was outside the reach of the subcommittee.

(v) Need for staff support. The Senate committee chairs have voiced the need for a guarantee of staff support, particularly for SCEP. The present arrangement of no secure staff support except for SCC and Judicial limits committees essentially to a reactive role. Professor Purple stated that Professor Hobbie, as Chair of the Senate budget committee, is looking into some temporary arrangement for next year. Professor Scriven stated that the fact that task forces are staffed out of central administration, and hence are assured of resources, is clearly one of the main driving forces behind the task force approach. Those resources which have been made available by central administration to task forces should in the new scheme be made available to the system of Senate committees. He emphasized as a goal getting away from the task force mode and into the Senate governance mode. Professor Purple said the SCC can recommend expanded activity on the part of the budget committee, which consists of the Vice Chair of the Senate (ex-officio on SCC) together with an SCC student member and another SCC faculty member.

Professor Spring said the subcommittee can describe the support problem and indicate a change is necessary. Professor Hobbie suggested the SCC request more money and parcel it out among committees. He also said the budget committee will request committee chairs to submit this spring tentative budgets for the coming year. Dr. Pazandak underscored the point that staff support is crucial.

Professor Spring described the total proposal as a plan for action. Professor Purple stated that any inconsistencies between the constitution of the Faculty Senate and the constitution of the Student Senate can be resolved over the coming year.

Professor Spring moved that the SCC accept the report and forward it to the Senate as a report of the SCC.

Professors Spring and Purple applauded the regular monthly meetings of the Facilitative Committee both for expediting the reorganization process and for communication among committees. Ms. Pribyl urged that students continue

to be members of the new Planning Committee. (Two students presently sit on the Planning Council.) Professor Scriven recommended indicating on the present chart or a second chart operating links between committees and vice presidents and other administrators. Dr. Pazandak stated the need for a mechanism to move new committees into the Senate structure as new needs arise. The Committee on the Handicapped is a current case in point. Professor Spring indicated that committee would belong in the Academic System committee tier.

The motion to accept and forward the report carried without dissent. The Chairman thanked Professor Spring for his tremendous amount of work and for the work of his subcommittee. Professor Glick moved that the SCC express its commendation and gratitude to Donald Spring and his subcommittee for all he and they have done. The motion passed by acclamation.

The meeting adjourned at 3:00 p.m.

Respectfully submitted,



Meredith B. Poppele,  
Secretary



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For SCC meeting of March 20, 1980

3. Report of the Chair.

The major business before us at the March 20th meeting includes:

- 1) A completion of action on the Glick Subcommittee report on search procedures which was necessarily put over from our last meeting due to time constraints;
- 2) Major consideration of the Senate reorganization plan for which Professor Spring and his subcommittee will require at least an hour of discussion (the Facilitative Committee is scheduled to meet on Tuesday, March 18th to consider the reorganization plan, and Professor Spring will thus be in a position to report on the reactions of the majority of Senate committees to the proposed plan; 3) Consideration of the SCRAP report (we have promised to forward the report to the President's office with a covering letter appending whatever commentary the SCC feels is appropriate).

I can report that the Committee on Committees has approved of our proposal to insert a statement on subcommittees into the Handbook. They have forwarded the proposal, with their blessing, to appear on the agenda of the next Senate meeting. According to the grapevine (and the Minnesota Daily), the trial committee has completed its deliberations and will inform the participants of the trial as to their recommendations on March 18. If this is true, we will have to consider the advisability of scheduling their report at either a special TCCA meeting or at the next regularly scheduled TCCA meeting (April 24th). I will attempt to verify the status of the trial committee procedures before our meeting, along with the necessary details on the format and regulations surrounding their report (closed or open meeting, etc.). At present, the chair is inclined to recommend that their report, if ready, be placed on the agenda for the regularly scheduled meeting of April 24th. Quorums are difficult to obtain even at regular TCCA meetings. On the 24th, the Assembly Committee on Student Affairs will be bringing a relatively substantial report to the body on the status of the Board of Student Publications, so I would assume there will be sufficient business there to insure a quorum. A copy of the preliminary report on the Board of Student Publications has been received by the SCC office, and if there is sufficient interest, we will distribute it to the full SCC. Basically, ACSA has put together a working group that has studied the matter sufficiently to produce a preliminary report indicating that ACSA does indeed have considerable jurisdiction over the Board of Student Publications to investigate and recommend on their structure/legal position, finances, and organizational composition. The preliminary report has been approved by the full committee of ACSA, and the working group (subcommittee) is presently drafting recommendations for change on a number of the above aspects.

Marilee Ward, Clerk of the Senate, has sent a reminder that elections for next year's Vice Chair of the TCCA and of the Senate will be on the respective agendas of the two bodies (April 24, TCCA; April 17, Senate). In the past the two bodies have elected the same person to fill both positions, but during this year we have departed from that tradition. The Vice Chair of either (and/or both) serves as an ex-officio member of the SCC and as chair of the Senate budget committee.



A Draft of the Final Report of the SCC Subcommittee on  
Senate Reorganization (W. D. Spring, Chair) February 20, 1980.

I. Background

The University Senate at the May 25, 1978 meeting approved a resolution to establish a Select Committee to study the structure of central administration and the consultative institutions of the Senate and to review the decision-making process at the University. The January 30, 1979 Report of the Select Committee has been widely distributed. Many of its comments and recommendations were related to the University Senate and its committee structure, and the message was clear and alliteratively memorable: there was a need for improved Consultation, Coordination, and Communication. The report cautioned that "if any revision of the present system is to work, it must be developed through discussion and consensus of faculty and students, so as to command their subsequent active support." Accordingly, the Senate Consultative Committee established a Subcommittee on Senate Reorganization to pursue with students and faculty possible revisions in the present system. An interim report of the Subcommittee was presented at the May 31, 1979 meeting of the Senate, the same meeting at which the President responded to the recommendations of the Select Committee. Discussions at that Senate meeting subsequently led the Consultative Committee to expand the Subcommittee and charge it to develop further its recommendations and, if possible, to issue a final report at the Spring, 1980 meeting of the Senate. This is a rough draft of what we hope will be the salient features of our final report.

