



UNIVERSITY OF MINNESOTA  
TWIN CITIES

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

TENTATIVE AGENDA (I)

All University Senate Consultative Committee  
Campus Club - Room 626 - 12:30 p.m. - 3:00 p.m.  
Thursday, January 17, 1980

1. Fix Agenda.
2. Minutes of meetings of November 29 and December 6, sent previously.
3. Report of the Chair (enclosed).
4. Steering Committee Action.
  - a) Nepotism Rule (Chair will read President's letter).
  - b) Questions regarding actions of a subcommittee of Senate Committee on Social Concerns. (The chair recommends this issue be referred to Social Concerns with a request to report back to SCC--see Report of the Chair.)
  - c) Question on the need for explicit Handbook statement regarding role of subcommittees, reporting lines, etc. (The chair requests a motion to that effect as outlined in the Report of the Chair.)
  - d) Committee nominations. (The chair requests approval of nominees
    - (i) Search Committee for Vice President for Finance
    - (ii) President's Student Behavior Review Panel (see Report of the Chair.)
5. Committee Reports.
  - a) UCBRBR (report enclosed).
  - b) Subcommittee on Senate Reorganization (Professor Spring). (Professor Brasted's lengthy memo recommending a Council on Undergraduate Education will be distributed at meeting.)
  - c) Subcommittee on Grievances and Legal Affairs (Professor Eaton).
  - d) Subcommittee on Outreach. (Professor Brasted will not be in town. The chair will summarize progress as of the 1/10/80 meeting of SCEP.)
6. Old Business (information item).

University Committee on the Handicapped: copy enclosed of the President's proposal.

7. New Business.

- a) Question of the need for amending Senate policy on composition and duties of search committees for major administrative positions. (If the SCC feels a need to look into this matter, the chair would recommend the appointment of a subcommittee chaired by Professor Glick. See Report of the Chair.)
- b) Collective bargaining forum.
- c) Senate membership.
- d) Role of the Planning Council.

8. Adjournment.



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Approved 2/14/80

Minutes of the Senate Consultative Committee

January 17, 1980

The ninth meeting of the 1979-80 academic year of the Senate Consultative Committee was called to order at 12:38 p.m. by Richard Purple, Chair, in room #626 of Coffman Memorial Union on the Minneapolis campus. Other members present were George Blake, Mark Davis, Marcia Eaton, Jim Gelbman, Wendell Glick, Russell Hobbie, Cleon Melsa, Rich Kottke, Fred Morrison, Sue Pribyl, Don Spring, L. E. Scriven, Vera Schletzer and John Weis. Visitors present were Carol Pazandak, assistant to the President, Maureen Smith of University Relations, and V. Lois Erickson, Pat Faunce and Pat Williamson, members of the Subcommittee on Equal Opportunity for Women of the Senate Committee on Social Concerns.

1. Fix Agenda. The Chair requested postponing item 4(b) (actions of a subcommittee) to January 24, when SCC members will have had time to read the pertinent reports, minutes and letters; and adding an item 6(b), items for discussion with the President. A motion to fix the agenda with these adjustments carried without dissent.

2. Minutes of the meetings of November 29 and December 6. The secretary read corrections received to the minutes of December 6. A motion to accept the minutes of December 6, as amended, and both the minutes and the memorandum of the SCC conversation with the President of November 29 carried without dissent.

3. Report of the Chair.

(a) The chair called attention to the back page of the 1/17/80 Minnesota Daily which carried reports from the Senate Committee on Faculty Affairs and the Senate Committee on Educational Policy. The SCFA text was its statement of explanation on the changes in retirement, disability and death benefits for faculty 65 and over. The SCC recommended that on the coordinate campuses the page be reduced and copied for distribution to all faculty. There is no present certainty as to how frequently such a Senate Bulletin will be printed. The chair

anticipates that SCFA will use the space again, and that the Senate Committee on Resources and Planning and the Senate Committee on Social Concerns will each report there. Professor Morrison stated that UCBRBR may want to report in this way on or just prior to February 14, the date of the Senate meeting which includes a public hearing on the budget.

(b) Facilitative Committee. The chair summarized committee reports there:

(i) The SCFA Subcommittee on Women's Concerns is still waiting for members to be named from two Senate committees. In regard to undergraduate women specifically, SCFA and Vice President Wilderson are trying to sort out which issues should be undertaken by the subcommittee, which by Student Affairs and which by TCSA.

(ii) The Committee on Committees has gathered nominations and is beginning to submit names to the President for next year's committee memberships. That committee's chair suggests that the next revision of the Handbook address the question of guidelines for Senate subcommittees.

#### 4. Steering Committee Action.

(a) Nepotism rules. The chair read the President's letter of January 3 seconding a recommendation of a Judicial Committee panel that ex-spouses be prohibited from participation in decisions on tenure and promotion. Professor Glick moved to forward the issue to the Committees on Faculty Affairs and on Tenure. The motion was seconded. Professor Morrison agreed the issue required action and stated that being a party to other kinds of relationships, including business and economic, should perhaps also preclude such decision participation. He suggested the possibility of writing broad guidelines prohibiting such participation under certain relationship conditions. (He also noted, for clarification, that the current nepotism rules are not the traditional ones, now extinct, which prohibited spouses from employment in the same department.) The motion was amended to state that Professor Morrison would be consulted in adding a paragraph with his suggestions to the letter of transmission. The motion as amended carried without dissent.

(b) Actions of subcommittee of Social Concerns--postponed to 1/24.

(c) Question on the need for explicit Handbook statement regarding the role and reporting lines of subcommittees. Professor Eaton regarded Roberts Rules as sufficiently clear on the question and wondered if the chair meant to go further. The chair recommended quoting Roberts Rules in the Handbook. He reported Professor Altholz's (Business and Rules) suggestion of also specifying in the Handbook the Senate's liberal interpretation on the composition of subcommittees.

In essence, summarized Professor Spring, there would be a Handbook paragraph containing, for convenience, a composite of or extractions from Roberts Rules.

Professor V. Lois Erickson was at this point invited to speak since her concerns related in part to the role and reporting lines of subcommittees. She distributed copies of her letter to Professor Purple which described at length her procedure and that of the Subcommittee on Equal Opportunity for Women, which she chairs, in researching, drafting and submitting a letter to the President and the Regents criticizing the selection process for the Vice President for Administration and Planning. She then spoke on those matters and on the conditions necessary for viability of a subcommittee with concerns of social and ethical consciousness. She stated that she would not have chaired the subcommittee had she known the extent of the restrictions upon it, and said the body had struggled with the issue of its status. Often, she said, an ethical issue has passed by the time all processing is completed. She reviewed the points in her letter (see support materials). She stated her surprise at the extent of response to the subcommittee's letter. She emphasized that "we are doing away with what we were formed to deal with if we address the procedural issue instead of the ethical issue." Professor Spring took issue with Professor Erickson's assertions as being contrary to Roberts Rules.

Professor Morrison moved to refer the question on subcommittee role and reporting to the Committee on Committees for a statement in the Handbook which would address the appropriate sentences of Roberts Rules. He emphasized that he was not recommending any change in the legislation. Professor Eaton recommended adding to the motion that the Committee on Committees may also include other statements from Roberts Rules which should be called to the attention of subcommittees. Professor Blake requested clarification on reporting lines since some University committees presently report through Senate committees, as though they were subcommittees. Professor Spring stated that the Reorganization Subcommittee is attempting to clarify that matter and may address it partly through restructuring. Professor Blake recommended that until the structure is changed, it should be noted that such reporting lines do now exist.

Mr. Gelbman asked Professor Erickson whether she thought the Committee on Social Concerns would have rejected her subcommittee's letter had she had time to report through that parent committee. Professor Erickson said that the committee as a whole has less commitment to affirmative action than does the subcommittee.

She thought, however, the letter would have been passed. She noted that the letter of Frank Wood, Chair of Social Concerns, to Professor Purple of the SCC did not go to the committee for approval. Professor Morrison called attention to the fact that there are a few committees which, because of the nature of their responsibilities, have been specifically directed to discharge their work without reporting out, such as the Campus Committee on Student Behavior and the Senate Judicial Committee. The chair noted that committee status should be considered for inclusion in Handbook/Senate reorganization efforts.

Professor Glick asked Professor Erickson to consider, if her ethical concerns were so overriding and were not presently being met, that perhaps her subcommittee should have committee status, and that she might raise that question with the subcommittee on Senate reorganization. Professor Erickson thanked Professor Glick and noted that President Magrath had at first appeared to favor a University commission on the status of women and then, following publication of the Watson report, to oppose such a body.

Dr. Pazandak spoke from the point of view of the convenor of meetings last summer to clarify and regularize the role and procedures of the Subcommittee on Social Responsibility in Investments, and stated that a subcommittee report goes to its parent committee which does not change the report but forwards it, either approved or disapproved.

Professor Erickson called attention to the Senate's 1971 adoption of policy guidelines on the status of women. She thinks the position they contain on faculty women has not been attended to in at least the most recent three vice presidential searches and asked if these guidelines are being sent to search committees. She gave to the chair a copy of this 1971 report from the Senate Committee on Faculty Affairs to the Senate, as well as a copy of the February, 1973 Equal Opportunity Policy Statement and Affirmative Action Program of the University. The chair agreed to check on the status of those positions.

The motion to refer to the Committee on Committees a statement on the role and reporting lines of subcommittees, along with a statement regarding the composition of subcommittees, to be considered for incorporation in the Handbook, was passed without dissent.

(d) Committee nominations. The chair clarified a possible misimpression from recent Daily articles. The SCC does not, in fact, nominate the entire slate for a search committee. The majority of members are named by the administration which also tries to achieve appropriate balances. The SCC voted, without dissent, to approve those names which the SCC submitted to the President for the search committee for the Vice President for Finance: Professors Mary Corcoran, Gordon Davis, Virginia Fredericks, Robert Hexter, John Newstrom and Judith Jellison, and students Thali Honeycutt and Al Senstad. When Professors Corcoran and Davis declined to serve, Newstrom and Jellison were appointed.

There was brief discussion on the function of the President's Student Behavior Review Pane. Dr. Pazandak explained that the Regents last year approved a review process permitting student appeals from their college hearing bodies or from the Campus Committee on Student Behavior. There has not been much press for the panel to start meeting. The initial charge to the review panel is to (1) establish its rules and (2) hear an existing case. Professor Morrison explained that formerly there was appeal to the President, who appointed an ad hoc committee for each case. The new procedure establishes a standing panel. The SCC voted without dissent to approve the names the SCC nominated to that review panel: Professors Paul Cashman, Peggy House and Dennis Hower, and students Ann DeGroot, Ralph Steven Tillitt, Stephen Setterberg and Diane Rodgers.

5. UCBRBR.

(a) Professor Morrison called attention to the January 9 memo on business underway.

(b) Professor Morrison commented briefly on the administrative study of University business operations which had just been received. Professor Purple mentioned that last year the faculty expressed concerns about the in-service bureaucracy of the University: whether it was too expensive in some sectors compared with outside private contractors; whether cost savings could be made by reexamining in-service functions; and whether some sectors of the in-service bureaucracy could by decentralization more efficiently serve the primary University functions of teaching, research and service. Professor Morrison stated that UCBRBR will discuss the report which studies some of the above concerns and report back to the SCC. He invited any participants outside UCBRBR who might have interest in the topic to join them.

(c) Professor Morrison alerted SCC members to be on the watch for a truckload of budget materials on the 28th of January. UCBRBR is trying for speedy dissemination of budget materials so people will be prepared for the discussions. The items to come are the firm 1980-81 budget, the tentative 1981-82 budget, the items for consideration in the 1981-83 biennial request and the 1981-83 capital request. There are just 29 days from the date the materials are copied for

distribution to the date the SCC and UCBRBR must make their recommendations.

(d) Professor Morrison referred to his December 14 letter to the SCC on distributing interim "tuition reserve funds" (a sum of money held back each year, in case enrollment is significantly different from what was anticipated). The letter criticized the use of a formula and pointed out anomalies in its application, but recommended immediate distribution of the monies because of needs. Professor Morrison moved, on behalf of UCBRBR, approval of the memorandum on formula application. Professor Blake asked, philosophically, if efforts to be totally fair are not sometimes more bother than they are worth. He thought it inappropriate to ask every department chair and unit head to justify their units' shares to the dean and every dean to have to state his or her college's claims to central administration when the allocations are small amounts of money. (The University-wide total in this case was roughly \$330,000.) Professor Morrison noted that an improved formula could accommodate the improvements UCBRBR requested. One such improvement would be to use both 1.5% and a flat number in determining the cut-off for eligibility. Professor Morrison indicated that UCBRBR's concern stemmed in part from seeing this kind of formula system as a precursor of the budget recommendations coming in February.

Professor Eaton remarked that distributing money by formula suggests a lack of knowledge that one would hope central administration has in giving out money, no matter how small or big. She said we hope they will obtain the knowledge they need to deal with enrollment increases effectively and rationally. The distribution process can be rational only if they know where enrollment increase is going to have the greatest effect, and where the effect will spill over unit bounds. For instance, an increase in enrollment of freshmen in IT will have as much effect in English composition courses as in IT. Giving an increase only to IT will not take care of the crowded sections in Freshman English.

Professor Scriven subscribed to Professor Eaton's remarks and wanted to re-emphasize strongly the idea that simplistic formulas for allocating resources bespeak lack of knowledge of the realities of academic operations and lack of ease in dealing expeditiously with the complexities, peculiarities and interactions of all the academic units. He went on to say that this reflection brings up once

again the need for means for the decision-makers, the allocators in central administration, to gain exposure to the academic operations. Since their decisions are necessarily, especially under the press of time, based at least in part on perceptions, even when many facts are available to them, it is desirable to make the perceptions more accurate, to flesh out the statistics from Management Planning and Information Services and other sources, to appreciate the realities of teaching, research and service work within the University. One way is for central administrators and their staffers to set out into academic operations from time to time to sharpen their perceptions.

The motion to approve the UCBRRB memorandum critical of formula application carried without dissent.

The meeting recessed for five minutes and those present seemed to enjoy the intermission.

(b) Senate Reorganization. Professor Spring has heard from eight of the Senate committees in response to the subcommittee's November document which went to all Senate committees. The subcommittee is now ready to issue a report which is generally similar but shows a number of committees moved around. As regards the Council on Liberal Education, Professor Spring referred to a cryptic reference, in the Watson Report, to a "Council on Undergraduate Education.

Professor Brasted wrote his lengthy report to the Reorganization Subcommittee to explain that proposal. The subcommittee's initial response was adverse, as they could foresee a snowballing effect with Graduate Education and other professional programs asking for a Council. A memorandum was distributed for SCC's later response. Professor Spring awaits the response of SCC. He thinks it possible a Council on Undergraduate Education might function better outside the Senate structure. Additional items, notably recommendations on the handicapped, have been forwarded to the subcommittee for consideration.

Professor Glick asked how on earth the faculty abdicated its role in academic affairs to the extent of leaving appointment of the members of the Council on Liberal Education to the administration. He could envision CLE as a University committee under the Senate Committee on Educational Policy. Professor Spring responded that when CLA was established, the faculty were sufficiently concerned to want a council at the highest level--a "blue ribbon committee" -- to establish floor level requirements in liberal education in all undergraduate programs. Professor Eaton remarked that if several committees have for years felt the need for a Council

on Undergraduate Education, that may be an indication it is needed as a Senate committee.

