

Minutes\*

**Senate Consultative Committee  
Thursday, October 18, 2012  
3:00 – 4:30  
Room 238A Morrill Hall**

- Present: Sally Gregory Kohlstedt (chair), Angela Bartholomew, Avner Ben-Ner, Peter Bitterman, Brandon Breuer, James Cloyd, Nicole Conti, Chris Cramer, Nancy Ehlke, Ann Hagen, Joe Inhofer, Walt Jacobs, Russell Luepker, Adam Matula, James Pacala, Jeff Ratliff-Crain, Rebecca Ropers-Huilman, Moshe Volovik, Richard Ziegler
- Absent: Will Durfee, Gyaltsso Gurung, Elaine Tyler May, Alon McCormick, Amy Olson, Thomas Sondreal, Evan Vogel
- Guests: President Eric Kaler; Frank Douma (Committee on Committees)
- Others: Amy Phenix (Chief of Staff); Becky Hippert (Senate Office); Ken Savary (Office of the Board of Regents)

[In these minutes: (1) central administration reorganization; (2) report of the chair; (3) Committee on Committees report]

**1. Central Administration Reorganization**

Professor Kohlstedt convened the meeting at 3:00 and welcomed President Kaler to discuss possible reorganization of administrative units with the departure of Senior Vice President Jones.

President Kaler distributed copies of the organizational chart for Dr. Jones' office and said he welcomed the opportunity to have a conversation and solicit views from the Committee for the small task force that will be making recommendations to him on reorganization. He noted that Ms. Phenix is chairing the task force, which also includes Vice Presidents Mulcahy and Pfitzenreuter and Chancellor Black. Dr. Jones' office encompasses a vast array of activities, all of which are important; with his departure there is an opportunity to reconsider the location of units in the Office of System Academic Administration as well as in other vice-presidential offices. Sometimes organizational administrations grow by accretion rather than by plan, and with the recent and coming changes in the administration, there is an opportunity to re-examine its organization.

The president said that he has decided that the vice president for equity and diversity will report to him, and he is inclined to maintain the direct-line report of the campus chancellors to his office. Everything else is open for optimization.

Professor Cramer commented that the University talks about its tripartite mission of teaching, research, and public engagement. Teaching falls under the provost and research falls under the vice

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president for research but public engagement is displayed less prominently to many observers. This might be an opportunity to better recognize the public engagement mission. The president concurred.

Professor Luepker inquired about the number of people who report to the president. The president said there are probably too many; Ms. Phenix said the task force recognizes that increasing the number is not desirable. There will be a discussion about the consequences of the administrative changes; that could be the next step.

Professor Ropers-Huilman asked the president where Dr. Jones spends the most time. President Kaler said Dr. Jones' time is spread over many units, and on external leadership. Professor Ropers-Huilman asked if the president is committed to having the position designated as a senior vice president. He is not, the president said. It may be a vice presidential position, it may not; his commitment is to retain the functions that are currently located in Dr. Jones' office. The question is alignment, not base closing.

Professor Cloyd inquired if the organizational chart of the other senior vice presidents looked as complicated as this one. There is only one other senior vice president, the Senior Vice President for Academic Affairs and Provost, President Kaler said, and the organizational chart for her office looks like this one. Is it time to reassess how administrative portfolios are assigned, Professor Cloyd asked? It is, President Kaler said, because it is a rare time, with vacancies and new leaders.

Professor Kohlstedt said that a number of the units that report to Dr. Jones appear to be closely allied to education; could some of them be moved to the provost's office? That discussion has taken place, the president responded. Professor Cramer said that, based on his three-plus years of FCC experience, the provost's job is already about 120% impossible and to add more to it without identifying a better way to manage units could make things worse. The president agreed that it could be worthwhile to look at the structure of the provost's office to determine if units could be moved out of it. He said that the ad hoc committee is charged to look beyond Robert Jones' office and at the organization of central administration.

Professor Ben-Ner said it would be helpful to have the full set of organizational charts in order to provide opinions.

Will the end result be a larger administration, one Committee member inquired? One hopes it will not, the president said; the goal is to make it smaller. But there will be a hire here and a hire there, it was said. President Kaler observed that the University has had for at least several decades a vice president with responsibility for a range of units and activities and there is a need to organize the things that need to be done. That could mean making this position a vice president and putting an associate vice provost in another office. The task force is very attentive to looking at these changes as an opportunity to reduce overall administrative costs.