Listed below in Section II are the five major changes proposed, the first four with specific recommendations for their implementation. The fifth change, concerned with a re-alignment of committees and with appointment procedures to committees, is a bit more complex. Accordingly it is expanded in Section III into its constituent parts with specific recommendations listed at the point at which they are relevant to the discussion. We have attempted with all recommended changes to relate the recommendation to the objective set for us by the Select Committee-- improved Consultation, Coordination, and Communication.

II. Major Recommended Changes

A. Election to the University Senate

*Recommendation 1.* The Subcommittee recommends that in elections to the University Senate large college voting units be subdivided into departments or clusters of departments. Specifically, we recommend that units having more than six faculty senators (CLA-29, IT-18, Med-15, Agric-14, Educ-9) should submit plans for Senate approval to restructure themselves into smaller constituencies so that no more than six senators will be elected by any constituency. The Subcommittee believes we should improve consultation and communication between the Senate and collegiate unit constituencies. The size of the major voting units destroys the representative quality of the Senate in so far as it impairs the opportunities for consultation and communication between Senators and their constituents. Furthermore, we would encourage Senators and Senate committee members, in this regard, to make more frequent use of existing department and collegiate newsletters to inform constituents of pending Senate and Senate committee business.

B. Appointment of Senators to Committees of the Senate

*Recommendation 2.* The Subcommittee recommends that the Senate endorse procedures which will insure that more Senators serve on committees of the Senate. Obviously, we are seeking here agreement in principle to a recommendation to improve communication and consultation between the Senate and its committees. Details of the procedures, including how much overlap we desire and on which committees, must, of necessity, await discussion of the committee structure in Section III. We can assure the Senate, however, that our proposal suggests that only 40 to 50 of the present 165 faculty senators be involved. In 1978-79 (if we exclude Senate Consultative Committee members) only 29 faculty Senators and 8 student Senators served on committees of the Senate. Without prolonged argument, then, we would state our goals here to be a Senate better informed on its committee business, and more committee members chosen ultimately by their colleagues.

C. Consultation between Central Administration and Committees of the Senate.

*Recommendation 3.* The Subcommittee recommends that the consulting relationship which obtains between SCC and the President be duplicated (a) between SCEP and the Vice President for Academic Affairs; (b) between UCRRBR (renamed in Section III "Committee on Financial Policy") and the Vice President for Finance; and (c) between a newly formed (see Section III) Planning Group and the Vice President for Administration and Planning. Behind this recommendation lies the conviction that SCC, UCRRBR, SCEP, and the Planning Group are not only at the heart of the Senate governance system but in contact with the most crucial issues facing the Senate at this time. Hence, the Subcommittee believes connections between these groups and Central Administration must be as direct, open, and timely as we can make them. This proposed consultative relationship should not be confused with the currently assigned ex officio representation on committees from the offices of these vice presidents.

D. Expanded Subcommittees

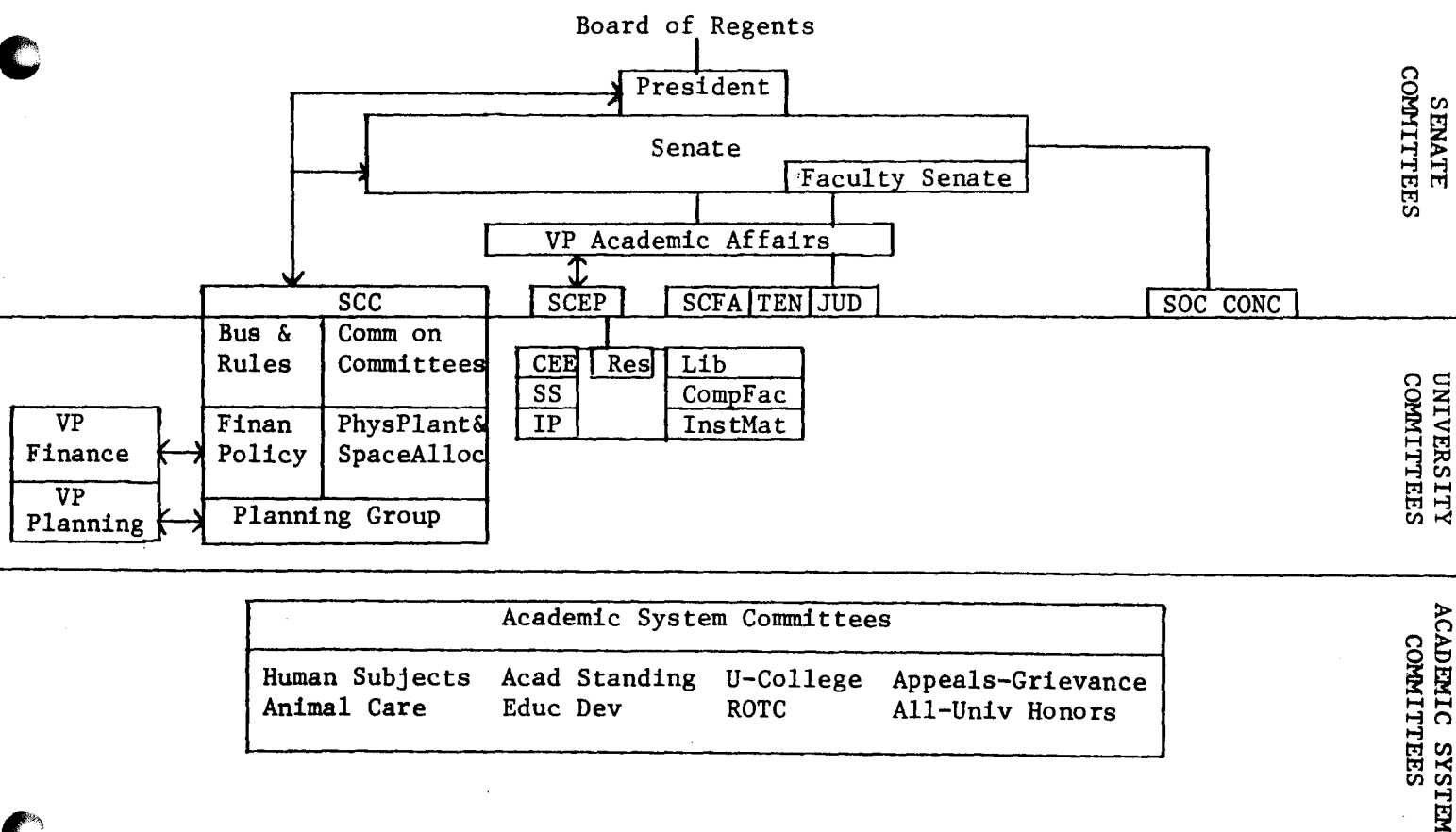
*Recommendation 4.* The Subcommittee recommends that the Handbook be revised to include a section on "Expanded Subcommittees" which would address the question of how the Senate governance system responds to problems and issues of some moment which often come up on short notice and often demand quick but careful action. In the past, such problems have been handled in two different ways. They were given to already overburdened standing committees with the result, on occasion, that action was delayed. Moreover, often standing committees lack required expertise on such matters. The second way of handling such problems (and the way recommended by the Watson Report) has been to create a task force which would have the expertise and which could focus its full attention on that particular problem. The difficulty with task forces, on occasion, has been that they do not always bring to bear upon problems the perspectives of the Senate governance system; their reports emerge full blown without consultation with the larger view provided by the Senate governance system; and some difficulty or delay is regularly encountered in re-integrating their recommendations into the Senate governance system. The Subcommittee