Professor Morrison stressed that the SCC must consider what system will be, within the Senate structure, the successor to the task force for accomplishing special studies. Senate reorganization should accommodate this need. There will be problems, he said, arising out of the Planning Council that will require speedy resolution. There will need to be an apparatus ready to deal with issues when answers are needed quickly. He asked what a Senate committee would require to meet a charge to produce a major report within 15 to 18 months. Professor Purple underscored the question and stated that one of the major SCC efforts this year has been to reestablish the legitimacy of the Senate for major studies and for carrying out the <sup>University</sup> charter mandates as a legislative arm for collegial governance and policy formulation. He recommended that the Reorganization Subcommittee meet with Vice President Hasselmo on the challenge raised by Professor Morrison.

Professor Hobbie inquired why a group of people called a Task Force operate so much more efficiently than a group of people working as a Senate committee. Professor Morrison enumerated the significant differences: (1) a task force has greater staff resources; (2) a task force has a single agenda item; (3) there has been, he felt, a marked decline of central administration officers working directly with Senate committees; (4) a task force works under timetables; (5) a task force tends not to be broadly representative but to be narrowly appointed, composed of persons who are already dedicated to a certain kind of activity.

Professor Blake said he could see a danger in moving task force-type assignments into the Senate structure if they were to become subcommittee assignments, when the subcommittee is named only by the committee. He also said the need will remain for some task forces, to consider those interests outside academic matters. Professor Morrison replied that he felt matters which have an impact on educational policy, fairly broadly defined, should be dealt with through the Senate structure.

Professor Spring said that his subcommittee's recommendations may not include all the concerns Professor Morrison had introduced. An example of an expected improvement is for Tenure to become a subcommittee of SCFA. The Tenure Subcommittee is to include the requisite expertise and to report back to its parent committee which is more broadly-based.

(c) Grievances and Legal Concerns. No report. A motion was carried without dissent to compliment Professor Eaton on her short and pithy report.

(d) Outreach. No report.

6. Old Business.

(a) University Committee on Handicapped. President's follow-up on Report: no discussion.

(b) Agenda for SCC meeting with the President on January 24.

(i) Ms. Pribyl: Can the University employ a travel agent for the International Study and Travel Center (ISTC)? The ISTC is losing business and money because students can obtain services without charge outside the University. She wants to raise the question directly with the President because Vice President Wilderson has reportedly been heavily lobbied by commercial agents challenging the University's right to compete with them.

(ii) Professor Glick: Does President Magrath see serious chinks in the search committee guidelines?

(iii) Professor Purple: A student has phoned him requesting information on the alleged space problems for minority student programs, as reported in the Minneapolis Star, and requests an update from the President.

The chair will accept agenda items through January 21.

7. New Business.

(a) Senate policy on search committees. The chair read the letter from the President dated January 14 regarding search committee composition, generally approving the 1976 guidelines and suggesting only minor revision. Professor Morrison moved to refer the guidelines question to a subcommittee to be chaired by Professor Glick. In the ensuing discussion he noted that Regents speaking at the January Regents meeting were very supportive of the search committee guidelines, and that they suggested writing into the guidelines the search for balance which the SCC already practices. Professor Morrison suggested a general reference to affirmative action. He suggested it might be spelled out to what extent a search committee is to be affirmative in the sense of seeking out candidates. He also wants the question addressed of whether it is appropriate for a member of the President's personal staff to chair such a committee. Professor Spring stressed the requirement of confidentiality and the need to reaffirm the validity of the search committees. Ms. Pribyl stressed the difficulty students have in finding and nominating well-qualified students to serve on search committees. She

thinks it advisable to develop a file of eligible students. Professor Purple said that two criticisms have been made of student participation: (1) breach of confidentiality and (2) lack of competence and expertise sufficient to include them as a significant component on certain major search committees, such as that for the Vice President for Finance. Mr. Gelbman suggested that the criticism may be eased if students can succeed in developing a list of well-qualified students. Mr. Kottke inquired whether anyone has examined the expertise of faculty members serving on specific search committees. Professor Blake requested that the SCC be supplied with copies of search committee policies.

Professor Morrison restated his motion to have the chair name the entire subcommittee on search committee guidelines. The motion carried without dissent. The chair appointed Professor Glick to chair the subcommittee and named Prof. Hobbie, Professor Schletzer, Ms. Pribyl and Mr. Gelbman to serve with him.

(b) Collective bargaining forum. Regarding the anticipated election on the Twin Cities campus to name a collective bargaining agent, the Senate, because of cease and desist orders, may not be able to sponsor forums on the question since the President is its presiding officer. The SCC, however, can hold forums for the participants (Minnesota Educational Association, the American Association of University Professors, and the Faculty Governance Caucus--which is opposed to collective bargaining). SCFA, he stated, is strongly interested in co-sponsoring a forum. Mr. Gelbman stated that if students are allowed to participate in such a forum, he would approve SCC sponsorship. Professor Hobbie responded, explaining that part of his opposition to collective bargaining sprang from exactly that point. In industry, the consumers are never part of the collective bargaining effort.

Professor Glick favors a forum if there is a spokesman for every possible interested position. He wants the forum rigidly structured so there could be no possible charge of discrimination. Professor Spring favors a forum being system-wide in the University, for educational purposes. Professor Morrison requested being recorded as abstaining on all aspects of the collective bargaining issue because of a potential conflict of interest. The chair stated that he would speak with the interested parties, and report back to the SCC.

(c) Senate membership. The chair explained that nine student Senators have been dismissed for missing two successive Senate meetings without giving advance notice. Ms. Pribyl moved that the SCC name a subcommittee of two students and one faculty member to hear the appeals of the seven students who wish to be reinstated, and to report back to the SCC by January 24, if possible. Professor

Hobbie offered a substitute motion to give a blanket pardon in this instance. Mr. Kottke supported the substitute motion, particularly given the confusion in student government operations in the fall. Ms. Pribyl felt strongly that it was important to have a formal procedure to assure the seriousness of Senate business. Not knowing whether all absences were excusable, she sees the worth of a small amount of time to ascertain if they were. Professor Glick offered an amendment, accepted as a friendly amendment, to have the subcommittee consist of three students and no faculty. Professor Schletzer recommended reinstating the seven students in question but requiring that the subcommittee meet with them and inform them of their obligations.

Mr. Kottke offered a revised substitute motion: to issue a blanket pardon and reinstate those seven students who desire reinstatement. The motion failed on a divided vote. It should be noted that the vice-chairs of the affected bodies, Mr. Kottke of TCCA and Professor Hobbie of the Senate, emphasized their desire for a blanket pardon but as non-voting ex officio members of the SCC, could not numerically affect the vote. The motion for a three member student panel with Ms. Pribyl as chair was passed without dissent. The chair named Mr. Weis and Mr. Kottke as the other members.

The chair noted that there has been no attendance all year at SCC meetings from Waseca and no response from the named student delegate to inquiries from the SCC office.

(d) Role of the Planning Council. Professor Morrison requested putting the item over to the meeting of January 24.

The meeting adjourned at 3:12 p.m.

Respectfully submitted,

*Meredith B. Poppele*

Meredith B. Poppele, Secretary



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for meeting of January 17, 1980

Report of the Chair

a. Search Committee for Vice President for Finance. As authorized by the SCC at its last meeting, the chair has collected lists of faculty and student names from SCC members. The slate of names submitted to the President's office reflected the frequency with which individuals were suggested across lists, demographic and geographic balance. An additional check was made through the President's office on previous service on search committees. A slate was submitted, as requested, of four faculty members, one undergraduate student and one graduate student. An additional list of alternates was submitted in case some members on the slate were not able to serve. The President accepted the slate of names of Professors Mary Corcoran, Gordon Davis, Virginia Fredericks and Robert Hexter; Al Senstad (undergraduate) and Thali Honeycutt (graduate student). Professors Corcoran and Davis declined to serve, and Professors John Newstrom and Judith Jellison were selected from the alternate list by the President. Our procedures of selecting names, given the timing and circumstances, has been somewhat informal. The chair feels it is advisable for the SCC to provide formally a motion adopting the slate of names and alternates as a whole to insure that we are in compliance with the Senate policy on searches.

b. In a similar vein, a charge given to us last fall was to come up with nominees for the President's Student Behavior Review Panel for 1979-80. After consultation with Scott Carlson (SCC student chair), we submitted the following names for ratification (all the individuals on the list are willing to serve):  
Faculty: Paul Cashman (Prof., Speech Communication); Peggy House (Assoc. Prof., Curriculum and Instruction); Dennis Hower (Assoc. Prof., Natural Science);  
Students: Ann DeGroot (Adult Special); Ralph Steven Tillitt (CLA '80);  
Stephen Setterberg (CLA '80); Diane Rodgers (HE '82). A motion to adopt this list will be in order.

c. President Magrath has sent a letter regarding possible changes in the University's regulations concerning nepotism. These suggestions have resulted from findings and recommendations made by a Senate Judicial Committee panel. The President suggests that the nepotism rules be reviewed and possibly revised to prohibit participation of ex-spouses as well as spouses in personnel deliberations and decisions. President Magrath wishes to refer this matter to the Senate Committee on Faculty Affairs and the University Committee on Tenure. The chair will have the letter at the meeting and will read it if there is interest. In our capacity as the steering committee of the Senate, we should either concur with the request or suggest an alternate routing.

d. The other major matter requiring steering action has arisen as a result of charges and counter-charges surrounding the Search Committee for the Vice President of Administrative Operations. The two enclosed letters (from

Professor Frank Sorauf to me and my reply to him) cover most of the ground of this controversy. Copies of the three protest letters to the President and the Board of Regents are in our files, but have not been distributed to the full Consultative Committee for several reasons. One is cost. More importantly, the chair is not sure that the Consultative Committee should become directly involved as a hearing board on the issues and would prefer to hear from the full SCC first. The chair is of the opinion that there are three basic issues we are being asked to decide upon: (1) Questions (or allegations) about the propriety of actions of a subcommittee of the Senate Committee on Social Concerns; (2) Questions about whether the Senate policy on search committees needs revisions; and (3) Whether or not the Senate Handbook should have specific statements written in it about the role and reporting lines of subcommittees.

The chair is of the opinion that the SCC should refer the questions and/or allegations about the subcommittee to its parent committee, Social Concerns, with the request that Social Concerns report back to us on the matter. I would appreciate a motion to that effect under item 4 on the agenda.

The general question of Senate policy on search committees has in the past fallen under the purview of the SCC. (A previous SCC wrote the legislation which the Senate adopted as policy.) The chair is of the opinion that the current question constitutes an item of new business for the SCC, and has therefore placed it under item 7 (New Business) on the agenda. The items of present concern appear to be (i) the make-up of search committees in terms of affirmative action balance; (ii) the question of student membership on major search committees; and (iii) whether further guidelines/sanctions on ethical behavior and confidentiality on the part of search committee members should be adopted. The chair would add one further consideration which might be discussed: Would it be wise for the SCC to formulate a more systematic method for the collection of names (both student and faculty) of potential search committee members which the SCC recommends to the President? Professor Glick played a major role in the legislation of the present Senate policy. Given his expertise, it might be well for us to consider appointing a subcommittee, chaired by Professor Glick, to take up these matters and report back, if the SCC feels there is sufficient substance to warrant a thorough review of the present policy.

On the question of specific Handbook regulations to cover subcommittee operations, the chair feels that we would be well advised to attempt to write such. Members may recall that we did issue specific guidelines to the Senate Committee on Social Concerns regarding make-up and reporting procedures for the Subcommittee on Social Responsibility in Investments. This is the only subcommittee presently written into the Handbook. More generally, while the Handbook is silent on the mode of subcommittee operations, Roberts Rules (newly revised), is not. Roberts Rules is, however, terse. Page 413 states, "A committee (except a committee of the whole, 51) can appoint subcommittees, which are responsible to and report to the committee and not the assembly. Subcommittees must consist of members of the committee, except when authorized by the society in cases where the committee is appointed to take action that requires the assistance of others." The Senate has consistently operated according to the above-quoted rule, with a liberal interpretation of the second sentence generally prevailing, i.e., historically the Senate has more or less assumed that Senate committees would appoint non-committee members to specific subcommittees when the expertise of such persons was needed by the Senate committee involved.

Since confusion has arisen over the role subcommittees may play, an explicit statement in the Handbook would certainly lay the issue to rest. Merit of the statement on subcommittees in Roberts Rules with respect to the University Senate can certainly be justified. Senate committee members are appointed by the President from slates prepared by the Committee on Committees. The whole appointive process is geared to produce a University-wide balance and perspective from demographic, geographic and collegial, academic concerns. Subcommittees, on the other hand, have no such appointive strictures and may be very narrowly based. Moreover, to avoid the "end runs" deplored in the Watson Report, and to separate explicit lobbying efforts from legislative procedures, the reporting lines of subcommittees to parent committees make much sense. The confusion that prevails in the Administration, the Board of Regents and in outside agencies when a subcommittee speaks (even partially) in the name of the University Senate or implies (even unintentionally) authorization of the University does not help the Senate's credibility. Additional language might also be appropriate regarding responsibilities of subcommittees in their operations. These should be pretty much the same as Senate committees themselves operate under. Roberts Rules (newly revised) addresses such responsibilities with respect to committees on the following pages: 407 (responsibilities and authority); 416 (due process hearings regarding substantive recommendations); 420 (form of detailed report); and 425 (general form of reports).

If it is the wish of SCC to provide an explicit statement, the order of procedure would be for a motion to refer the appropriate wording to the Senate Committee on Committees, as they are the guardians of the Handbook, and would be the appropriate committee to place the item on the Senate agenda along with whatever recommendations they wish to make.

The chair should note that Professor V. Lois Erickson, chair of the Senate Committee on Social Concerns' Subcommittee on Equality of Opportunity for Women, has asked for about 15 minutes to address the SCC on matters pertaining to item d). As is usual, the chair will ask for the SCC to respond to the request. It is the chair's opinion that a 15 minute address might better be put in written form. If the chair's recommendations are adopted, the major item of debate would be over the matter of general subcommittee regulations, and it would be appropriate for Professor Erickson to speak, but to limit her remarks to that point and to ordinary time limits as for others debating a main motion.

e. Additional note: At the time the enclosed report was going into the mail, Professor Woods' report arrived. It will be copied for distribution at the meeting of the 17th and can be put on the agenda for the meeting of January 24th.

Richard L. Purple

1/9/80



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Received 1/29/80  
file  
RIP

January 25, 1980

Professor Richard L. Purple  
All-University Senate Consultative Committee  
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University of Minnesota

Dear Rick:

Thank you for your January 22 letter advising me on the All-University Senate Consultative Committee's discussion of the nepotism question, which I suggested ought perhaps to be examined. I appreciate your response and believe that SCC has done precisely the right thing in referring the matter to SCFA and the University Tenure Committee.

If I can be of any assistance in the study that will take place in the months ahead, please do not hesitate to let me know.

Cordially,

C. Peter Magrath  
President

CPM:ejc

cc: Professor Arthur Williams, College of Business  
Administration  
Professor John Cound, Law School  
Acting Vice President Al Linck  
Vice President Lyle French  
Acting Assistant Vice President Betty Robinett  
Dr. Carol Pazandak



UNIVERSITY OF MINNESOTA  
TWIN CITIES

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

January 22, 1980

President C. Peter Magrath  
202 Morrill Hall  
East Bank Campus

Dear President Magrath:

At its January 17th meeting, the All-University Senate Consultative Committee concurred with your opinion that a change under consideration in the University's nepotism rule should be referred to the Senate Committee on Faculty Affairs and to the University Tenure Committee which reports through SCFA. Given the present societal shifts in attitudes, the SCC also felt that SCFA and the Tenure Committee would be well-advised to consider also, in rewriting the nepotism rule, the more general issue of other types of intimate relationships which have evolved.