Professor Ropers-Huilman commented that a new vice provost position would also be an opportunity to create more synergy between international activities and institutional diversity goals. That is a longer conversation, the president replied. One could take the other point of view: There is a fundamental difference in the needs of a fourth-generation American of color and someone who is a brand new immigrant. Professor Ropers-Huilman said she could agree now but added that diversity and international education will ultimately come together.

Will some activities be delegated to the colleges, Professor Ropers-Huilman asked? They will, the president said.

Professor Pacala said he liked the idea of reorganization, of shuffling the deck strategically, but there is still the drawback that someone on one end of the organization may not know what someone on the other end needs. So there could be a vice president with responsibility for a range of activities who is a utility player and who knows the entire range of the institution? President Kaler said that it is everyone's responsibility to reach out and there are many opportunities for the institution's leaders to interact with one another. If one person has the responsibility to reach across the institution, others could see it as not their responsibility.

Professor Ratliff-Crain said it was a good idea to return the chancellors to direct reports to the president, although the chancellors have been pleased with the working relationship they have had with Senior Vice President Jones and through him with each other. There seems to have been value added in that relationship and it is to be hoped that that value can be retained. President Kaler said the intention is to keep it.

Professor Ben-Ner said this is an important position. At many companies, a new CEO has the opportunity to reshuffle the deck. In many universities, the president has a lot of people who report to him or her, but there can be "veters of information" for the president. The chancellors should report to the president but there should be someone in the administration who can be in close contact with them. President Kaler said he strongly agreed and noted that there are policy staff in his office who perform that kind of function and he will need someone similar to work with the non-metropolitan campuses. Each vice president with system-wide responsibilities is to identify a contact for the other campuses as well.

The president said that as Committee members have the chance to think about the reorganization, they should contact Ms. Phenix with any comments.

Professor Kohlstedt thanked the president for joining the meeting.

## **2. Report of the Chair**

Professor Kohlstedt reported that she had asked the chancellors if they wished to visit the Committee. She received an enthusiastic response from Morris Chancellor Johnson and Rochester Chancellor Lehmkuhl; she needs to have a conversation with Chancellor Black at Duluth and has not heard from Chancellor Wood at Crookston.

## **3. Committee on Committees (C on C) Report**

Professor Kohlstedt welcomed Mr. Douma to the meeting to present the report of the Committee on Committees (C on C) following its review of University Senate committees that report through this Committee.

Mr. Douma said that C on C reviewed four University Senate committees last year and such committee reviews will be a regular part of the work of C on C; it will review four or five committees each year over a period of five years and then start over. They talk with the committees and their chairs

about their membership and charge. Last year they reviewed Disabilities Issues, Equity, Access, and Diversity, Information Technologies, and Library.

Generally speaking, the committees felt they were in a good place and doing good work and that they have good people in place, Mr. Douma reported. Questions were around process, the fact that the chair sometimes cannot hit the ground running, how they get items on to the University Senate docket, and how do they obtain additional information from the Senate about the issues they should be addressing. Professor Kohlstedt said that in terms of getting items to the Senate, the chairs should contact her or the Senate staff member with whom they work; as for getting chairs up to speed, it would make sense for each chair to create guidelines on what is going on that he or she can hand to the incoming chair. Mr. Douma said that C on C is discussing what can be done to provide chairs more information.

Mr. Douma said that Ms. Doepner-Hove, chair of C on C, will return in the spring with the reports on the committees that are being reviewed this year. Professor Kohlstedt reported that she and Professor Hancher had urged that C on C complete the process and bring reports each year in March, not April or May, and they will do so this year. This year C on C is reviewing Academic Freedom and Tenure, the Campus Committee on Student Behavior, Educational Policy, the Council on Liberal Education, and the Judicial Committee.

Professor Kohlstedt said she has heard from one chair that the process seems useful and does not take too much time. What if problems were uncovered, Professor Luepker asked? Mr. Douma said that according to the bylaws of the University Senate, that body would have to approve any changes to the charge or organization of a committee.

Professor Hancher said that it makes sense to have the chairs of Library and Information Technologies attend each others' meetings, given the overlap in parts of their charges. Is that working or is more coordination needed? It has just started, Mr. Douma reported, and there are overlapping circles so it is important the two committees understand what the other is doing.

The Committee voted unanimously to accept the report from the Committee on Committees. Professors Cramer and Kohlstedt thanked Mr. Douma for the work of C on C.

Professor Kohlstedt adjourned the meeting at 3:40.

-- Gary Engstrand