believes that standing committees in whose purview such issues fall should be directed to establish a subcommittee with some overlapping membership from the parent committee but expanded to include the expertise and data sources necessary to complete the task. Such Expanded Subcommittees should be required to make regularly recurring interim reports to the parent committee so that the larger view of the governance system can be provided all along the way. SCC (and the Committee on Committees) could assist in both identification of new members for such Expanded Subcommittees and in reviewing interim reports.

E. Senate Committee Structure

The Subcommittee has focused much of its effort upon the committee structure of the Senate. It believes the present structural division of committees is flawed, its reporting procedures largely ignored, and the method for appointing committee members not calculated to fit the differing needs of committees or the proper integration of the Senate itself with the deliberations of its committees.

*Recommendation 5.* The Subcommittee recommends, therefore, major changes in the basic categorization of committees, and in the principles and procedures for appointing members to committees. The structural chart follows; full discussion including specific recommendations will be taken up in Section III.



### III. Recommended Changes in Committee Structure

#### A. Senate Committees

*Recommendation 6.* The Subcommittee recommends that Senate committees be redefined as those committees to which the Senate has delegated responsibility in broad areas of policy making, and that the number of these committees be reduced to six (eventually to five, see below Recommendation 8) divided into two groups:

- 1) SCC, SCEP, and Social Concern--which report to the University Senate
- 2) SCFA, Judicial, Tenure--which report to the Faculty Senate

*Recommendation 7.* The Subcommittee recommends that the somewhat cryptic statement in the Constitution describing the Faculty Senate and its areas of concern be revised and clarified.

*Recommendation 8.* The Subcommittee recommends that the Tenure Committee (presently a University Committee reporting to the Senate through SCFA) remain for now a separate entity as a Senate Committee, but when action on the proposed tenure code is completed, it should become a subcommittee of SCFA. If the business of such a group warrants it at some time in the future, it could become an "Expanded Subcommittee" (see Recommendation 4 above).

*Recommendation 9.* The Subcommittee recommends that the Senate control the appointment of faculty members to its own Senate committees in accordance with the following procedures. Each year at the appropriate time the Committee on Committees should forward to the Senate for approval names of the faculty they recommend for appointment to each Senate committee to fill positions vacated by normal rotation procedures or for other reasons. Their recommendations should be selected from the following sources:

- 1) Upon election to the Senate, each new Senator will be required to submit to the Committee on Committees a highly selective list of those committees of the Senate in which the Senator has interest and expertise. Approximately two-thirds (note: this should be stated as a specific number in the composition of each committee) of the faculty membership on Senate committees (with the exception of SCC whose members are elected and the Judicial Committee--see Recommendation 10 below) must be made up of members who are current Senators or in the year succeeding their three-year membership.
- 2) The survey which the Committee on Committees presently makes at least every three years to discover faculty preferences.
3. Recommendations from members of the Committee on Committees.

*Recommendation 10.* The Subcommittee recommends that the Faculty Senate establish a plan for equitable (perhaps not proportional) "assessment" of potential members from each department (or division or even small college in some cases) who might serve a three year term on the Judicial Committee. The Committee on Committees should demand twice the number needed and be able to insist that both the faculty member listed and the unit represented agree to include this service in his or her duties and responsibilities. The Faculty Committee on Committees would appoint from this list.

B. University Committees

*Recommendation 11.* The Subcommittee recommends that University Committees be redefined as committees to which operational and policy-making powers have been delegated in specific areas within the broad areas of certain Senate committees. They should be divided into two groups or clusters: the SCC cluster and the SCEP cluster. The word cluster is chosen advisedly; we wish to suggest a relationship which is likely to result in improved consultation, coordination, and communication.

- 1) The SCC Cluster: University Committees on Business and Rules, on Committees, on Financial Policy, on Physical Plant and Space Allocation, and a Planning Group. Each of the groups is essential to SCC in running the Senate, in steering and supervising the business of the committees of the Senate, and in fulfilling its consulting responsibilities, especially those concerned with budget and biennial requests.

Furthermore, we believe SCC should regularize the use of the Facilitative Committee for the same reasons.