Secondly, the SCC felt that, given the reexamination of the nepotism rules, SCFA and the Tenure Committee might also want to look at the question of certain non-intimate relationships (economic, primarily) which might impair or give the appearance of impairing impartiality in rendering personnel judgments. There is also the related question of whether abstentions excused on the basis of potential bias should be allowed to reduce the base count with respect to what defines the majority vote. Ordinarily (and in the new proposed tenure rules), abstentions count as partial negatives as they do not reduce the base count.

I include here a copy of the letter I am transmitting to Professors Williams and Cound on the matter.

Sincerely yours,

Richard L. Purple, Chair,  
Senate Consultative Committee

RLP/mbp  
Enc.: Letter to SCFA and Tenure



UNIVERSITY OF MINNESOTA

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

Received 1/7/80  
REP

January 3, 1980

Professor Richard Purple, Chair  
Senate Consultative Committee  
320 Millard Hall  
Minneapolis Campus

Dear Rick:

One of the recommendations made by a Senate Judicial Committee panel that heard a faculty grievance this past year was that the University's nepotism rules should be reviewed and possibly revised to include prohibition of participation of ex-spouses as well as spouses in personnel deliberations and decisions. I agreed to that recommendation, indicating that I would ask the Senate Committee on Faculty Affairs and the University Committee on Tenure to consider the matter this year, and I am writing to you now for your assistance and that of the Senate Consultative Committee in moving this matter forward. If you have an alternative recommendation for bringing this question to the attention of the appropriate Senate bodies, I would be happy to have you go ahead with it.

I understand that the recent historical trend in anti-nepotism regulations in colleges and universities has been to narrow their scope, focusing more on individual merit and qualifications rather than on relationships. Any proposed changes must be carefully considered since they will apply categorically as a matter of policy rather than on a case-by-case basis.

Should review lead to recommendations for change, these must then be presented to the Board of Regents for their consideration.

If you have any questions about this request, please get in touch with Carol Pazandak, who is familiar with the background.

Cordially,

C. Peter Magrath  
President

CPM:bv

cc: Dr. Carol Pazandak

January 22, 1980

Professor C. Arthur Williams, Chair,  
Senate Committee on Faculty Affairs  
Business Administration  
868 Business Administration Tower  
West Bank Campus

Professor John J. Cound, Chair,  
University Committee on Tenure  
326 Law  
West Bank Campus

Dear Professor Williams:

Enclosed with this letter is a letter from President Magrath regarding the desirability of a review and possible revision of the University's nepotism rules. At its January 17th meeting, the Senate Consultative Committee agreed with the President that the matter should be handled by the Senate Committee on Faculty Affairs and by the University Committee on Tenure, which reports through SCFA.

In addition to concern over possibly revising the nepotism rule to include ex-spouses, the SCC felt you should perhaps also give a more general review to two additional questions concerning nepotism: (1) Should there be a rule on other significant intimate or living relationships? and (2) Should there be guidelines for other, non-intimate, relationships (primarily economic) which might impair or give the appearance of impairing impartiality in rendering personnel judgments?

The first general question is relatively obvious, given the types of various intimate relationships that appear to be moving toward more general public acceptance. In the second category, two examples can be cited. The first would involve a professor holding a grant that pays a substantial portion of a junior colleague's salary. A second would be when a professor has contracted with a colleague for a major writing role in, say, the production of a textbook.

There is one other, more technical, concern which was also voiced by the SCC. In the new, proposed tenure rules and currently to some extent in a number of departments, abstentions in personnel votes are counted negatively, since they are not used to reduce

Professors Williams and Cound

1/22/80

p. 2

the base count of what a majority vote should be. It is possible that a category of "excused abstentions" should be considered which would subtract from the base count of what constitutes a majority.

Given that the winter quarter has already commenced, and that both SCFA and the Tenure Committee have already heavy loads, the SCC did not set a time schedule for the review of the nepotism rules. We would, however, be very appreciative of an effort on your part to report to the Senate before the end of the spring quarter.

Sincerely and with commiserations,

Richard L. Purple, Chair,  
Senate Consultative Committee

RLP/mbp

cc: President C. Peter Magrath

Enc.: President Magrath's letter

Search Committee

Vice President for Finance

University of Minnesota

January 1980

Dean Elizabeth Blake, Academic Dean, Morris

Mr. Robert Bridges, Vice Provost for Business Affairs,  
University of Minnesota, Duluth

Dean Richard Caldecott, College of Biological Sciences

Mr. Robert Dickler, Associate Director for Hospital and Health  
Care Administration

Professor M. Virginia Fredricks, Theatre Arts, College of  
Liberal Arts

Mr. Clint Hewitt, Assistant Vice President, Physical Planning  
(Finance)

Professor Robert Hexter, Chemistry, Institute of Technology

Ms. Tolly Honeycutt, Graduate Student, History of Medicine

Professor Judith Jellison, Music Education Program, College  
of Education

Vice President Stanley B. Kegler, Institutional Relations

Dr. John Newstrom, Head, Department of Business Administration,  
University of Minnesota, Duluth

Dr. Carol Pazandak, Assistant to the President, Chair

Dr. Betty Robinett, Acting Assistant Vice President for  
Academic Affairs

Mr. Steve Roszell, Executive Director, Minnesota Alumni Association

Mr. Allen Senstad, Student, College of Liberal Arts



UNIVERSITY OF MINNESOTA  
TWIN CITIES

Department of Political Science  
1414 Social Sciences  
267 19th Avenue South  
Minneapolis, Minnesota 55455  
(612) 373-2651

Received 12/20/79  
R.R.P.

December 18, 1979

Professor Richard Purple  
320 Millard Hall  
University of Minnesota

Dear Rick:

By now, I am sure, you have gotten copies of the last minute appeals to the Regents to hold up the appointment of an administrative vice president. Since I was a member of that search committee and since I was on it at least in part because of some members of the Consultative Committee, I would like to comment on the flurry of objections to its work.

I have no intention of going through all of the materials, sentence by sentence or even paragraph by paragraph. Suffice it here to say that I reject the allegations of impropriety or bias. And I would be happy to detail my disagreements with those allegations to anybody who wants to hear them. But I would like to comment somewhat more extensively on two matters that seem to me to fall within the purview of the Consultative Committee.

You are aware, I know, that one of the letters to the Regents came from the chairperson of a sub-committee of the Senate Committee on Social Concerns. Is it ordinarily the practice that sub-committees issue reports on such serious matters independently of any other authority? I gather the report was not approved by the Committee itself, and I know that it was never submitted to the Senate. Has the parent Committee given its sub-committee such a wide discretion to act without review? And what of the issues of due process? Do Senate committees and sub-committees have a license to issue reports on such a serious matters after so casual an investigation? In this instance, I gather that the investigation was nothing more than a series of phone calls by one member of the sub-committee. As a recipient of one of those phone calls I can assure you and the Consultative Committee that the series of loaded and leading questions I was asked would have made proud some famous investigators of the past.

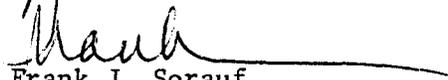
The second matter that I would draw to the attention of the Consultative Committee concerns the ethics of such search committees. The student member on this committee not only took a whole series of tales from the search committee to the Minnesota Daily, but I have it on reliable authority that she also reported the committee's activities to at least one of the candidates for the vice presidency. To put it mildly, these are not the channels through which one raises issues of affirmative action. Such behavior represents, quite simply, a serious breach in the ethical responsibilities of members of university search committees.

Professor Richard Purple  
December 18, 1979  
Page Two

I think it also threatens the search process itself. It would certainly be hard for me, at least, to urge anyone to accept such an assignment in the future.

I hope you will feel free to share this letter with other members of the Consultative Committee if you should wish to do so.

Cordially,

A handwritten signature in cursive script, appearing to read "Frank J. Sorauf", with a long horizontal line extending to the right.

Frank J. Sorauf  
Professor

ersh



UNIVERSITY OF MINNESOTA  
TWIN CITIES

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

December 26, 1979

Professor Frank Sorauf  
Department of Political Science  
1414 Social Sciences Building  
267 19th Avenue South  
West Bank Campus

Dear Frank:

Thank you for your letter of December 18th. I have received copies of the last-minute appeals to the Regents requesting a hold on the appointment of the Vice President for Administration and Planning. I have also received an enormous amount of verbal communication objecting to the nature and timing of the appeals. You are the first to communicate your dissatisfaction in writing, however, and for that I thank you very much.

Your letter carefully lays out a number of very serious concerns about procedures followed by Senate subcommittees, and how they may affect the credibility of the University Senate and University operations in general. I share your concerns. You indicate that I can circulate your letter among colleagues on the Consultative Committee, and I will do so. I would also like your permission to send a copy of your letter to Professor Frank Wood, chair of the Senate Committee on Social Concerns, as this is the parent committee of the subcommittee which appears to have kicked off the present flurry of objections.

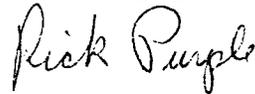
At the next Consultative Committee meeting (January 17th), I intend to ask for a specific resolution governing reporting procedures for Senate subcommittees. If this passes, we will have it placed before the Senate at its next meeting (February 14th). The Senate Handbook on Policies and Procedures has, at present, nothing in it regarding the role of subcommittees so I presume we are following general dictates as indicated in Roberts Rules (newly revised). Having a specific set of statements incorporated may make the Senate sufficiently aware of general custom to prevent such actions as have just occurred from recurring.

Professor Frank Sorauf  
December 26, 1979  
page 2

At this time I can answer only a few of the detailed questions you have asked on what occurred. I have talked with Professor Wood about the possible improprieties of the subcommittee's actions and have asked for further details. You are right in your assumption that Social Concerns had not seen the letter sent by the subcommittee. Professor Wood was unaware of it until I talked with him on Monday, December 17th, five days after the letter had been delivered to the President and the Regents. Professor Wood is checking out the investigatory procedure used by the subcommittee, and has to this point been able to ascertain that they have kept minutes, which should help in determining what was and was not followed in terms of due process. When Professor Wood reports back more fully, it will be possible to share this information with the SCC in the course of their deliberations.

The questions of ethical practice and possible misconduct by search committee member(s) are more difficult to deal with, in terms of disciplinary measures. Both the Senate and the Student Behavior Committee have investigatory powers, but I am not sure what the jurisdiction is over a search committee appointed by the administration, and what disciplinary powers the administration has in this instance. I will check into these questions and try to get answers to them before the SCC meets on the 17th of January.

Sincerely yours,



Richard L. Purple, Chair,  
Senate Consultative Committee

RLP/mbp

cc: Senate Consultative Committee  
membership



UNIVERSITY OF MINNESOTA  
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Department of Political Science  
1414 Social Sciences Building  
267 19th Avenue South  
Minneapolis, Minnesota 55455  
(612) 373-2651

December 28, 1979

Dear Rick:

Thanks for your long and  
informative reply to my letter  
about the Case of the Errant  
Subcommittee. I would be happy  
to have you share my letter  
with Frank Wood -- or with  
anyone else you find it useful  
to show it to.

All the best for a calm and  
peaceful new year!

Cordially,

  
Frank J. Sorauf



UNIVERSITY OF MINNESOTA  
TWIN CITIES

College of Education

Special Education Programs  
Department of Psychoeducational Studies  
Pattee Hall  
150 Pillsbury Drive S.E.  
Minneapolis, Minnesota 55455  
(612) 373-3291

January 7, 1980

Professor Richard Purple, Chair  
Senate Consultative Committee  
5-25 Millard Hall  
University of Minnesota  
Minneapolis, MN 55455

Dear Professor Purple:

You asked me to report on the procedures followed by the Subcommittee on Equality of Opportunity for Women in preparing a letter sent by Dr. V. Lois Erickson, chair of that subcommittee, to President Magrath with copies to members of the Board of Regents on 12/13/79. I will try to limit my comment to the procedure followed since I believe it is the primary focus of your questions.

As background, I refer to the attached minutes of the Committee on Social Concerns for October 25, 1979 (item 2), which records our discussion of the reporting procedures of subcommittees, and the minutes of the meeting on December 6, 1979 (item 5) which records that Dr. Erickson mentioned her concern about the affirmative action procedures followed in reviewing candidates for the office of Vice-President for Administration and Planning and was asked by me if the Subcommittee on Equal Opportunity for Women could prepare a report for the committee about those concerns.

As of that date, the subcommittee had not yet met. Its first meeting was on the morning of December 13, 1979. The draft minutes of the subcommittee's meeting are attached. The letter had been drafted by three persons of the subcommittee. Six of the subcommittee's members were present at the meeting. Five supported the sending of the letter; one dissented. Three were contacted by phone and supported the sending of the letter. An effort was made to contact the other members of the committee, but several were out of town or unavailable.

Dr. Erickson and I have discussed the sending of the letter. When she accepted the position of chairperson of the Subcommittee, we agreed that the Subcommittee could send "letters" as part of its activity without clearing them through the Committee as a whole. In that discussion, I was thinking of letters such as those requesting information rather than those taking a position or making recommendations on a specific issue, which seemed to me to be in the nature of reports. But, until this particular incident arose, in

Letter to  
Professor Purple  
page two

the third year of the activities of that subcommittee, we had not discussed letters to the Regents specifically, so there was some basis for the differences in interpretation.

The members of the Subcommittee who drafted and approved the letter acted with a sense of concern and urgency. In my judgment, however, because of the letter's nature (i.e., the taking of a position), the letter should not have been sent without review by the Committee on Social Concerns. From my discussions with them, it is clear to me that the Subcommittee tried to make it clear that the letter resulted from its action alone and was not that of the Social Concerns Committee, itself. I think it is very important to note that while the source of the letter may have been misunderstood, there was no intention by those sending it to misrepresent its origin. It is my understanding of procedure, however, that such statements by subcommittees, together with comments from the full Committee if it chooses to add them, are to be sent to the President with a request that they be shared with the Regents rather than copied directly to individual regents.

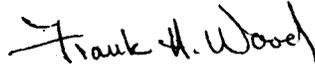
This letter to you was shared and discussed with members of the Committee on Social Concerns and the Subcommittee on Equality for Opportunity for Women present at the meeting of the Social Concerns Committee on January 3, 1980. Several members expressed their agreement with the views I have stated as chair of the Committee. But, several others raised with me the question of whether the issue and the procedure are truly separable, as I suggested they were in the first paragraph. I agreed to try to state that side of the issue as well.

Almost by definition, those members of the University community with strongly felt social concerns are dissatisfied with the status quo. They feel keenly that we can and should do better than we are doing at present. Expression of such disapproving views is often unpopular with the majority and regarded as a nuisance impeding progress toward adoption of the majority program. The majority is well able to adopt procedures that will limit, or even eliminate, what they regard as irritating and "untimely" expressions of dissent within the formal governance process. But such procedures may not be in the long range interests of the University community, if their more general effect is to discourage those with such views from participating in that process at all. Speaking personally as chairperson of the Social Concerns Committee, I occasionally remind myself that much of the impetus for the effort to diminish the corrosive effects of racism and sexism on our University came originally from students and faculty and civil service personnel who participated a decade ago in a variety of disorderly and disruptive activities because they felt the existing governance and admini-

Letter to  
Professor Purple  
page three

strative structures were not a vehicle through which they could express their concerns. By comparison, the sending of this letter was a very orderly expression of dissent. I know that many members of the Consultative Committee are sensitive to the complexity of the issue and will consider it from all perspectives as they discuss proposed rule changes.