*Recommendation 12.* The Subcommittee recommends that UCBRBR be renamed Committee on Financial Policy, but continue to perform the duties and responsibilities presently assigned to it, with some minor changes. Appointment of members should follow approximately the representational scheme now in use and the at-large members should be appointed by SCC.

*Recommendation 13.* The Subcommittee recommends that Business and Rules be regarded as an expert advising committee of SCC, that it be a committee of reference on constitutional questions and changes, that, when necessary, it be available to serve as a floor-managing unit. Its membership should possibly be reduced and it should be determined **and** appointed by SCC; it should include at least one member of SCC.

*Recommendation 14.* The Subcommittee recommends throughout this document many changes in appointment procedures which will affect the operation of the Committee on Committees. In addition, we would like to encourage further cooperative effort with SCC, in a sense providing a continual concern for restructuring the Senate and its committees. Accordingly we recommend expanded efforts on the part of the Committee on Committees in reviewing annually committees of the Senate and recommending changes in committee structure, charge, or membership to meet changing conditions in the University. Furthermore, since much of the success of the committees of the Senate will depend upon their efforts, we recommend that faculty members on the Committee be current Senators (or in the year succeeding their term) elected by the faculty Senators on each of the coordinate campuses.

*Recommendation 15.* The Subcommittee recommends that SCRAP be disestablished and that its responsibilities dealing with physical plant be given to a new committee to which would be added the responsibilities of space allocation, a concern many Senators have long felt belonged in the committees of the Senate. This group would be named the Committee on Physical Plant and Space Allocation and its members would be appointed according to the procedures described in Recommendation 18 below.

*Recommendation 16.* The Subcommittee recommends that another area of SCRAP's responsibilities--planning, including representation on the Planning Council--be assigned to an experimental body called the Planning Group whose membership and responsibilities would be determined temporarily by SCC. This unusual arrangement is recommended because the composition and function of the Planning Council is in a transitional stage and we know of no other way to follow the advice of the Watson Committee to relate the Planning Council to the Senate governance system. Perhaps its only function at first might be to provide the required four faculty members on the Planning Council and to meet as a group and advise SCC on those aspects of Planning Council business which are related to Senate business.

- 2) SCEP Cluster: CEE, Summer Session, International Programs, Library, Computer Services, Instructional Media, and Research. Our recommendation to cluster these committees about SCEP is a frank admission that a large part of Senate business is, or ought to be, Educational Policy, but that one committee cannot handle the full burden. Moreover, one committee cannot contain the full range of interests and expertise needed in such widely divergent areas of educational policy as international programs, instructional media, and research.

*Recommendation 17.* The Subcommittee recommends that we change the reporting procedure for these committees clustered about SCEP. Unlike present University Committees, these will report business for information or for action directly to the Senate. On matters likely to alter the educational policy of the University, however, these committees must work closely with the Chair of SCEP. Since SCEP is constitutionally committed to an overview of all educational policy matters, the purpose for involving the Chair of SCEP from the very beginning is to insure that ramifications of the actions of individual committees are attended to. To guard against an individual committee ignoring this injunction to consult and coordinate, all Senate action items from such committees must be submitted ten days before the docket deadline of the Senate meeting concerned.

*Recommendation 18.* The Subcommittee recommends that the Senate control the appointment of faculty members to those University committees clustered about SCEP in accordance with the same procedures used for appointing Senate Committees (see Recommendation 9 above) with the following two exceptions:

- a) Only one-fourth of the members need be current Senators or in the year succeeding their terms.
- b) An additional source for potential members should be added as an aid in discovering faculty who have the kind of interest and expertise essential to these committees: the Committee on Committees should ask Deans, Directors, and Department Heads (or individuals or groups designated by them) to submit names of faculty they believe have the requisite interest and expertise for membership on specific committees.

C. Academic System Committees

*Recommendation 19.* The Subcommittee recommends that certain committees should be moved to the periphery of the Senate governance system (but not entirely divorced from it) on the grounds that they are not policy-making committees but operational--i.e., concerned with overseeing and enforcing regulations and procedures or with advising administrative offices. Tentatively named "Academic System Committees," these would include the following: Human Subjects, Animal Care, Academic Standing, Educational Development, ROTC, Appeals on Grievances, University College, All-University Honors. If such committees have Senate business, they would report it to the Senate Consultative Committee which, in its steering capacity, would bring it directly to the Senate or, if further consultation is required, assign it to a Senate or University committee. Annual reports from Academic System Committees would be submitted to the Clerk of the Senate.

*Recommendation 20.* The Subcommittee recommends the following procedure for appointment of members to all Academic System Committees except the Appeals Committee and the All-University Honors Committee: Since members of such committees frequently must have specific kinds of interest and expertise, the Committee on Committees should compile each year for each committee an alphabetical list of faculty members judged to have the requisite interest and expertise. The names should come from the same four sources used for the University Committees clustered about SCEP (see Recommendation 18). Such lists should be forwarded to the President; they should include more names than are needed to fill the slots in each committee. The President should be free to appoint directly (submitting his appointments to the Senate for information only) from these lists or to add names of faculty on his own.

Faculty members of the All-University Honors Committee should be nominated by SCC and forwarded to the President for his approval.

Members of the Appeals Committee should be appointed in the same manner prescribed for University Committees clustered about SCEP (see Recommendation 18).



Board of Regents

President

Senate

Faculty Senate

SCC

SCFA

JUD

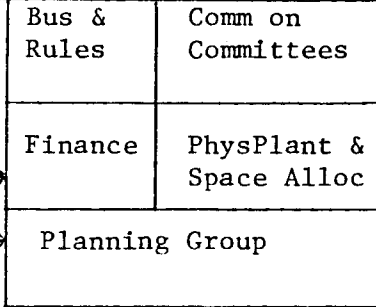
SCEP

VP Acad Affairs

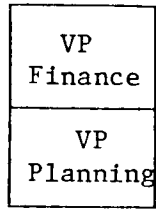
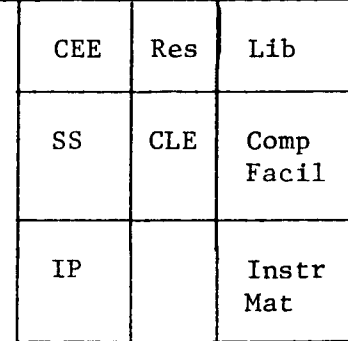
SOC CONC

SENATE COMMITTEES

UNIVERSITY COMMITTEES



Tenure



ACADEMIC SYSTEM COMMITTEES

| Academic System Committees |                   |           |                   |
|----------------------------|-------------------|-----------|-------------------|
| Human Subjects             | Academic Standing | U-College | Appeals-Grievance |
| Animal Care                | Educ Development  | ROTC      | All-Univ Honors   |



UNIVERSITY OF MINNESOTA  
TWIN CITIES

Assembly Committee on Student Affairs  
107 Temporary North of Appleby  
122 Pleasant Street S.E.  
Minneapolis, Minnesota 55455  
(612) 373-5965

Received 3/15/86  
file RLP

March 11, 1980

Dr. Richard Purple  
Chair, Consultative Committee  
Physiology & Opthamology  
320 Millard Hall

Dear Professor Purple:

Attached is a copy of the preliminary report on the Board of Student Publications. This report was unanimously approved at the March 4th meeting of the Assembly Committee on Student Affairs with the recommendation that it should be sent to Dr. Frank B. Wilderson, Jr. and other appropriate individuals on campus.

This assignment was not taken lightly as the Working Committee (composed of students and faculty) devoted Saturday and Sunday time in completing the report for this meeting. Professors Kent Bales and Warren Gore were extremely helpful.

The Working Committee has committed itself to complete the final report which should be submitted to the ACSA for the regularly scheduled meeting the second week in April. I believe the report reflects the complexity of the problem. However it is my feeling that the committee now has a great deal of information and will come up with additional specific recommendations.

Should you have any questions concerning the report or suggestions pertaining to the structure of the Board of Student Publications or related problems, I would be most happy to discuss them with you.

Sincerely yours,

Gordon L. Starr  
Secretary, ACSA

GLS:dij  
Encs.-1

cc: Timothy Meehan  
Chairperson, ACSA  
David Lawson, Chair  
Working Committee

# UNIVERSITY OF MINNESOTA

## Assembly Committee on Student Affairs Preliminary Report Board of Student Publications

### INTRODUCTION:

The Assembly Committee on Student Affairs (ACSA), as a constitutionally-defined committee of the Twin Cities Campus Assembly, has the responsibility for the orderly supervision of registered student organizations. For the past three years, it has met on a regular basis, always with a quorum. Usually meetings have not been held during the summer since the majority of the membership was off campus during summer sessions. In addition, it is difficult to hold summer meetings because the membership usually is incomplete at the end of the spring quarter.

When reaction to the humor issue of the Daily occurred at the end of spring quarter 1979, the Board of Regents established an ad hoc committee. It was felt that the problem could have been best solved at that level. Since that time, numerous students, faculty, staff, and concerned citizens have become convinced that a number of problems relate not only to the Daily but to the Board of Student Publications as well.

On February 1, 1980, Frank B. Wilderson, Jr., Vice President for Student Affairs, requested through Timothy S. Meehan, Chairperson of ACSA, that a study of the structure (along with recommendations) be done in regard to the Board of Student Publications. The questions Dr. Wilderson raised are as follows:

1. Are standards and procedures established by the Board of Student Publications' constitution, by-laws, and policies adequate to provide for supervision of the Minnesota Daily and other publications approved by the Board of Student Publications?
2. Is the organization of the Board of Student Publications, as constituted, able to be effective in managing these procedures?
  - a. What membership should it have to insure that those constituencies who should supervise publications are represented?
  - b. What membership should it have to insure adequate knowledge regarding publications?
  - c. How should the members be selected?
  - d. How many members should the Board of Student Publications contain to enable it to function effectively?

With this charge, a working committee was immediately formed to gather information and to take the steps necessary to complete the request of Dr. Wilderson. In consultation with students and faculty, it was found that the problem was far more complex than structure alone and that corollary problems exist of equal magnitude. This working committee met and prepared a list of standard questions to be asked of selected individuals to be interviewed. It was also agreed that time would be allowed for open questions and free discussion. The following individuals met with the working committee including additional members from the ACSA:

Kate Stanley, Editor, Minnesota Daily

Steve Hauser, student member of Board of Student Publications

Jim Clark, President, Board of Student Publications

Ron Wills, Business Manager, Minnesota Daily

Gail McClure, Assistant Professor, Agricultural Journalism

George Hage, Professor, School of Journalism

Carl E. Nelson, Jr., Coordinator, Student Activities (Office for Student Affairs)

Arnold Ismach, Associate Professor, Journalism & Mass Communication (faculty advisor to the Minnesota Daily)

Donald Mashak, student representative, Board of Regents (St. Paul Board of Colleges)

Duane Wilson, Secretary, Board of Regents

The committee also considered interviewing students selected at random, but it seemed questionable that much of value would be added in the way of facts not already before the public. All interviews were at least one hour in length with the exception of those with Kate Stanley, Jim Clark and Ron Wills, whose times extended to approximately two hours. In all cases those interviewed were open, candid, constructive, and concerned with serving the best interests of the Minnesota Daily, the Board of Student Publications, and the University. It was particularly gratifying to find capable student leaders heading both the Minnesota Daily and the Board of Student Publications.