Sincerely yours,



Frank H. Wood, Chair  
Senate Committee on Social Concerns

cc: Members of Senate Committee on Social Concerns

Minutes of the Meeting  
of the  
Senate Committee on Social Concerns

October 25, 1979

Present:	Perry Blackshear	Dick Cook
	Frank Wood, Chair	Lillian Williams
	Philip Raup	Krishna Seeley
	V. Lois Erickson	LaVerne Clegg
	Betty Clapp	John Latz
	John Ingle	Diane Lonetree

1. Lillian Williams reported on the status of the Annual Report on affirmative action for equal opportunity in employment. The Affirmative Action/Equal Opportunity Office staff has had to commit large amounts of time to a compliance review by the Department of Labor during the past summer. This review has now been in process for almost 34 weeks. Work on the Annual Report is ongoing, however, and it should be completed by January 1, 1980.
2. Frank Wood reported on the current status and membership of the committee. Minutes of the April 9th meeting were passed out. These minutes included Vice President Wilderson's report on the task force on student access and related activities.

Several student members were unable to attend the entire meeting because the TCSA meeting was scheduled for the same day and time. The chair promised to look into having meetings of this committee on a different day.

Wood reviewed the Social Concern's Committee's history, structure, and purpose. The Committee has two subcommittees: (1) the Subcommittee on Social Responsibility in Investment, (2) the Subcommittee on Equality of Opportunity for Women. The nature and purpose of subcommittees was discussed with reference to a letter from Dr. Richard Purple, chair, Senate Consultative Committee. While the letter was addressed specifically to the reporting procedures and status of the Subcommittee on Social Responsibility in Investments, the general procedures outlined will be the same for both committees.

3. Chair shared his intention to send a letter to Dr. Purple noticing that we planned no change in the present policy for open committees.
4. The draft of an amendment to the Senate Constitution providing for representation of minority group students on the University Senate was shared and discussed. This draft was prepared by the Committee on Business and Rules using input from TCSA and this committee. The committee did not take a position on the language of the current amendment, but the chair encouraged student members to keep the committee informed on the progress of the amendment and the attitude of students toward it.

5. The committee discussed procedures for the naming of members and chairpersons for subcommittees. The chair drafted the following minute but in the absence of a quorum, no formal action was taken. He will make appointments to the subcommittees guided by the language of the motion, and the motion, will be presented for action at the next meeting of the committee.

Move that the chairpersons and members of subcommittees of the Senate Committee on Social Concerns be named annually by the chairperson of the Committee on Social Concerns. There should be overlapping membership of at least two members between the Committee on Social Concerns and each subcommittee. Members of subcommittees may be appointed to succeed themselves.

The chair indicated its willingness to consider suggestions for members of the subcommittees from other members of the committee.

6. The meeting was adjourned.



4. Lois Erickson reported on the activities of the Subcommittee on Equality of Opportunity for Women. The process for appointing the membership was not clarified until the present meeting; therefore, they have not yet met. However, she is hoping to focus on a limited number of important issues so there are some major target areas. Chair asked Dr. Erickson if her subcommittee could prepare a report for the Social Concerns Committee about their concerns about the procedures for reviewing candidates for the Office of the Vice-President for Administration and Planning.
5. Rick Hoyer asked that information relating to the Nestle boycott be sent out to the committee members with the minutes. Discussion of this issue was postponed until the next meeting of the committee.
6. The meeting was adjourned.

Minutes of Senate Social Concerns Subcommittee on Equality of Opportunity for  
Women

December 13, 1979  
B12 Morrill Hall

Present: Loeffler, Rubin, Truax, Lacey, Williamson, Erickson  
Absent: Cooper, Faunce, Robert, Rosenberg, Yates, Pflaum, Lonetree

The agenda for the day was divided into three major areas: A) Update of issues that had come before the Committee during the past academic year, B) Assessment of directions for the coming year, and C) Discussion of affirmative issues related to the selection process of the candidates for Vice President for Administration and Planning.

A) Review of the Subcommittee's Focus During the 1978-79 Academic Year:

Among the issues considered in the past year by this Subcommittee are 1) Policy formation on sexual harassment, 2) Concerns of disadvantaged single-parent students, 3) Sex differentials in periodic retirement benefits, 4) Title IX regulations, 5) Status of women's studies, 6) Data collection needs through the Equal Opportunity Office, and 7) Plan and purpose of President's Commission on Women.

Chairperson Erickson set forth each issue and asked for Committee discussion on the current status. Sexual harassment is now being considered extensively by another committee, the Subcommittee on Faculty Affairs. Since Subcommittee member, Dorothy Loeffler, is also a member of that committee, the SSCSEOW Committee can get regular review and comment and will continue to be interested and supportive; however, it will not be a major focus of action. A student affairs committee has now been organized through Dr. Pillinger's office to respond to the needs of single-parent students. Women's studies, now in department-like status, and its director, Gayle Graham Yates, now in a fully-funded tenure track appointment, will continue to get support when needed from this committee; thus, this will not be a major focus before the Subcommittee this year. It was suggested that Connie Sullivan speak to the Subcommittee on an update of the retirement benefit issues. An update on Title IX regulations was prepared by Ann Pflaum (enclosed).

B) Directions for Current Year:

Two areas appeared, after discussion, to be likely concerns for concentration during this coming year. It was noted that some affirmative action concerns had been postponed for deliberation and response by this Committee in anticipation that President Magrath would be appointing a presidential commission on women; however, following the Watson report President Magrath announced that he would not form a committee that was not within University Senate channels. Informal discussion indicated that the need for a University Commission on Women should be explored further. Erickson reported that in a Fall meeting with the faculty the President indicated the issue could be further reviewed.

The second area of critical need appears to be accessibility and availability of data relating to affirmative action concerns; without hard data, progress toward goals and timetables and other tracking is difficult to achieve.

C) Affirmative Questions on the Vice President Search Process:

Subcommittee Chairperson Erickson reviewed the action that had prompted the drafting of a letter regarding the selection process for the position of Vice President for Administration and Planning.

Early in December she received many phone calls questioning whether the women candidates for the position were being treated in the same manner as the men candidates. Several aspects of the search process were reported to be conducted in such a way as to operate to the disadvantage of women candidates. The decision to have an internal search, the composition of the search committee and the process in which personal data for the women was treated were key issues. Erickson sought direct information through interviews with five members of the search committee including its chairperson, Keith McFarland. The responses to these interviews prompted her and three other Committee members to develop a letter to be reviewed by the Subcommittee. In the discussion Erickson stated that she had understood through discussions with Frank Wood, when she accepted the chair position, that letters by the Subcommittee were appropriate in carrying out its charge. She reported that three absent members she had contacted agreed to support the sending of the letter. Of the six members present, five voted for the decision to send the letter. One person dissented. The letter was approved by a vote of 8 of the 12 eligible voting members to be sent forward to the President, copied to the Regents.

The meeting was adjourned at 1:30 P.M.

Minutes  
Senate Committee on Social Concerns  
January 3, 1980

Present: Pat Mullen (for Lillian Williams)	Frank Wood
Laura Cooper	Betty Clapp
V. Lois Erickson	John Latz
Judith Paulson	Philip Raup
Viola Kanatz	Rick Hoye
Carl Nelson (guest)	

1. The minutes of the December 6th meeting were read. Dr. Cooper asked that they be amended to state on #3, 4th line (see minutes of 12/7/79), "Discussion followed by Dr. Cooper making a motion to amend the amendment by adding the sentence...". Dr. Erickson also asked that #4 (see minutes of 12/6/79) be amended to state, "Lois Erickson reported on the activities of the Subcommittee on Equality for Women. The process for appointing the membership was not clarified until the present meeting; therefore, they have not yet met. (see item 3)." Minutes were approved as amended.
2. Report by the Chair - A memo was sent to members of the Subcommittee on Social Responsibility in Investments with an agenda for next meeting, dates for meetings, and a tentative reporting schedule through April. That information will be sent to all members of the Social Concerns Committee.

The committee chair received notice from President Magrath that the Committee's agendas and minutes should be sent to the University News Service as a part of the compliance with the open meeting law.

3. Three student members have now been appointed to the Subcommittee on Social Responsibility in Investments. The three are John Latz, Maggie Kaiser and Grant Benjamin. A fourth student is to be named. That subcommittee will meet on 1/15/80.
4. Professor Erickson reported on the Subcommittee on Equal Opportunity for Women. Discussion was held about a letter sent 12/13/79 by the Subcommittee to the President with copies to the Board of Regents. During the discussion some members stated their support of the subcommittee's action while others stated their disapproval. Chair read a letter he had drafted to Dr. Purple about reporting procedures of subcommittees and committees and asked for comment. Chair said he would add a note in the letter about the views of members on both sides of the issue.

(Carl Nelson joined the group to represent Vice-President Wilderson.)

5. Rick Hoyer proposed a motion previously circulated to the committee. Motion was seconded by John Latz. The motion was, "That the Senate recommends to the University Food Services, that they refrain from further purchases of Nestle products, and those of its subsidiaries, until Nestle stops all promotion of infant formula in less-developed countries." Discussion followed. Laura Cooper moved to amend the motion by substituting the words, "Resolved, that the Senate requests the Board of Regents to direct the University Food Services to refrain from further purchases of Nestle products, and those of its subsidiaries, until Nestle stops all promotion of infant formula in less-developed countries." Lois Erickson seconded the proposed amendment. The amended motion was passed with 7 ayes, 1 nay. The amended motion reads as follows:

Resolved, that the Senate requests the Board of Regents to direct the University Food Services to refrain from further purchases of Nestle products, and those of its subsidiaries, until Nestle stops all promotion of infant formula in less-developed countries.

5. The meeting was adjourned.



UNIVERSITY OF MINNESOTA  
TWIN CITIES

College of Education

Psychology in the Schools Training Programs  
Department of Psychoeducational Studies  
N548 Elliott Hall  
75 East River Road  
Minneapolis, Minnesota 55455

January 16, 1980

Prof. Richard Purple, Chairperson  
Senate Consultative Committee  
320 Millard Hall  
UNIVERSITY OF MINNESOTA

Dear Prof. Purple:

I appreciated the discussion and the exchange of viewpoints we had Monday, December 31st, and also the copies of the Senate materials and letters you have given me, including the December 18th, 1979 letter from Prof. Frank Sorauf to you. In his letter Prof. Sorauf raises questions and comments upon the letter sent forward by the Senate Social Concerns Subcommittee on Equality of Opportunity for Women to President Magrath, copied to the Regents, on the issues of the search and decision process used for selecting candidates for the Vice President of Administration and Planning.

I write this letter to you to respond to the issues raised by Frank Sorauf in his letter and by you in your reply to him, dated December 26, 1979. I also realize that Prof. Frank Wood has helpfully reviewed the issue with you in his letter of January 7, 1980. I think it would be most appropriate in my summary if I sequentially track out the background, principles, and process of the concerns before us. Thus, this letter will be long and detailed.

--During the first week of December, I received about 15 phone calls to my home and office from concerned members of the University community on the Vice President of Administration and Planning search process. These inquiries came to me as chairperson of the Senate Social Concerns Subcommittee on Equality of Opportunity for Women.

--As chairperson of this subcommittee since 1977, I recognized that the phone calls involved issues which were not only appropriate to the charge of the committee but which also called for an ethical responsibility to respond. The questions raised on this search and decision process needed to be put before the subcommittee. Also, I recognized that the subcommittee could accept the data as presented in the December 4th Daily and the phone calls, or we could get first-hand accounts of the concerns being raised. Contrary to Frank Sorauf's statement, my inquiries did not amount to "...so casual an investigation" (December 18, 1979). I interviewed several members of the Search Committee on the affirmative process. I first spoke at great length with the chairperson of the Search Committee, Keith McFarland. He was very thorough and helpful in his careful summary

of the process and the criteria used for the candidates. And, indeed, he expressed appreciation that my process of gathering data involved asking questions directly such that first-hand information would go before the subcommittee. Four of the five interviews were received with open, congenial, detailed reviews of the search process.

--Although I raised the very same issues and questions in my exchange with Frank Sorauf, it is my observation that his response was quite different. This is one of the concerns of this letter. Because Frank has referred to my interview in his letter (December 18, 1979) to you and the Senate Consultative Committee (the letter was not copied to me) in the unfair and demeaning way, "...I can assure you and the Consultative Committee that the series of loaded and leading questions I was asked would have made proud some famous investigators of the past," it is appropriate, necessary, and fair that I clarify in this letter that interview exchange. It should be noted that I had never previously spoken to him on any issue.

In my opening statement I indicated to Frank Sorauf that my concern was with the principles and process of equal opportunity and that I was particularly concerned that procedures were followed such that sex-bias did not occur in the review of the women candidates. He immediately responded to my issue at great length and with a raised voice. He used such phrases as, "That was not an issue, I resent the implication,...I reject categorically anything sexist occurred...it is indefensible,... illogical...".

It is entirely correct that questions be asked of University committee members on the affirmative process. Frank Sorauf could, of course, have chosen not to be interviewed on these issues. I would have then accepted that decision. However, he did respond and in this manner.

I reflected on whether I should try to discontinue the conversation after Frank's opening remarks, but I decided that his response was important to consider for its implications. While I cannot review the entire exchange here, at one point in his statements it was clear that he had misunderstood my position on what constitutes an affirmative process and I had to tell him that his interpretation was "not correct." In another issue I expressed my concern that some information used by the Committee was subjective and that, in particular, research on the criterion of interpersonal relationships showed that constructs that were considered to be strengths for males were perceived as weaknesses for women. At this point of exchange he said the questions "...appalled me(him)" and then he also used the phrase "intellectual cheapness." During the interview he also threatened to check-out the charge of the Senate Subcommittee on Equality of Opportunity for Women.

I consider Frank's responses to my interview abusive. My scholarly work is in cognitive constructions of justice; I have received the National Research Award in my field for longitudinal work in this area which includes examining data on sex differences; and I have recently been invited to be a guest scholar with the Harvard team doing the

cornerstone research in this area. My questions to him were intelligent, important, and were worded fairly.

--That any member of any search committee would respond to inquiry on human rights in this manner is the concern I put before you. I believe that at this era of human history we have all been socialized such that we all need to keep a humility and an openness to these concerns. I believe that openness to affirmative action issues must be a pre-requisite to membership on any University committee.

--Following the five interviews, I spoke with several other members of the subcommittee who helped rethink the issues for a draft letter. Three members then helped me form a letter which was presented to the subcommittee, following a discussion of the issues involved, in the December 13th, 1979 meeting. The letter was approved by eight members of the subcommittee; there was one dissenting vote, some members could not be reached.

--The letter by the Senate Social Concerns Subcommittee on Equality of Opportunity for Women was written conscientiously, carefully; it was considered within the proper charge of the subcommittee; it was considered as a letter, not a report; and President Magrath recognizes it in his December 21, 1979 response to the subcommittee as a letter. The timing of the letter needs to be recognized in the context of: 1) membership on subcommittees were being reviewed following the issues with the Investments Subcommittee, 2) the membership on the subcommittee on women had only been approved that first week in December, 3) thus, the December's meeting was our first meeting of the academic year, and 4) this date also coincided with the Regents' meeting.

--I recognize that one concern being expressed about forwarding this letter to the Regents is that they should be presented with a "united front." I want to state that I believe that the Regents are intelligent people, that they can differentiate a subcommittee from a committee, and that they do understand the structure of the Senate. More important, open channels of communicating including conflicting views, must be before them if they are to actively engage in issues of justice within this institution. Thus, I believe that there are occasions when letters from subcommittees to the Regents are entirely appropriate, and that the Regents can differentiate and use this information in their decision process. Also, there is no existing policy stating that such letters cannot be forwarded to them from the Senate Subcommittee on Equality of Opportunity for Women. And, I agreed to chair the subcommittee with the understanding that such exchange was indeed proper.

--While I realize from your letter of December 26, 1979 that the Senate Consultative Committee is preparing to form a specific resolution to "...prevent such actions as have just occurred from reoccurring," I see this as unfortunate. While such an amendment might help to preserve the overall stability of the system, this could allow for injustices to

occur in order to uphold concrete procedures. In contrast to a utilitarian mode of justice, a fairness and balancing mode of justice would consider the ethical concern involved and recognize it as the root of all procedural contracts devised for system maintenance. Thus, rigid procedures would not be adopted that would limit communications on ethical concerns.

--My final issue in this letter is related to Frank Sorauf's statements on the student member who purportedly "...took a whole series of tales" (December 18, 1979) to the Daily and to a candidate. While Frank states in his letter that "...such behavior represents, quite simply, a serious breach in the ethical responsibilities of members of University search committees," I want to state that the issues of justice here are much more complex than this. Procedural rules are valid only insofar as they reflect the sort of fairness that all rational persons can accept. When institutional procedures violate personal rights, one needs to act in accordance with the principles of personal rights, not the existing procedures. If the student member had evidence that candidates' rights were being violated, she had an obligation (as did all other committee members) to raise questions to protect the rights of the candidates, and to do so publicly--to also raise the consciousness of the University community on this issue. I would hope that your questions on the "...ethical practice and possible misconduct by search committee member(s)..." (December 26, 1979) also includes a review of the process of gathering subjective data on the candidates and the use of it as criteria in the decision process. The women candidates were not even interviewed to check out the hear-say information. Also, it is only just that the student member of the search committee, Colleen Kelly, receive copies of all letters in which she is referenced. She, also, was not copied in the letter from Frank Sorauf.

I am sending this letter as my own review of the principles and process related to the above affirmative action issues. I am copying this letter to those persons to whom I understand the issues have now been extended. I also want to state that I am very concerned about the implications of Frank Sorauf's letter to me personally and professionally, and also to the student member of the committee, Colleen Kelly. I understand that the Senate Social Concerns Subcommittee on Equality of Opportunity for Women will communicate following further study of the responses to the letter.

Realizing that this letter is now very lengthy, I want to close by stating that for all involved, the issue of substance before us is how we can work together to ensure that we are an equal opportunity institution. The procedural concerns raised should not be allowed to overshadow this ethical issue. I look forward to the opportunity for further discussion with you and the Consultative Committee in the January 17th meeting.

Prof. Richard Purple, Chairperson  
January 16, 1980  
Page 5

Sincerely,



V. Lois Erickson  
Associate Professor  
Educational Psychology

cc: A. Aepli  
C. Kelly  
F. Lukermann  
K. McFarland  
C.P. Magrath, President  
C. Pazandak  
F. Sorauf  
L. Williams  
F. Wood  
Members of the Consultative Committee  
Members of the Senate Social Concerns Committee and Subcommittee,  
Equality of Opportunity for Women

M E M O R A N D U M

TO: Senate Consultative Committee

FROM: Fred Morrison, Chairman, University Committee on  
Biennial Request and Budget Review

DATE: January 9, 1980

SUBJECT: Business in progress

1. UCBRBR has two items under consideration, for report to SCC on January 24. Both items were presented to the Regents on January 10, for information, and will be on the Regents docket for action in February. They are the six year capital request and the outline of budget principles.

2. UCBRBR and SCC received a communication from the President regarding the report of a committee, chaired by Dean Weaver of the Pharmacy School, on "budget alternatives." This examines certain kinds of cost-savings measures which might be taken. We will examine these and report to you in due course.

3. You are reminded that the budget plan will be available for distribution on January 28. It covers 1980-82. The first year will be a firm budget proposal; the second year will be a tentative budget proposal. The proposed items for consideration in the biennial request for 1981-82 and 1982-83 will also be presented for consideration at that time. Consultation will continue throughout the month of February. See your SCC calendar for details.

4. Planning. You are also reminded that we will receive a report from SCRAP and be asked to comment upon the President's draft statement of missions, goals, objectives, and priorities in early March.

5. Interim arrangements. We have also received information about the interim arrangements which the President has made to accommodate the departure of Vice-President Brown. These should be subject for discussion in the committee.

;nmv



UNIVERSITY OF MINNESOTA  
TWIN CITIES

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

December 19, 1979

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

Dear President Magrath:

At its December meeting, Professor Morrison informed the SCC of UCBRBR's intention to review the proposed allocation of tuition reserve funds, and to forward the report to the SCC. In his opinion, the item did not represent a major budgetary item requiring close SCC scrutiny and a separate report. The SCC concurred and the Chair was instructed to simply forward the UCBRBR report to you without comment. I note that UCBRBR has copied the Budget Executive so this UCBRBR report has now received appropriate central administrative circulation.

Ordinarily the SCC will comment upon UCBRBR's reports, and we certainly intend to do so in the forthcoming round of budgetary deliberations on the Capital Request, the 1980-81 budget and the Legislative Request.

Sincerely yours,

Richard L. Purple, Chair,  
Senate Consultative Committee

RLP:mbp



UNIVERSITY OF MINNESOTA  
TWIN CITIES

Law School  
285 Law Building  
229 19th Avenue South  
Minneapolis, Minnesota 55455  
(612) 373-2717

December 14, 1979

Senate Consultative Committee  
320 Millard Hall  
Campus

Dear Colleagues:

The University Committee on the Biennial Request and Budget Review has reviewed the proposed allocation of tuition reserve funds, described in the President's letter of November 7. In summary, the distribution grants non-recurring money on a formula basis to units which experienced FYE enrollment increases in excess of 1.5% in the past academic year. We discussed this allocation with Vice Presidents French and Linck and with Mr. Berg at a meeting on December 6. Documents describing the distribution are available from me.

Formula vs. judgmental allocation. This committee believes that formula distributions are not normally wise management of the University's resources. In this case, we identified instances in which units had entitlements under the formula, but in which it was difficult to show any financial need based on increased enrollments. The effect of transfers to such units is to deprive other units, which have relatively severe problems created by increasing enrollment, of the use of these funds.

We do not wish to denigrate the value of formulas in the fiscal processes. They can be a useful aid to decision-makers, but they are not a substitute for sound judgment. The formulas could provide useful data, but we emphasize that they are only one source of relevant information. There are other equally important questions: What is the effect of additional student numbers in the unit (Do they simply fill up empty seats in existing classrooms or do they require addition of new sections)? What are the potential uses for short-term resources in the unit (Will the money be used to cover additional instructional costs incurred by the additional students, or is it simply being used to offset an already-existing overdraft)? Was the base period one of relatively ample funding or relatively tight funding for the unit in question (The formula used would appear to encourage units to engage in oscillation of enrollments --

surely a bad planning approach)? We note that no provision is made for units which experienced similar enrollment growth a year ago and have merely maintained their position this year, although they received no augmentation last year.

In brief, we wish strongly to reemphasize our concern that careful analysis and sound judgment be used in allocations of funds. This will especially be true until we have had an opportunity for a systematic and judgmental reevaluation of budget bases by the Budget Executive. The use of formulas is as subjective as any other decision-making technique; it simply makes the subjectivity more impersonal.

Application of the formula in this case. Turning to the formula actually used, we have two comments. (1) The use of the "average instructional cost" of the unit as a basis for allocation seems to us to be improper. Additional mid-term instructional costs are generally incurred in the form of additional TA assistance, which comes at a fairly uniform system-wide cost. High "average instructional costs" are generally related to low student-faculty ratios, which would seem to indicate the need for less, rather than more, interim assistance. (2) The use of the 1.5% threshold allows relatively small numbers of students to generate additional income in the case of very small colleges, although we see no reason necessarily to believe that such small student increments necessarily add anything to the operating costs of the colleges in question. We note that costs of increased enrollments are apt to be determined by a "stepwise" rather than a "continuous" function. They are felt most heavily when capacity limitations dictate addition of a new section, possibly doubling costs, rather than continuously in small increments for each student.

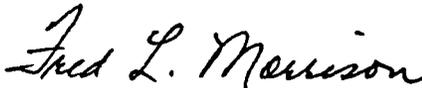
Distribution this year. If these funds are to assist in instruction this year, immediate distribution is needed. We suggest that the administration take due note of the comments above, and make an immediate distribution, even if it is impossible to deal with all of our concerns now. Thereafter, we can discuss an improved methodology for future years. The urgency of distribution outweighs the need for more rational distribution.

General comment. If the work of the Budget Executive, in making allocations on a sound judgmental basis, in light of programs, enrollments, and other factors, is successful, many of the concerns we express here will be allayed. In such case

Senate Consultative Committee  
December 14, 1979  
Page 3

short-term adjustments can be viewed as insignificant measures, to be corrected in the next judgmental evaluation of all the relevant data. We trust that the reallocation process currently under way will fulfill our expectations for it.

Sincerely yours,



Fred L. Morrison  
Chairman, University Committee  
on Biennial Request and Budget  
Review

FLM:nmv

cc: Vice President Donald Brown  
Vice President Lyle French  
Vice President Al Linck  
UCBRBR Members



UNIVERSITY OF MINNESOTA

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

*Received 12/28/79  
Health check with Fred Morrison  
re disposition  
F.P.P.  
Fred Morrison has complete  
report + will report on it  
on Jan 17th. F.P.P.*

December 21, 1979

Professor Richard Purple  
Chairman  
All-University Senate  
Consultative Committee  
320 Millard Hall  
University of Minnesota

Professor Fred Morrison  
Chairman  
University Committee on Biennial  
Request and Budget Review  
324 Law School  
University of Minnesota

Dear Rick and Fred:

I am writing to the two of you in your respective capacities as Chairmen of SCC and UCBRRB with regard to a study that was undertaken a few months ago by an informal group of Deans and administrative staff on various financial and business operation matters. The study was one aimed at surfacing suggestions, problems, and information on various ways in which the University of Minnesota might save money or improve its operations, and it was Chaired by Dean Larry Weaver of the College of Pharmacy.

The Budget Executive Chaired by Al Linck is taking account of some of the suggestions at the present time, but others really cannot be considered at the present moment, but we are anxious not to forget about them. There is also some useful information contained in this report, such as the retrenchment summary for the University's physical plant budgets during the decade of the 1970s. (That is attachment one in the report.)

I was originally going to send the entire report to all members of SCC and UCBRRB, but don't want to flood the committees with excessive amounts of reproduced material. I'd appreciate it if you would look over the document, and if you want additional copies to distribute to your colleagues on those committees, please let Jim Borgestad know and we will get them over to you.

Cordially,

C. Peter Magrath  
President

CPM:bv

cc: Acting Vice President Al Linck  
Dr. Jim Borgestad

Enc: Physical Plant Budget Retrenchment Summary, Twin Cities Campus Report

PHYSICAL PLANT BUDGET  
RETRENCHMENT SUMMARY  
TWIN CITIES CAMPUS

The Physical Plant budget is a composite which includes some activities which must be done without latitude on whether the money can be spent or not. This includes the cost of fuels and operation of the heating plants, providing utility services - electricity, water, sewer, gas; insurance coverage, and solid and hazardous waste removal. In addition, the University rents off-campus buildings for some of its departments and funnels the money through Physical Plant. Designated non-recurring money also cannot be reallocated.

To summarize the 1978-79 vs the 1970-71 budget, the following must be considered:

FIXED EXPENSES:	<u>1978-79</u>	<u>1970-71</u>
Fuels, Utilities, Insurance, Waste Removal	\$10,478,945	\$ 2,052,243
Building Rentals	1,114,836	403,547
Sub-Total:	<u>\$11,593,781</u>	<u>\$ 2,455,790</u>
 NON-RECURRING:	 <u>\$ 210,000</u>	 <u>\$ 2,071,192</u>
 VARIABLE EXPENSES:		
Administration (All Operations)	\$ 976,672	\$ 611,734
Civil Defense Coordinator		10,956
Custodial		
Labor	5,962,521	2,357,281
S/E	339,041	158,511
Transfer to Hospital	400,127	190,617
Grounds	436,204	293,723
Maintenance and Operations	6,793,105	3,978,959
Deferred Maintenance	568,132	
Cedar Creek, Itasca, Rosemount, FWBI	123,360	
Rosemount, St. Croix		147,748
Miscellaneous:		
Lab Safety, Telephone, Data Processing,		
Lamp Expense, Heavy Equipment, Vehicles	372,055	611,370
Sub-Total:	<u>\$15,971,217</u>	<u>\$ 8,360,899</u>
 TOTAL	 <u>\$27,774,998</u>	 <u>\$12,887,881</u>

Retrenchments (Attachment A) are limited to the activity under the variable budget. Even here there are some limits. All emergency maintenance building operating costs, preventative maintenance, Delta 2000 system operation, and toilet supplies are everyday costs that are either cost effective or necessary to continue the operation of the campus. This involves approximately \$2,500,000 per year.

Since 1970-71, the Physical Plant budget has been cut an accumulated 18.8% without consideration of inflation. In addition they lost another 11.5% of their 1971-72 funds regularly allocated from Regent's Reserve and Plant Fund Investments. In terms of current dollars using the Engineering Index, this is a reduction of 32.2%. Using the Fiscal Year Gross National Product Index, it is 26.28%

During the period from 1970-71 through 1978, space has increased 33% to the current level of 11,579,127 square feet. (Attachments B and C). The major change has been in the increase of air conditioned and Health Science space which is more costly to operate. The total FTE work force in Physical Plant has, during this period, increased 27.6%. Of significance is the fact that full time employment has only increased 22.6%, while student employment has increased 100.8%.

In 1970-71, each person in Physical Plant shops equated to 23,039 square feet of space, compared to 26,991 square feet per person today. A 17.2% increase in space to be maintained by each person. This is counter to the increased complexity of the building systems to be maintained.

While the space has increased 33%, the custodial work force has only increased 26.5%. The average assigned gross floor space to be cleaned per person has grown from 20,718 to 22,721 square feet. This is below the minimum standards of 20,000 square feet per person for minimum cleanliness. While criticism against individual custodial employees performance is many times warranted, the sheer numbers makes the exposure in this section of Physical Plant very great. Of the 557 people employed in the custodial work force, 191 are students. Of the 45 people employed in our Grounds Section, 23 are students. In this one Custodial and Grounds Division alone, 214 of the 602 employees are students.

In the rest of Physical Plant Divisions, we employ another 50 to 75 students, the fluctuation being additional students employed on our wall washing and utility crews during the summer months.