In addition to the interviews, the committee gathered and reviewed the following materials:

1. Constitution of the Board of Student Publications (2/4/71)
2. Constitution of the Board of Student Publications (10/24/76)
3. Student Board of Colleges' Task Force on the Minnesota Daily
4. Ad Hoc Committee Report - Board of Regents (8/9/79)

5. Report of the President's Ad Hoc Committee on Student Publications (Lockhart)
6. Diagram of the Authority of the Board of Student Publications
7. Commission to Study the Support Arrangement for the Minnesota Daily
8. Editorial Management Plan - Kate Stanley
9. Editorial Management Plan addition (1/7/80)
10. Twin City Campus Student Services Fees Survey 79-80
11. Report of the Daily/University Relationship Committee (Winter 1978)
12. Student Services Fees Committee (Sub-committee Report - 2/26/80)
13. Letters to the Editor Pertaining to the Board of Student Publications
14. Series articles in the Minnesota Daily on mandatory fees
15. Position paper on the Minnesota Daily (Paul Stembler - 1/16/76)

Through interviewing and consulting with individual students, faculty, and staff along with examining the above list of documents, the committee is convinced that it has been able to gain insight into the problems related to the Board of Student Publications. With the time constraint, it was thought that additional interviews would probably be repetitious. It was also thought that the relevant documents had been secured. The response from those interviewed was gratifying, and many expressed appreciation for the opportunity to share in this constructive endeavor.

Because of the scope of the problem, this preliminary report on structure has been divided into three sections: Structural/legal relationships, fiscal matters, and organizational matters.

#### ITEM I: Structural/Legal Relationships

In examining the issues and concerns that have arisen during this working committee's inquiry regarding the Board of Student Publications, it was decided that a review of the structure which relates the Board of Student Publications to the University governance system was in order.

Ultimate authority and responsibility in regard to student publications rests with the Board of Regents of the University of Minnesota. Through the acceptance and adoption of the Constitutions and By-Laws of the University Senate and the Twin Cities Campus Assembly, this authority and responsibility have been delegated to the Twin Cities Campus Assembly Committee on Student Affairs (ACSA).<sup>1</sup> The ACSA has "the responsibility for provision for orderly

1) Daily/University Relationship Committee Report (5/5/78), Appendix A

supervision over the financial affairs of all student organizations of the Twin Cities campus over which the University has control. It shall provide for the supervision of all publications issued by students."<sup>2</sup> This authority allows the ACSA to grant approval to the Constitution of the Board of Student Publications, delegating to them the various powers of a publisher (of the Daily). Thus, the ACSA has only indirect authority over the operations and content of the Minnesota Daily. However, the delegation of direct authority over the Daily and other student publications can in no way be interpreted as a carte blanche or abdication by the ACSA of the supervisory role that it exercises in regard to the Board of Student Publications.

It is self-evident that the Board of Regents cannot, and should not, intervene in the everyday affairs of the University. This function is delegated to the University administration and governance system which is responsible for the formulation and implementation of long-range policies concerning all aspects of the University. The Board of Student Publications, as supervised by the ACSA, is the publisher of the Daily and Enclitic. Under this relationship, these student publications enjoy the same freedoms and bear the same broad responsibilities to their publisher and the University community as any other news medium under the Constitution of the United States. The Board of Student Publications, which acts as publisher for the students, faculty, and staff of the University, is necessarily responsible to them for its conduct of the publication function.

Therefore, the Board of Student Publications cannot be considered as an autonomous governing board and publisher of the Minnesota Daily. It is clearly tied to the University governance system and is subject to the supervision of the ACSA in both financial matters and organizational matters concerning the operations of the Board.

#### ITEM II: Fiscal Matters

In pursuance of its responsibility in regard to the financial affairs of all registered student organizations, the working committee believes that recommendations concerning some fiscal matters for the Board of Student Publications, and the Minnesota Daily, are not out of order.

A central aspect of all suggestions for non-mandatory fee systems is that dissatisfied students should be able to designate their non-support of student

2) By-Laws of the Twin City Campus Assembly (August 1975)

publications on the fee statement. In such cases, the fee would either not be charged or would be refunded to the students. These suggestions have some merit in that they allow those students who wish to express their discontent toward student publications to express it in economic, rather than in a simply verbal or written manner.

This desire of a minority, however, must be weighed against the desire of the majority of students who support student publications (The 1979-80 Twin Cities Campus Student Services Fees Survey (12/14/79)).

Since the successful operation of a publication like the Minnesota Daily relies on stable flows of cash, the adoption of a non-mandatory funding system for student publications would necessarily lower the level of income of the Daily, (\$1.4 million total annual budget including advertising) thereby threatening not only its quality and quantity, but also potentially its very existence as the University's student newspaper.

The working committee believes that student publications serve an unique educative function at the University and should be continued. Along with this educative function, student publications (primarily the Daily) provide services to the University community which cannot be reasonably provided through any other medium. These services include the official Daily Bulletin and advertising services to its readers as well as a medium for exchange of ideas by members of the University community.

However, we must acknowledge the interests of the minority who do not support a mandatory fee. Their concerns are often understandable. The benefits and services contributed to the University community by the Minnesota Daily, however, are of value to all.

We believe that there are necessary and effective structural safeguards that have been established through the development of a new comprehensive management plan by the present Daily editor, and in the existing annual audit conducted by the Student Organizations' Finance division.

Therefore, the working committee strongly recommends that the mandatory fee structure regarding the Board of Student Publications and the Daily should remain intact as the most equitable method for funding student publications.

### ITEM III: Organization/Structure of the Board of Student Publications

The working committee has been considering all areas of concerns which shall be addressed in the final report. These areas are, but are not limited to:

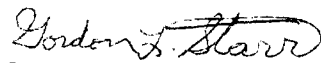
1. Budget and financial supervision of the Minnesota Daily by the Board of Student Publications
  - a. Annual budget, quarterly report, and audit
  - b. Fiscal relationship of editorial and business staff
2. Structural and operational difficulties on the Board of Student Publications
  - a. Size of the Board
  - b. Representation on the Board
  - c. Selection of Board members
  - d. Recording, distribution and preparation of official documents
  - e. Consistency of official, regular stated Board meetings
3. Accessibility and accountability of the Board of Student Publications and the Minnesota Daily
  - a. Creation of an ombudsman for the University community to deal with Daily problems
  - b. Prospect of an annual report by the Board
  - c. Consumerism and responsibility of the Board/Daily and the University community.
  - d. Relationship of Board/Daily to the School of Journalism & Mass Communication, Business School, Office for Student Affairs, and other units with or related to the University.