Through all of the retrenchment that we have experienced, we have struggled to maintain this high level of student employees, even though Union pressure has continually tried to force the maintenance of a fixed level of full-time bargaining unit employees in the non-trade sections.

Deferred maintenance is a continuing problem. Based upon building repair standards and past experience, the University should have about \$2,500,000 set aside annually for deferred maintenance. With the \$568,132 presently allocated, the program is short about \$2,000,000 annually. As an example, with the number of buildings on campus, five should be undergoing roof replacement every year to maintain the approximately 20 year roof life expectancy. The program is now limited to spot repair of worst case situations. The experiment stations which were turned over to Physical Plant with underfunded maintenance budgets have further complicated the problem. Physical Plant has diluted the Twin Cities budget to aid these stations. They cannot possibly provide for all of the station deferred maintenance problems which increase with lack of attention.

The Physical Plant budget is prepared in detail and equates to a relationship of costs per square foot. In 1970-71, in the variable expense budget, it was \$1.0214 per square foot. In 1978-79, it was \$1.3793. The latter should have been \$1.7092 to \$2.0159 per square foot if adjusted by either the FYGNP or Engineering Index respectively. This is a range of 24 to 46% above what has resulted from retrenchment.

The problem that this poses with the Legislative analysts is that they make their recommendations based upon the square foot costs. Retrenchments based upon Legislative action have been related to enrollment and the academic program.

Although the retrenchments have been against the Physical Plant budget in total, it has the appearance to the analysts that the University has taken the largest share of new space dollars from Physical Plant to use for academic purposes. This is now jeopardizing the 1981 allocations for new space operations and maintenance dollars and all future requests. This could mean that the dollars that we normally have requested for the Twin Cities, Duluth, Morris, Crookston, Waseca, and the Stations could be denied in fiscal years 1981 and beyond. Physical Plant has the responsibility for preparing all of these requests for new space, fuel and utilities deficits, and mechanics payroll increases.

In summary, only 57.5% of Physical Plant's budget has any degree of flexibility in which retrenchments have had to be absorbed. They have lost the flexible dollars annually received from Regents Reserve and Plant Fund Investments (\$1,200,000 annually). 33% new space has absorbed a greater than the average share of maintenance and custodial costs because of more complex systems and the predominance of health care related space involved. The Legislative appropriated operations and maintenance budgets have been cut 18.8% by direct retrenchment. The legislative Analysts are questioning the University's use of Physical Plant funds for other than intended purposes.

A final comparison can be identified when the Variable Expenses of 1970-71 are adjusted for the increase in space and either the Engineering Index or the Fiscal Year Gross National Product Index to reflect inflation effects. This is summarized as follows:

$\$8,360,899 \times 1.33$  (space growth) =  $\$11,119,996 \times 1.9$  (Eng. Index) =  $\$21,127.992$

$\$8,360,899 \times 1.33$  (space growth) =  $\$11,119,996 \times 1.64$  (FYGNP Index) =  $\$18,236.793$

The actual loss in the Variable Expense Budget is then \$5,156,775 or \$2,265,576 using the Engineering Index or FYGNP Index respectively; plus the non-recurring loss of \$1,861,192.

## ATTACHMENT A

RETRENCHMENTS

<u>YEAR</u>	<u>AMOUNT</u>	<u>%</u>
1970-71	\$458,727	5.16
1971-72	363,606	3.94
1972-73	538,709	5.26
1973-74	50,000	.44
1974-75	130,000	1.03
1975-76		
1976-77	87,972*	.58
1977-78	377,213	2.36

\*Fuel transfer to cover shortage in fuel budget.

Note: 1978-79 additional \$142,479 retrenchment.

TWIN CITIES CAMPUS SPACE CHANGES

1970-1979

	<u>New Space</u>	
1970-71		8,708,878
1971-72	134,252	8,843,130
1972-73	567,009	9,410,139
1973-74	1,096,983	10,507,122
1974-75	177,222	10,684,344
1975-76	155,552	10,839,896
1976-77	214,283	11,054,179
1977-78	306,508	11,360,687
1978-79	<u>218,440</u>	11,579,127
	2,870,249	

Space increase = 33.0 %

4-10-79  
WES:BM

SPACE EXPANSION FOR THE TWIN CITIES CAMPUS1970 - 1978

AC = Air Conditioned Space  
 HS = Health Sciences Space

	<u>1970</u>	
Personnel Building	12,959 gsf	AC
	<u>1971</u>	
2000 Fifth Street South	25,044 gsf	
2100 Riverside	1,922 gsf	
Alderman Hall (Horticulture Science)	65,076 gsf	AC
Plant Services St. Paul	42,210 gsf	
	<u>1972</u>	
Bierman Field Athletic Building	100,852 gsf	AC
Elliott Hall Addition	155,000 gsf	AC
YMCA	17,637 gsf	
Rarig Center	133,121 gsf	AC
Willey Hall	80,626 gsf	AC
2642 University Avenue St. Paul	42,635 gsf	AC
Heating Plant St. Paul	37,138 gsf	
	<u>1973</u>	
Unit "A"	679,904 gsf	HS - AC
Andrew Boss Lab (Meat Science, St. Paul)	55,769 gsf	AC

Biological Sciences Building (St. Paul)	205,918 gsf	AC
Biological Sciences Greenhouse (St. Paul)	11,309 gsf	
Classroom-Office Building (St. Paul)	130,566 gsf	AC
Plant Pathology Greenhouse (St. Paul)	13,517 gsf	
	<u>1974</u>	
Unit "K-E"	110,891 gsf	HS - AC
826 Berry Street (St. Paul)	19,169 gsf	
Lauderdale Computer Center	47,162 gsf	AC
	<u>1975</u>	
Animal Science/Veterinary Med. (St. Paul)	139,905 gsf	AC
Large Animal Holding (St. Paul)	15,647 gsf	
	<u>1976</u>	
632 Ontario Street	7,094 gsf	
Gray Freshwater Biological Institute	54,992 gsf	AC
McNeal Hall Addition (St. Paul)	135,000 gsf	AC
Research Animal Resources (St. Paul)	17,197 gsf	AC
	<u>1977</u>	
Law School (West Bank)	244,250 gsf	AC
Williamson Hall	76,834 gsf*	46,869 gsf* AC

Animal Arena  
(St. Paul) 8,733 gsf

Animal Waste Facility  
(St. Paul) 6,656 gsf

\*Total space - 76,834 gsf; support space - 46,869 gsf

1978

Unit "B-C"  
(Partial Occupancy) 574,842 gsf\*\* 218,440 gsf\*\* HS - AC

\*\*Total space - 574,842 gsf; support space when fully  
occupied - 218,440 gsf

Summary

Non-air conditioned space . . . . .	206,076 gsf
Air conditioned space. . . . .	1,667,897 gsf
Health Sciences Space (air conditioned). . . . .	<u>1,009,235 gsf</u>
Total . . . . .	2,883,208 gsf



UNIVERSITY OF MINNESOTA

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

December 12, 1979

To: Vice Presidents' Group  
From: C. Peter Magrath  
Subject: Biennial Request Matters

For your reference, I am attaching a memorandum I sent to you on May 31 dealing with budgetary and planning matters. Most of these processes are moving along, I believe, rather well, but we must now make some adjustments in view of Vice President Brown's departure from the University on March 1, 1980.

As you know, Don has been shepherding the preparation of the 1981 Biennial and Capital Requests, just as he did for the 1979 legislative session. He will continue to carry out this role in the months ahead. At the same time, although I will soon be designating a person to serve as Acting Vice President for Finance upon Don's departure, I am convinced that one of the other Vice Presidents must be prepared to assume Don's responsibilities vis-à-vis the coordination and preparation of the 1981 Requests for the period after March 1. Accordingly, and after consulting with the Vice Presidents, I am requesting Vice President Kegler to assume this responsibility so as to insure an orderly transition.

Stan, of course, is familiar with the preparation and coordination functions, having handled them during the 1975 and 1977 Sessions. Furthermore, as my May 31 memorandum notes, I requested that Vice President Kegler be directly and structurally involved in the current process, since he must know the genesis and rationale behind the major items to be considered in the 1981 Request. I specifically ask that Stan continue to be included in all pertinent discussions and reviews by the Budget Executive so that his office can insure that we have continuity and do not lose momentum in moving our proposed Biennial Request through the various University bodies and the Board of Regents.

Transitions are often difficult and awkward, and I appreciate very much the special effort that each of you will make in the months ahead to accommodate as orderly and smooth a transition as possible.

  
CPM

CPM:djf  
cc: Vice President-Designate Nils Hasselmo  
Professor Richard Purple  
Professor Fred Morrison



UNIVERSITY OF MINNESOTA

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

May 31, 1979

To: University Vice Presidents Group  
From: C. Peter Magrath  
Subject: Budgetary and Planning Matters

I'm sorry that we have not had an opportunity to discuss as reflectively as you and I would like some of the budgetary and planning-related issues that we have all been working on in recent months. As you know, I have given these matters very considerable thought and effort in various ways and in various settings.

Because we now need to move on, I want to give you my judgment as to how we will be proceeding in the next few months, recognizing that not all of you will agree on each point. I will be happy to review and discuss these matters with you at our next breakfast meeting scheduled for Tuesday, June 12.

First, I am asking that Don Brown, in his capacity as Vice President for Finance, undertake the direction of the preparation of the 1981-83 Biennial Request, just as that office did for the 1979-81 biennium. However, I specifically request that Vice President Kegler be directly and structurally involved in the process, as it is essential that he knows precisely the genesis and rationale behind the major items that will be considered for our Request. I am also asking Vice President Brown to confer regularly with Vice President Stein about the contributions to the Biennial Request preparation which might be derived from current and upcoming planning activities. (Parenthetically, I should add two additional points: One -- We must give serious consideration to setting down clear guidelines and limitations prior to the preparation of the Request so as to make a reasonable Request, and we must make special efforts this time around to make this kind of approach work; and Two -- We must review carefully ways in which to involve the Regents in the development and preparation of the Biennial Request -- perhaps some model derived from the workings of the old Budget, Audit, and Legislative Relations Committee of the Regents back in the earlier 1970's might be helpful here.)

Second, I wish to move ahead vigorously with the efforts of the Planning Council to develop a genuine planning process and set of priorities for the University of Minnesota for the 1980's. I remain convinced that if we can pull this off, we will really have accomplished something, and that it is essential for the moment to keep the planning effort and the priorities it will soon begin to generate separate from the actual budget work and reallo-

University Vice Presidents  
May 31, 1979  
Page Two

cation work that must continue. However, I fully expect that Planning Council insights will begin to influence my own judgments (as well as yours) as this process unfolds and seeks to get fully organized in the months ahead. I will commit myself to considerable personal outlays of time in meeting with University units on planning in the months ahead, and that is not a commitment I make lightly in view of the other demands on my schedule.

Third, I am essentially persuaded by the wisdom and logic of the so-called Brown Committee report on a permanent reallocation process. Once our planning work and priorities are fully emerging they will provide an umbrella under which all of this kind of work (budget preparations, reallocations, biennial requests) will operate, but for the moment we must move ahead with the process of retrenchment and reallocation. I am persuaded that it must be done on a two-year cycle, essentially on the timetable outlined in the Brown Committee report. I also believe that a budget executive must be established, as recommended in the report, as delegated authority from me. Accordingly, I propose that the Budget Executive be chaired by the Vice President for Academic Affairs and consist of the Vice President for Health Sciences and the Vice President for Finance. The authority of the Budget Executive will be directly derived from my authority, and it will report directly to me — with, of course, the customary consultation and discussion taking place with all of the University Vice Presidents. As the work of the Budget Executive on retrenchment and reallocation proceeds, I will be guided as much as possible by the tangible information and priorities that begin to emerge from the planning process.

I look forward to discussing these matters with you soon, and also wish to note that we must soon develop a clear mechanism for allowing the Regents to revise, or at least reexamine, the University's Mission and Policy Statement. I know that Bob Stein has already given thought to this.

CPM

CPM:nw

cc: Dr. Jim Borgestad  
Dr. Carol Pazandak



UNIVERSITY OF MINNESOTA

Office of the President  
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Minneapolis, Minnesota 55455

*Received 12/27/79  
F.P.P.  
Should be in [unclear]  
packed in 504*

December 26, 1979

TO: COG

FROM: C. Peter Magrath

SUBJECT: Report from the University Committee on the Handicapped

Background

The ad hoc University Committee, constituted in August, 1978 recently submitted its report to me, and I am eager to move ahead with implementation of the recommendations following broad University review. At a COG meeting in November the Chair of the Committee, Professor Maynard Reynolds, reviewed the report prepared by his Committee. The report contains a number of recommendations for action to help us get on with the business of accommodating the needs of our handicapped students as well as complying with the 504 federal legislation.

I have included in this statement the steps taken to date to see that the report is widely reviewed, and a proposal for a general plan to move ahead with the program development that is needed. I invite your reactions both to the report itself and to this proposal.

For the report, you might go over the recommendations as Student Affairs already has done, indicating which areas are of interest to you or fall within your purview, and indicating your general reaction to the feasibility of implementing each of them. Many will require no added funding, but some may. Additionally, there may be policy matters inherent in some of them that will require action by the Senate or by the Regents. Where you see such issues surfacing, please comment. Second, if there appear to be gaps in the recommendations and added objectives we ought to incorporate in a comprehensive program, please comment on those.

Finally, I would value your advice and reactions to the proposed plan for continuing to develop University-wide services to assist the handicapped. Development and fuller implementation of the recommendations must take place within a defined structure, and regardless of what changes may be made in any of the specific recommendations, we should be prepared to move ahead speedily. The organizational plan outlined below reaffirms for the most part the current arrangements but modifies and regularizes some aspects.

In addition to COG, the report has been sent to the Regents, the CAO, members of the Senate Consultative Committee, the Senate Committee on Educational Policy, and the Chairs of all Senate Committees, and of selected Assembly and Campus committees. SCEP will have chief responsibility for reviewing the

report, and giving me their reactions; they will also incorporate reactions from other Senate committees. SCEP will also have responsibility for bringing the report to the floor of the Senate, for information or, if indicated, for action on specific policy matters arising from the report. They have been asked to respond, as rapidly as possible and, I understand, expect to report to the Senate during Winter Quarter.

Referral to SCEP as the committee of choice by the Senate Consultative Committee stems from SCEP's earlier urging that a task force be set up to address the response to 504 legislation, and also because of the strong educational issues presented in the report.

#### Plan for Action:

The requirements of the 504 legislation have undoubtedly been a major impetus in our dedication of attention to the needs of handicapped students. The relatively recent intense focus on the needs of the handicapped is not, I would submit, because of a previous lack of interest or concern, but rather because we were not aware, on an individual or collective basis, of the extent of the needs. Some accommodations have already been made for the occasional handicapped student, but not of the scope now mandated by the federal regulations.

It is not, however, only the 504 regulations that lie behind the Report of the University Committee on the Handicapped; rather the report reflects the views of handicapped students themselves, of University faculty who are experts in the various areas of handicaps, and of administrative staff who provide services to these students. Once attention was focused, in this group effort, to the set of problems faced in meeting the needs of the handicapped on campus, the objective became to develop the best possible situation and not only the legislatively mandated support. Thus the Report addresses the needs of the students, from a broad perspective based on general principles, and not from the view of the administrative components needed to prepare the 504 report.