A great amount of time has been spent in interviewing of personnel, in carefully reviewing documents, and in consultation with individuals in regard to the structure of the Board of Student Publications and related problems. The working committee submits this preliminary report and has made a commitment to complete the second part of the report for the first Assembly Committee on Student Affairs meeting of Spring Quarter 1980.

Working Committee:  
David Lawson, Chairperson  
Joseph Kueppers  
Kent R. Bales  
Warren Y. Gore

Participating Members:  
Jerome F. Gates  
Diane Lonetree  
Susan McConner  
Auke Tellegen

Respectfully submitted,

  
Gordon L. Starr  
Secretary, ACSA

GLS:dij  
3/4/80



## UNIVERSITY OF MINNESOTA

(Submitted with the Report of the Daily/University Relationship Committee - W '78)  
Appendix A

### Documentation of the Delegation of the Responsibility for the Publication of Student Publications from the Board of Regents to the Board of Student Publi- cations. (Twin Cities Campus, Univer- sity of Minnesota)

The Regents in adopting the Constitution and By-Laws of both the University Senate and the Twin Cities Campus Assembly have delegated to the Twin Cities Campus Assembly Committee on Student Affairs "the responsibility for provision for orderly supervision over the financial affairs of all student organizations of the Twin Cities Campus over which the University has control. It shall provide for the supervision of all publications issued by students."<sup>a</sup>

The Assembly Committee on Student Affairs in reviewing/approving the Constitution of the Board of Student Publications recognized the following powers of the Board:<sup>b</sup>

power to establish and authorize, supervise and disestablish student publications; supervise general business management policy; supervise general editorial management policy; fill vacancies in the offices of editor and business manager; may dismiss an editor (for cause); etc.

Since these powers are the powers of a publisher, the Regents essentially have delegated to the Board of Student Publications through the Senate, Assembly and Campus Committee on Student Affairs the role of publisher of the Minnesota Daily. It might be noted that these are delegated powers.

- a) By-Laws of the Twin Cities Campus Assembly. Revised August, 1975.
- b) Constitution of the Board of Student Publications. October 28, 1976.

Proposed guidelines for the establishment and functioning of search committees for filling major administrative positions at the University of Minnesota.

I. Purpose of Search Committees\*

Search committees are expected to seek out and identify the best qualified nominees available for administrative positions, irrespective of sex, religion, race, or national origin, age, or any other criteria violating affirmative action statutes. One reason for the use of search committees is to assure that all primary constituencies served by the office will have a voice in the identification of nominees. A second is to take advantage of the knowledge that these constituencies have of the necessary qualifications for the position and of potential sources of nominees.

II. University Administrative Positions for which Search Committees Should be Formed

Search committees should be established to fill major University administrative positions which serve multiple student, faculty, civil service, and/or administrative constituencies. Among these positions are those of President\*\*, the various vice presidents, the Deputy Vice President and Dean of the Institute of Agriculture, Forestry and Home Economics, Dean of the Graduate School, Provosts of the coordinate campuses, vice provosts for academic affairs, deans of all collegiate units, and the Director of University Libraries. This list does not preclude formation of search committees to fill other administrative positions when the President and the Senate Consultative Committee mutually deem the interest of the University to be served thereby.

The length, range and mechanics of the search process will depend on the nature of the position, the complexity of its constituencies, and the number and diversity of potential candidates. Committee composition ~~and the mechanics of the search process~~ will also vary. The search process for the key academic officers should be most thorough, in recognition of their multiple constituencies. But a more abbreviated approach may be suitable for such positions as Vice President for Institutional Planning and Relations, Vice President for Administrative Operations, and Vice President for Finance and Development, in recognition of their unique relationship with the President, ~~and the fact that they are not line positions dealing directly with faculty and students.~~ The President and the Senate Consultative Committee should work out mutually agreeable search procedures for filling these positions.

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\* The term search committee as used in these guidelines designates any committee constituted for the purpose of performing any or all of the functions of compiling lists of candidates for vacant positions, screening (and eliminating) candidates in accord with agreed-upon selection criteria, and determining the slate of nominees for submission to the President.

\*\* The selection of the University President is the legal responsibility of the Board of Regents. The search committee for this office is drawn from members of the Board. This committee has customarily asked that the Senate Consultative Committee function as an advisory committee, and has delegated to it responsibility for certain aspects of the search. It is hoped that the policies outlined in this statement will govern the work of such an advisory committee.

### III. Formation of Search Committees

Members of search committees and their chairpersons shall be chosen by the President (or ~~his~~ agent) after consultation with appropriate Senate, campus, University, or collegial bodies representative of the constituencies clearly affected by the appointment. In the case of the central administrative officials, the appropriate body shall be the Senate Consultative Committee. Reference should be made to college constitutions for any specific requirements of individual colleges for the composition of search committees for deans.

The number of committee members will vary depending on the complexity of the constituent relationships of the position, but since large committees often find it difficult to organize as working groups, committees should be limited as a general rule to no more than ten members.

Membership on search committees shall not be based upon quotas for any minority group or other protected class. It is the responsibility of each member of all search committees to be aware of and to carry out the affirmative action policies of the University of Minnesota.

If a member of a search committee is nominated to the position being searched, and if the member allows his/her name to remain on the list of active nominees, the member should promptly resign from the committee.

### IV. Charge to Search Committees

The President (or ~~his~~ agent) shall instruct each member of the committee in writing as to the following:

- A. Approximate date for submission of list of nominees
- B. Number of nominees
- C. Affirmative Action/Equal Opportunity requirements including these guidelines. ~~(In the absence of a clear understanding of these requirements,~~ The committee should also consult with the Equal Opportunity Officer at the Outset of the search.)
- D. Arrangements for financial and staff resources (including provisions for travel, long-distance telephone calls, meals and housing)
- E. ~~Formal requirements for discretion~~ Personal responsibility of each member for affirmative action and discretion
- F. Need for keeping minutes of meetings and records of committee decisions
- G. Any unique concerns with respect to the position.

The committee has the prerogative of ~~discussion~~ discussing with the President (or ~~his~~ agent) any of the terms of the charge.

### V. Committee Procedures.

#### A. Formulating the Position Description

The position description, to be prepared by the committee in collaboration with the President (or ~~his~~ the President's agent), shall include a full account of the responsibilities of the position and describe the educational background, experience, and competencies desired of the candidates. It should specify those criteria that will be given weight in making ~~its~~ the selection and should indicate the information to be provided about each nominee or applicant.

## B. Posting the Position

The President (or his agent), or the chairperson, shall file notification of the position in the office of the Vice President for Academic Affairs and the appropriate publications, taking care that women and members of minority groups and other protected classes are made aware of the vacancy. Members of the committee are urged to inform their respective constituencies as to the position description and the selection criteria. Often, well-qualified candidates will not volunteer their names for such positions. In addition to advertising, therefore, the members of the committee should make every effort to contact knowledgeable sources off and on campus for names of the best qualified individuals, including women and members of minority groups, and names of institutions at which such potential candidates are most likely to be found.

## C. Selection Process

Each committee will establish its own plan for screening and evaluating nominees and applicants. Whatever procedures the committee may elect to employ in arriving at its slate, the entire committee is responsible for the legitimacy of the process. Every member at every stage of the search shall have full access to the names and files of all persons under consideration.

The function of initial screening is to identify and eliminate, early in the search process, nominees and applicants who are clearly unqualified. Unwillingness on the part of nominees with obviously exceptional qualifications should not militate against eventual consideration until it is definitely established, ~~perhaps through direct approach by the President or the President's agent,~~ that the potential candidate cannot be persuaded to become interested in the position. The list of persons who remain under consideration after the initial screening will be those to whom the committee will be giving careful consideration and about whom the committee may be seeking additional information. Responsibility for requesting such information should be clearly delegated and its form clearly specified. Agreement should be reached as to assurances of confidentiality to be sought and assurances to be given.

When the committee has narrowed its list to those candidates whom it wishes to interview, the chairperson and the President (or his presidential agent) should collaborate in making arrangements for the interviews. The committee may wish to develop a set of questions to be directed to each candidate, but committee members should not be limited arbitrarily to such a list.

Although the committee will wish to seek consensus on the slate of nominees to be submitted, a formal vote should be taken by secret ballot and the results recorded. No committee member should divulge, without authorization of the full committee, the results of the voting. Only the names of fully qualified candidates should be included on the final slate. The committee's list of nominations should then be communicated by the chairperson to the President (or his the President's agent.) The committee or the President may also wish to schedule a meeting for mutual discussion of the slate.

D. Communicating with Nominators and Applicants

All nominations and/or applications should be courteously acknowledged, and so far as possible candidates should be apprised promptly of elimination from consideration. It is particularly important that the persons who have been interviewed be promptly informed when an appointment is made. Files should be kept on each candidate and carbons of all correspondence. Throughout the entire process, insofar as it is possible, candidates should be treated alike. Every precaution should be taken to restrict materials to the eyes of committee members and committee staff.

E. Responsibility of Individual Members for Affirmative Action and Discretion

It is the responsibility of any member of a search committee who recognizes that proper affirmative action procedures are not being followed to communicate this concern immediately and privately to both the chairperson of the committee and the Director of the Office of Equal Opportunity and Affirmative Action. If this does not result in a resolution of the difficulty, the committee member should then communicate directly with the President or the President's agent.

F. Filing Affirmative Action Reports

The President (or his the President's agent) (in collaboration with the appropriate equal opportunity officer and the Director of the Office of Equal Opportunity and Affirmative Action) shall instruct the chairperson of the committee as to what official reports are to be filed. The chairperson shall file the necessary reports promptly and accurately. Before submitting its final slate to the President, it is the responsibility to inform the Equal Opportunity Officer of the make-up of the pool of applicants and of those candidates interviewed.

G. Disposition of Files

Promptly after the position is filled and all affirmative action reports filed submitted, but not until then, the chairperson shall be responsible for reviewing all applicants' files. After personal data are returned to the applicants or to other sources requesting them, the files shall be disposed of in accordance with current applicable laws and regulations, available to the chairperson in the office of the University attorney.

VI. General Statement on the Relationship of the President, his (or agent), and Search Committees.

The mutually desired end of filling positions with those persons best qualified to occupy them will be best achieved if channels between the President (or his agent) and committees are kept open. Like any other interested person, the President (or his agents) may submit nominees at the appropriate time for the consideration of the committee, and at any point in the search may inquire as to the committee's progress. The committee, on the other hand, may ask for suggestions or guidance from the President (or his agent), or for a reexamination of the charge. Since the purpose of the search is to attract top talent acceptable both to the search committee and the President (or his agent), there should be a close working relationship between the two.

After submitting its final slate, the committee should expect in the case of long delay in filling the position some explanation of the difficulty. When committee nominees are unavailable for appointment, or unacceptable to the President (or the President's agent), the committee may be asked to provide additional nominees. In such a category a full explanation of the circumstances requiring reopening of the search process should be rendered to the committee. The committee may decline to participate in any further search.

When a search committee is unable, for whatever reason, to fulfill its charge, the President (or the President's agent) may discharge it.

Since conformity to affirmative action requirements is imperative and the committee's responsibilities in this area are obligatory, the committee chairperson may wish at any point in the search process to seek information from the Equal Opportunity Officer. Doubts about the legality of procedures being followed should be resolved when they arise.