The multi-faceted character of University support for the handicapped means the involvement of virtually all parts of the University. To some extent, we have been responding for a number of years: shortly after passage in 1973 of Section 504 of the Rehabilitation Act, a special University committee addressed problems of physical access for mobility limited students and staff, and excellent progress was made in increasing accessibility and in outlining a plan for developing complete campus accessibility. The University's Equal Opportunity Officer has recently met with the Department of Health, Education, and Welfare and agreed on steps the University will take to meet full compliance with the 504 regulations; at that meeting, HEW noted our already superior response.

The Report from the Committee on the Handicapped moves beyond our current efforts, calling for a program of response to deal with all aspects in a coherent fashion, and that is the purpose of this Plan of Action, that includes administrative considerations, involvement of staff and students, and provision for a broadly representative policy review body.

Administrative Aspects:

Administration of this effort is widely dispersed involving staff members and offices in all of the Vice Presidential areas, and some central coordination is indicated to assure program development, to facilitate our compliance with 504, and to assist in resolving differences that may arise in setting priorities for program implementation and provision of services. Because so much of the program implementation involves work of units in Student Affairs and in the colleges, it is my intention that overall coordination should be provided by Vice President Wilderson with staff support from the Office of Student Affairs.

Management of the legislative student assistance funds will continue with the Office of the Vice President for Student Affairs. I expect, in this arrangement, a joint accountability to and monitoring by the Office of the Vice President for Academic Affairs to assure adequate representation of academic concerns and sufficient contact with the collegiate level staff. In like manner, the needs of students in Health Science fields requires involvement of that Vice President. Oversight should be at the level of an assistant or associate vice president in each area. The Office of Equal Opportunity and Affirmative Action will, of course, remain responsible for assuring that we are in compliance with the 504 regulations.

On the Twin Cities Campus the Handicapped Coordinator, a staff member assigned to Student Affairs, would presumably be in charge of the day-to-day operation attending to student problems and the handling of the available funds, and working closely with Student Affairs offices and the academic units assisting the students. Special and separate arrangements are needed on the coordinate campuses, and decisions regarding allocation of special funds belongs jointly to the Student Affairs and Academic Affairs Vice Presidents, consulting with the coordinate campuses.

We have no assurance of continued special legislative support for handicapped students beyond this biennium but are hopeful that the legislature will recognize the importance of such assistance if we are to create and continue the kind of learning environment and support services that our handicapped students need. Although I expect general strategies for distribution of funds will come from discussions and general consensus by Student Affairs and Academic Affairs, I believe that the general sense of the legislature is that funding should follow the students and not be used for administrative programs nor be distributed to various offices beyond the necessary threshold to carry out the services. That is, most of the money should be available for direct student educational aids, not increased staff positions.

Assistant Vice President Clint Hewitt, Physical Planning, or his designee, should continue to attend to the questions concerning physical access.

COG

December 26, 1979

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Administrative Steering Committee:

I am recommending that a small administrative steering committee assist Vice President Wilderson in developing the program and services. The group might meet quarterly or more often, if need be to review the use of legislative appropriations and efforts to distribute the funds, and to endorse their disbursement; to monitor compliance with 504; to attend to access concerns; and to consider general issues of program development, grant funds, and legislative funding. General policy matters and reports would be forwarded from this group to the University Committee on the Handicapped.

Tentatively, I would suggest a committee of seven to nine members including the Vice President for Student Affairs, Chair, an OSA staff member as staff; the Vice Presidents, Associate or Assistant Vice Presidents or their designees from Administration, Academic Affairs, Physical Planning, the University's Equal Opportunity Officer, a Coordinate Campus representative on a rotating basis, the President of Unicorn, (the handicapped students' association), and a representative from the President's office. Some members of the Steering Committee might come from the Working Committees defined below.

Working Committee:

I concur with the suggestion of the Report that working staff committees be appointed to deal with issues of physical access, program (academic) access, and student services. I would recommend two committees, one dealing with physical access to assist and advise Assistant Vice President Clint Hewitt, the other, addressing both academic and student services issues, to aid in the work carried on by academic units and student affairs offices. Although the Report suggested separate committees for the academic and student affairs aspects, I think one committee representing both will lead to a better integrated program for the handicapped students.

Policy Committee: The University Committee on the Handicapped

The Report recommends the continuation of a broad policy advisory committee, at least for the next several years, as program development proceeds. Such a policy committee would address matters of physical and program access, and longer-range planning, and would encourage seeking of federal and other outside funds by faculty and administration.

I totally agree with the importance of continuing such a committee and with the recommendation that its membership comprise students, staff, faculty, and administrators, with representation from the coordinate campuses, and including of course the office of Equal Opportunity and Affirmative Action. Its chair should be a faculty member, and I believe broad representation of faculty and collegiate interests on the committee is indicated since so many of the recommendations in the report are of concern to classroom instructors and collegiate units.

COG

December 26, 1979  
Page 5

The Committee ought to include some members of the Working Committees, perhaps in an ex officio capacity, and the Vice President for Student Affairs would be the central officer working with the Committee, with staff assistance provided by his office. I believe it is important for this Committee to be linked to the Senate structure, reporting to the Senate through a Senate Committee, probably SCEP. At the present time, the Senate Consultative Committee is studying the structure of the Senate and may make modifications that would facilitate our placing this Committee into some formal relationship to the Senate. Since it is a special interest group and requires the participation of individuals with special expertise and interest, I believe it should be administratively appointed through my office, with members nominated by constituent groups.

Next Steps:

Given that there are no serious objections to moving ahead as I have outlined, then I would ask that:

- 1) the Vice President for Student Affairs assume the responsibility for receiving responses from the various review groups and for attending to them. Modifications in the recommendations on the basis of responses by various groups should be made by his office with appropriate consultation, and preparation of materials or policy statements for Regental consideration should be under his direction.
- 2) his office assist in reconstituting the University Committee on the Handicapped, modifying its membership as I have indicated previously to include broader academic representation.
- 3) his office work with the Vice President for Finance and the Assistant Vice President for Physical Planning, and with the Vice Presidents for Academic Affairs and Administration to set up the steering group and the working committees as outlined above, and to develop general consultative strategies among the units.
- 4) Dr. Carol Pazandak will be the staff person in my office to provide general assistance in this area. I will ask her to discuss links with the Senate with Dr. Rick Purple, Chair of the Senate Consultative Committee, with the intention of giving the University Committee on the Handicapped somewhat more regular status.

  
CPM

CPM:ec

P.S. I am having this item put on the COG agenda for January 7. Please bring this memo with you at that time.

cc: James Terwilliger, Chairman, SCEP  
Richard Purple, Chairman, SCC



UNIVERSITY OF MINNESOTA

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Received 1/16/80  
RRP

January 14, 1980

Professor Richard Purple  
Chairman  
Senate Consultative Committee  
Department of Physiology  
320 Millard Hall  
Minneapolis Campus

Dear Rick:

In light of discussions concerning searches for major administrative positions, with which you are well familiar, I think it might be useful if the University Senate guidelines be somewhat reviewed.

Frankly, I think the guidelines that were approved by the Senate on March 4, 1976, are excellent, indeed as good as any in the United States. I'm also, as you know, publicly opposed to structuring mechanically the composition of search committees so that they reflect every conceivable balance and point of view, whether we are discussing academic interests, geography, or ethnic and sex perspectives. In fact, however, I know that SCC in making recommendations to me for the composition of search committees tries to reflect sensitivity in its recommendations so that there be appropriate balances on the search committees, and I certainly do the same thing. It would seem to me useful that what we do in practice (that is, being sensitive to these representational perspectives) could be affirmed in writing in a minor revision of the guidelines.

Professor Morrison was present at a recent meeting of the Regents' Faculty and Staff Affairs Committee and heard the discussion on this point. He can fill you in on any additional details, but Fred did indicate that SCC was going to be looking at this matter at one of the forthcoming meetings. If you want any additional comments from me please, do not hesitate to contact me or Carol Pazandak.

Cordially,

C. Peter Magrath  
President

CPM:bv

cc: Professor Fred Morrison  
Vice President Nils Hasselmo  
Dr. Carol Pazandak

To: Subcommittee, Senate Reorganization, Professor Donald Spring, Chair  
From: Robert C. Brasted, Senate Consultative Committee and Member of Subcommittee  
Date: December 21, 1979  
Subject: Council on Undergraduate Education (CUE)

I. History and Rationale

The deliberations of the Select Committee, (Watson Report) were not as extensive in the area of undergraduate education as were those in concepts of top university governance. The latter obviously was a primary charge of the Select Committee.

In examining the role of the Academic Vice President and the interactions of this office not only with the President, other Vice Presidents, and Collegiate Units there was, however, some attention given to undergraduate education. It was evident that there was a very sharply focused voice of graduate education through the Graduate School Dean to the Academic Vice President. There was, contrary wise, a very diffuse, to the point of almost nonexistence, voice of undergraduate education.

There were suggestions not only from the membership of the Select Committee, but as well from the Senate Consultative Committee membership in a first analysis of the Watson Committee Report that the Council on Liberal Education (CLE) served as the sounding board and perhaps even the "voice" of undergraduate education. The undersigned did not agree that the charge given CLE was either this broad or specific. Even the modifier "Liberal" would be misleading in CLE since it does indeed infer as an activity (or educational process) operations closely related to "the College of Liberal Arts". The constitution of CLE does not appear to be consciously designed to serve the broader role that is perceived for the Council on Undergraduate Education. This role would in every sense cross all college boundaries where undergraduate students are enrolled.

Still another existing unit "The Center for Educational Development" was suggested as already performing the functions conceived as being part of the Council on Undergraduate Education. For a number of reasons, this body (CED) without major expansion and modification of its charge would not be a suitable substitute for CUE.

Unless an academic (or other) body is designed and constituted to fill real needs, there is certainly no justification for the creation of new Councils, committees, or other formal units. It would seem that the problems and

opportunities in our total undergraduate operation are sufficiently far reaching to suggest, indeed recommend, that there is, in an institution involved in instruction of an undergraduate student body the size of ours, a need for a central coordinating body. At the present, each collegial and in many cases departmental units have undergraduate curricula and undergraduate study committees dealing with the ongoing health of our baccalaureate programs. It is beyond these units that the need seems evident.

Specific problems encountered by departmental units obviously can and often are directed to the Senate Committees, especially the Senate Committee on Educational Policy. There is no possible way that this, already overworked Committee, could or should deal with coordinating curricula or other problems relevant to undergraduate education.

Since the University is currently searching for a person to fill the role of the Academic Vice President, it is not possible to predict whether a Council such as is here proposed would be welcome or to predict the extent to which such a body would be used by the person selected. Unless both the Vice President for Academic Affairs and the President feel that the Council would provide a positive influence and would foster favorable and worthwhile relationships between the teaching faculty and the office of the Academic Vice President, there would be little reason for the Council's formation.

This document simply serves as a first draft to be discussed at the pleasure of the Senate Consultative Committee's Subcommittee on Senate reorganization.

## II. Constitution and Organization

- A. An obvious difficulty in the architecture of such a Council is to create a representative membership without being cumbersome or so large as to be unworkable.
- B. It is suggested that the Dean of each collegial unit be responsible for the number (and person or persons) that would be minimal and still be responsive to the undergraduate student body of a unit. The Academic Vice President would be the arbiter as to how many persons would provide the input that he or she would feel most efficient.
- C. For most colleges, the choice would be accomplished through conferences with department heads. For small collegial units with either small undergraduate enrollments or very few departments or subunits, a single person might well suffice. In many departments (or even colleges) the chair person of the undergraduate curricula committee might be the logical choice. In others, there may be a chair person of an undergraduate study committee. Still, other departments may have "an associate head for undergraduate studies". It is suggested that the Council not be to any appreciable fraction made up of administrative academic personnel. It should be easy for a department head to identify one or more persons who have, through their activities over the years, demonstrated an interest in the undergraduate processes.

- D. Although at this point in time it does not seem possible to foresee a detail Council structure or membership, it would seem that an upper limit of perhaps 40 individuals would allow for both reasonable representation and exchange of ideas. As will be noted below, such a number would also allow the creation of a number of subcommittees, task forces, or other working groups to accomplish the major functions of the Council.

### III. Leadership

At various times, various levels and choices of leadership have been considered. The most direct and responsive would be either the Academic Vice President or an Assistant to the Academic Vice President. One of this latter person's major responsibilities would be as chair of the Council. It is entirely possible that some already designated assistant to the Vice President could also serve without creating a new position. Still another choice might be the Director of the Center for Educational Development. As noted earlier, however, the "Center" itself would not be the Council. Still another alternative would be the choice of a chair from a slate established within the Council and produced with advice and consent of both the President and the Vice President for Academic Affairs. If a recommendation from the undersigned would be in order, the first alternative would be that choice - an assistant to the Vice President for Academic Affairs.

### IV. Raison d etr 

There will obviously be some redundancy in what is found under this heading. As already stressed, unless there is indeed a need and a reason for being, there is little need to create a body which would devote itself only to "self-created" operations, though the latter need not all necessarily be bad.

- A. The Council primarily should serve as an advising unit to administration with the membership itself operating as independently as possible of administrative edicts.
- B. Major curricula changes, new and innovative programs within units (departmental and collegial) could be given hearings with input from other units that are likely to be affected. Too frequently collegial and departmental innovations or changes are made with only internal effects recognized (and even then not necessarily understood). This role of the Council could perhaps be its most critical one.
- C. Space and facility needs could be consolidated as they affect undergraduate studies (laboratory, library, learning resource centers to mention but a few) and presented to such university and Senate Committees as are appropriate.
- D. Focus on the progress (or the lack of the same) in minority recruitment in the many undergraduate units, something that seems difficult to achieve under current diffuse undergraduate relations.
- E. The Vice President can be appraised of staff needs and changes from a more catholic, certainly from a more grass roots base than now exist when each collegiate dean must be consulted.

- F. A current and at times loudly voiced concern for consultation with high level governance would be accomplished in a more democratic fashion than is now evident, even that possible through the Senate and Faculty Consultative Committees.
- G. A total membership should be sufficiently large (as noted earlier) so that study groups, subcommittees, and/or task forces could be established to investigate, evaluate, and develop programs primarily as part of undergraduate education. Most of the business of the Council is conceived as being conducted by such subunits. When the activities of such groups have been completed, they obviously would be dissolved.
- H. A prime function (and service) of the Council might be that of reviewing or initiating curricula that are of a cross college nature. Several that occur to the undersigned that ever seem to be critical are in the areas of science electives, language requirements, and liberal education requirements. As stated several times already, the current units seem either unwieldy or inoperative. It is evident that several units with these responsibilities and opportunities presently have committees operating within certain colleges. In some instances, these committees would cease to exist as such becoming subunits of the Council. Others might continue in a normal mode but act as resource centers for the Council.
- I. The current operation of all university undergraduate honors seems uncoordinated (from the view of one who has served on the CLA Honors Committee and as a departmental representative). The Council would again serve as a coordinating, implementing and if such is needed, a reorganizing body.
- J. The cycle of grading practices in the undergraduate level has almost completed its 360th degree turn. It has seemed in the past that each segment of this "pie" has involved a great deal of tedious and very often bloody deliberations involving an uncommonly large number of committees and administrative groups. It would seem that the Council could serve as an ideal forum for discussing and recommending improvement in this important part of student evaluation.
- K. It would be reasonable for representatives of all colleges to discuss not only future undergraduate needs, but to discuss employment practices for new staff positions. Interest in capacity and training for the teaching profession on the part of recent doctoral and post doctoral applicants is often low on the list of job descriptions for some and perhaps many departmental search committees. Obviously all units within the University would not operate under the same "codes" of employment; however, where major differences exist, they should be aired.
- L. The Council could serve as a responsible unit to generate ways of recognizing and improving teaching effectiveness.
- M. Amongst many issues that often "fall between the cracks" would be such as ferreting out and hopefully curing inconsistencies in reporting and generating of grades on a university wide basis. There currently exists, for instance, a large number of inconsistencies in such a simple matter as cancellation of courses. Those who are involved with large service courses will recognize the need for improvement of this phase of our logistical operation.

- N. The Council could certainly work closely with such units as continuing education and the summer sessions to revitalize, create, coordinate with day program and critique existant programs in the outreach mode.
- O. At the expense of redundancy, since the matter of membership has already been considered, it is necessary to point out that there must be a delicate balance between continuity and rotation of the total membership. At this stage in planning or discussion, no firm proposal is forthcoming. Several issues are addressed.
  1. Possible three year plan could be developed with the Council "turning over" in approximately every three year period.
  2. As noted earlier, the permanence of the chair of the Council is recommended to allow for a maximum of continuity. If the appointment recommended is not possible, then certainly the chair and an associate chair should be established to allow for a two or three year period continuity.
  3. The freedom of the chair to appoint noncouncil members to subunits would be necessary.
  4. Student membership is essential if the primary objectives of the Council are to be met. However, just as it would be unwieldy and inoperative to have an excessively large faculty membership such would also be the case with an improper (too small or too large) number of students. Since the Council, as it is proposed, is an advising body, voting ratios (faculty to student) are not critical. For most collegial and departmental units, one student voice would probably be adequate. Only a very approximate limit is suggested, being in the order of 10 - 15. Just as additional faculty could be assigned as noncouncil members to subunits such would also be the case for student members of subunits of the Council.

#### II. Fiscal Requirements

Few if any worthwhile plans or programs can be implemented without financial resources. This Council on undergraduate education would have modest financial needs in contrast to the possible potential good.

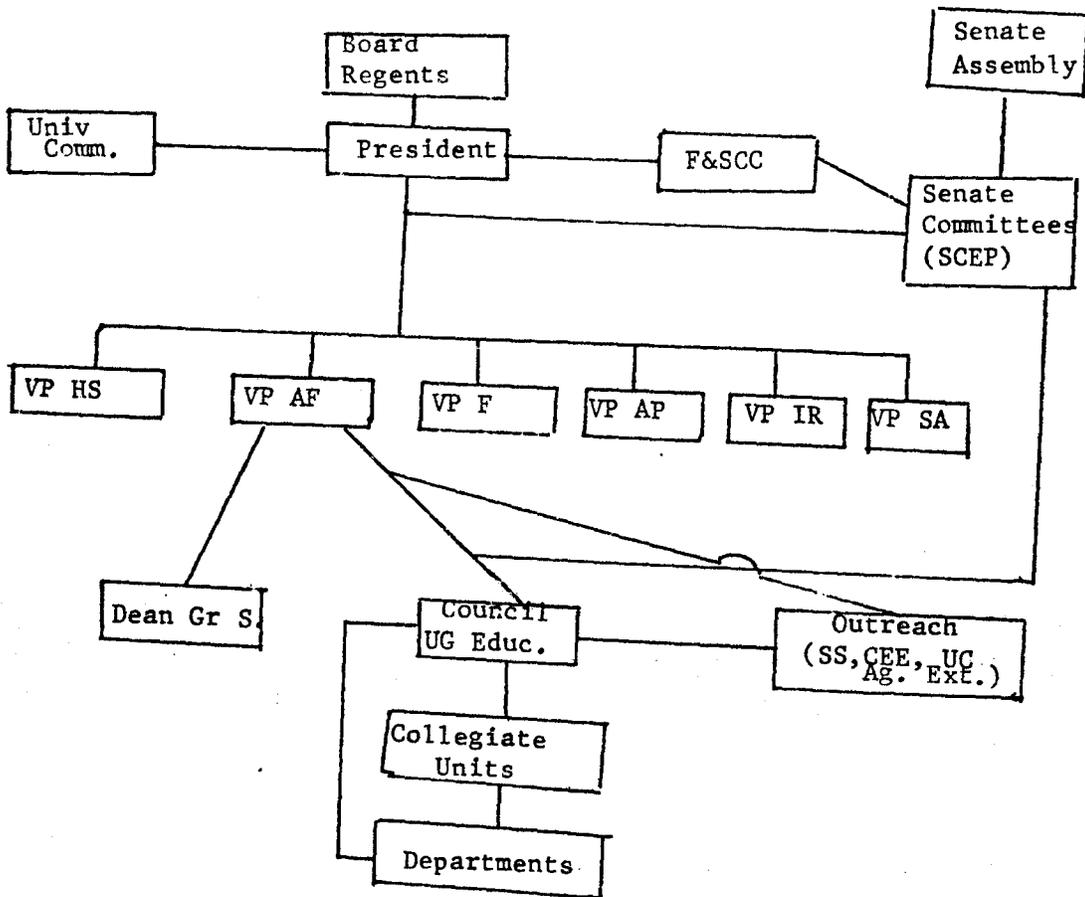
- A. The earlier suggestion that an assistant to the Vice President for Academic Affairs be added would be the most ambitious financial part of the plan. If the new position is neither economically feasible nor is judged not to be needed, the chair of CUE as an accommodation might have a reduced teaching load. A departmental adjustment would be needed.
- B. Whatever the leadership, staff support would be essential. Secretarial help for the Council as well as, in certain cases, staff and secretarial support for specific subunits would be needed.
- C. On occasion, it is reasonable that on-site visits to other campuses would be a method of gathering useful information and innovative ideas in undergraduate processes. The budget must reflect such.

VII. Conclusions and Recommendations

Any member of the teaching faculty as well as many members of the service staff could add to the list of potential areas of operation as well as argue that certain of those mentioned are of little consequence in their own department.

It is hoped that whatever has been presented will serve as a point of agreement and/or disagreement for the subcommittee of the Senate Consultative Committee on Senate Reorganization.

Obviously, the subcommittee may take the attitude that such a Council is outside of its purview since the draft does not infer a direct line in the table of organization to the Senate. Very little imagination would be needed to establish a table of organization in which line (or lines) could be established. One such follows with no apologies for the numerous connections and boxes that have been purposefully omitted. A "heretical" line will be noted directly to CUE from departments as well as through the Dean.





UNIVERSITY OF MINNESOTA  
TWIN CITIES

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

January 22, 1980

Professor Virginia Fredericks, Chair,  
Senate Committee on Committees  
Theater Arts  
232 Middlebrook Hall  
West Bank Campus

Dear Professor Fredericks:

At its January 17th meeting, the SCC did decide (by a motion which passed without dissent) that they would like to see a section added to the Senate Handbook to instruct on the role and operating mode of Senate subcommittees. The form of the suggested section is set out on the enclosed sheet. I informed the SCC that you had voiced concern over the amount of time the Committee on Committees would be able to devote to this issue, but the SCC did feel it would be wise to go on record over this matter rather than delaying it (and possibly forgetting about it) until Senate reorganization could be considered. In part, they were concerned that if the Senate reorganization does not proceed on schedule, that continued problems with subcommittees might arise.

I have been instructed to transmit the enclosed wording to your committee, with the request that it be placed on the agenda for the February 14th Senate meeting if this is possible. As I understand procedures, the Committee on Committees would place the section in the agenda, noting that it was submitted to them from the SCC, and (submit the document to Marilee Ward). The Committee on Committees would also comment on the wording and recommend approval, rejection or modification as it sees fit. When floor debate begins on it, I would be agreeable to speaking for the resolution on behalf of the SCC.

Sincerely yours,

Richard L. Purple, Chair,  
Senate Consultative Committee

RLP/mbp

Enclosure

FOR ACTION (suggested 10 minutes):

Senate Handbook on Policy and Procedures: Add a new section (Section U1.307).

Section U1.307. Subcommittees. Any Senate or University committee can appoint subcommittees, which are responsible to and report only to the committee. Subcommittees must have some membership from the appointing committee, but they may also have non-committee membership when the appointing committee deems the subcommittee requires the assistance of others. In carrying out their duties, subcommittees should observe the same principles of operation of Roberts Rules of Order (Newly revised) that govern committees.

Rationale. The above section does not change any applicable recommendations presently in force governing subcommittees of Senate committees. At present, the Handbook contains no instructions on subcommittees and one has to turn to Roberts Rules for guidance. The section as it is written is slightly modified from page 413 of Roberts Rules. The intent is to state explicitly what the rules are since some confusion on them has arisen during the past several years. Roberts Rules, moreover, precludes appointing non-committee members to a subcommittee unless expressly authorized by the Senate. Past practice of the Senate on this has been liberal, with the presumption that the Senate committees themselves are able to judge when they need expertise outside their committee. The new Handbook section would codify this practice.

Confining subcommittee reports to their appointing committee represents no change from Roberts Rules presently in force. The SCC notes that appointment of Senate committees is geared to produce University-wide balance and perspective from demographic, geographic, and collegial, academic concerns. No such strictures apply to subcommittees and they may be very narrowly based. Subcommittee reports bypassing their appointive committee and distributed directly to administrators, the Board of Regents or to others have in the past been misinterpreted as reflecting the will of the University Senate, despite all the best intentions to the contrary. They have been one source of the "end runs" deplored in the Watson

Report (Report of the Select Committee of the University Senate, 1979). Subcommittees are not restricted from writing letters requesting information, staff support, etc., but if there is any question as to whether the contents of a letter contain explicit or implicit policy recommendations, it is incumbent upon the subcommittee chair to seek guidance from the appointing committee or its chair. It is also incumbent upon subcommittees to observe due process when holding hearings on substantive recommendations or when investigating issues, just as due process considerations apply to Senate and University Committees (c.f. Roberts Rules, newly revised, p. 416).

Richard L. Purple, on behalf of  
the Senate Consultative Committee



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Received 2/14/80  
file with SCEP  
R&P  
send copy to Don Spring  
with paragraph 2 marked off

January 8, 1980

Professor James Terwilliger, Chair  
Senate Committee on Educational Policy  
330 Burton Hall  
Minneapolis Campus

Dear Professor Terwilliger:

I appreciate your keeping me informed about the progress of your committee. I realize that you have been given a heavy assignment this year to review and to make recommendations about a considerable range of matters. Many of these, as you know, have been in the process of study and development for some months or even years and seem, finally, to be surfacing for review and Senate recommendation at roughly the same time so that 1979 seemed to become, in its last moments, the "Year of the Report." Since our educational policies are at the heart of our University missions and purposes, it is inevitable that your committee, the Senate Committee on Educational Policy, would be the focus for review of most of these matters. I am aware, however, that we have been making unusual demands of SCEP this year, and am appreciative of your willingness to respond.

Let me comment briefly about each of the topics you mention in your December 14 letter. I am interested in your evaluation of the report from the University Committee on the Handicapped for its implications for educational policy. As you may have noted, I have studied the report from an administrative perspective as well, and have made some decisions and recommendations about the way in which the University should structure centrally its provision of services to handicapped students and its obligations for meeting federal requirements in this area. These conclusions have been distributed to the Central Officers Group for discussion at an upcoming meeting; you were, I believe, sent a copy of that document. Included in my recommendations was the proposal that a University Committee on the Handicapped should be continued, but as a creature of the Senate, and reporting to one of the established Senate Committees. It is my expectation that, as the Senate Consultative Committee works this year to develop its proposal for revising the Senate Committee structure, it will make a recommendation regarding the Committee on the Handicapped. I am sure that Professor Richard Purple, the Chair of SCC would value your suggestions.

Your review of the University College Planning document was most welcome. Personally, I concur with your observation that it was well-written, having found it to be in the top group of documents submitted. You inquired about the statement, in my response to an earlier draft of the UC document, in which I observed that any increased funding for UWW would have to come from

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private or federal sources and that planning should be based on this assumption. That assertion arises from my view of reality regarding future funding for the University and my current sense of University priorities, and indeed my own educational priorities.

We face difficult times and hard decisions in the decade and a half ahead. I hesitate to say publicly what I see for us on the horizon, and in fact, in the relatively short time future, because such statements have a way of becoming self-fulfilling. It seems to me, however, that the signals are clear enough that our declining enrollments across the State between now and the middle-end of the 1990's will mean diminished State-provided resources for us and for other Minnesota educational institutions.

I believe that we will build and maintain educational programs within the University only by cutting others, diminishing or dropping them altogether, in order to reassign resources internally. I do not see added State funds coming to us, and I am firmly committed to the necessity of protecting and to the extent possible, building those programs that already bear the mark of excellence and those that are our unique responsibility and which are not duplicated elsewhere in Minnesota's public universities.

In the near future, quite simply, I do not see the University assigning added resources to University Without Walls. Frankly, I do not see our being able to assign added resources to very many programs. I have told many of the Deans what I said to Jim Werntz when they have indicated in their planning documents expectations for building programs through additional state funds. For most of them I have been able to add that program development must come from internal reassignment of their own resources based on priorities which they set and to which I agree. In the case of the UWW, however, there is not that flexibility. On the other hand, as I have also told others, the ability to attract federal or private grants may offer an opportunity for continued development that we cannot provide internally.

Regarding the draft of the Institutional Planning statement, I look forward with considerable eagerness to SCEP's reactions. I have already received a number of comments from individuals that have been very helpful in my thinking about revising and finalizing the document. Although the planning statement is mine, in that I accept responsibility for writing it, in a much broader sense it must be that of the University itself it is to serve -- as I trust it will -- as the foundation and springboard for our planning and our decision-making in the 1980's. It will be difficult, as I have already noted, to make programmatic decisions in the next decade; it will be almost impossible to do so without a common sense of purpose and priorities.

You noted, finally, that you expect to turn to the question of implementing the Outreach Report during the coming quarter. I know that Carol Pazandak has been in touch with you to discuss ways in which SCEP and Central Administration can work most effectively together to carry out the mandate of the Senate that we analyze the impact of inloading instruction, and also that she has worked with Acting Vice President Al Linck and others to suggest a format for carrying out this analysis. I am pleased that this work is going forward and want to add my own assurance that I will support your efforts in any way I can.

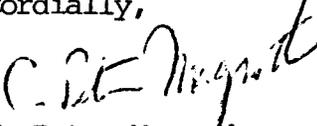
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I have considerable interest in the University's outreach activities, of which the inloading of instruction is but one facet, although one which does raise many legitimate questions for faculty. The relationship of these instructional activities to possible future legislative support for them is also an issue that warrants careful attention, and I anticipate that your review during this coming winter and spring will be helpful in analyzing that issue.

Again, I thank you for your report. Please convey to your fellow committee members my appreciation for the way in which your Committee has been willing to respond to the many requests you have received this year. I realize this is a burden for many of you, but I very much want, and consider it extremely important that the Senate and its duly constituted committees be involved in matters of policy that affect the University and its programs and services.

If, as your committee discussion of major issues proceeds, you believe it would be useful to have me join you for a topic of particular concern to you, I will be happy to try to arrange that. My calendar, as you probably know, is quite tight, but with enough advance notice I can often arrange for such a special meeting.

Cordially,

  
C. Peter Magrath  
President

CPM:ec

cc: Acting Vice President Al Linck  
Professor Richard Purple  
Dr. Carol Pazandak