

Minnesota University

All-University

FACULTY INFORMATION BULLETIN

Fall 1972



PRESIDENTS OF THE UNIVERSITY

William Watts Folwell	1869-1884
Cyrus Northrop	1884-1911
George Edgar Vincent	1911-1917
Marion LeRoy Burton	1917-1920
Lotus D. Coffman	1920-1941
Walter C. Coffey	1941-1945
James Lewis Morrill	1945-1960
O. Meredith Wilson	1960-1967
Malcolm Moos	1967-

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Morrill Hall, University of Minnesota, Minneapolis.

THE UNIVERSITY OF MINNESOTA

AN EQUAL OPPORTUNITY EDUCATOR AND EMPLOYER

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1972

TO ALL NEW FACULTY MEMBERS

Welcome to the University of Minnesota.

You join our staff at a time when deep tensions in our society threaten the rational commitment that undergirds the structure and purposes of the University. As an institution, we have managed so far to avoid serious violence and destruction, largely through the deliberate commitment of this community to the great rational purposes of the University.

In a time when the divisions among us are receiving great public emphasis, I am confident that you will find the University of Minnesota a place where we work together to attain goals which unite us and have united us long before they were engraved over the entrance to Northrop Memorial Auditorium:

Founded in the faith that men are ennobled by understanding
Dedicated to the advancement of learning and the search for truth
Devoted to the instruction of youth and the welfare of the state

I'm delighted that we have the opportunity to work together this year at the University of Minnesota.

Sincerely,



Malcolm Moos
President

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I. The University

On December 22, 1869, William Watts Folwell delivered his inaugural address as the first president of the University of Minnesota. With a prophetic look at the future, he foresaw a great “federation of schools” – the modern university with its vast educational scope. He forecast a university “not merely from the people, but for the people.”

The University was chartered in 1851, seven years before the territory of Minnesota became a state. It began as a preparatory school, was beset by financial crises during its early years, and was forced to close during the Civil War. During this difficult time, John Sargent Pillsbury began the long and dedicated service that won him respect as “the Father of the University.” As University Regent, state Senator, and later Governor, he led the University out of its financial problems and set it on the road to greatness.

In 1869, when the University reopened its doors and President Folwell gave his farsighted inaugural address, there were only nine faculty members and eighteen students. Two students were graduated at its first Commencement in 1873. Today, the visionary’s dream has become a fact. The University has grown into a major center of education, creative scholarship, research, and service. It is one of the largest universities in the United States, with an enrollment of more than 51,000 full-time and part-time students in its statewide degree-granting colleges and schools. Its administrators and faculty members are constantly adapting to accommodate the burgeoning student body and to meet the demands of a society experiencing revolutionary change.

The University has won affection, support, and respect in the state. State residents make up approximately 95 percent of the University’s undergraduate enrollment and nearly 50 percent of its graduate enrollment. Well over a third of the state’s college students attend the University of Minnesota, and thousands of other Minnesotans benefit each year from its extension courses, adult education seminars, short courses, and a multitude of University services.

The University is statewide. The University of Minnesota, Twin Cities, offers the full range of academic and professional degrees, from Associate in Arts through Doctor of Philosophy. The University of Minnesota, Duluth, a part of the University system in northeastern Minnesota since 1947, offers undergraduate and graduate academic programs, provides a variety of preprofessional programs, and is currently establishing professional programs in social work, medicine, and dental hygiene. The University of Minnesota, Morris, which opened in western Minnesota in 1960, is the site of a unique public liberal arts program offered in a small-college setting. The University of Minnesota Technical College, Crookston, which opened in northwestern Minnesota in 1966, and the University of Minnesota Technical College, Waseca, which opened in southern Minnesota in 1971, provide up to two years of general, paraprofes-

sional, and technical education, primarily in agriculture-related fields.

Other important parts of the statewide University are the Hormel Institute in Austin; the Mayo Graduate School of Medicine in Rochester; the Lake Itasca Forestry and Biological Station in Itasca State Park; the Cloquet Forestry Center; the Cedar Creek Natural History Area near Bethel; the Rosemount Research Center; the Horticultural Research Center at Excelsior; the Landscape Arboretum near Chaska; the Horticulture Center at Duluth; the Continuing Education and Extension centers at Rochester, Duluth, and Morris; and the agricultural experiment stations at Rosemount, Crookston, Grand Rapids, Lamberton, Morris, and Waseca. A University-affiliated private undergraduate medical school is currently being developed by the Mayo Foundation in Rochester.

The University is supported by appropriations from the state Legislature; by student tuition and fees; by federal and other research grants; by proceeds from sales, service, and auxiliary enterprises; by gifts, grants, and contracts from corporations, foundations, individuals, and others; and by income from investment of its permanent endowment funds and operating income.

The University's early growth and progress were stimulated by the Morrill Act of 1862 – the famous land-grant act passed by the Congress of the United States – from which the University still gains strength and prestige.

The people of Minnesota recognize the significance of their University in the life of the state, the nation, and American higher education. Every distinction that comes to the University comes to the people of Minnesota as well. Knowledge transcends state boundaries, and the University has made and continues to make a distinguished contribution to national and international scholarship and to research in the arts, sciences, and professions.

II. Organization and Administration

BOARD OF REGENTS

The Board of Regents has the legal responsibility for the selection of a President; for the acquisition, conservation, and management of funds and property; and for overseeing and approving the educational offerings of the University. The Board of Regents establishes the philosophy and policy of the University.

The 12 Regents are chosen by the state Legislature. Although not required by statute, it is customary to elect one Regent from each of Minnesota's eight Congressional districts and four from the state at large. They serve without pay for six-year terms. (Current members of the Board are listed in section IX.)

The President of the University is ex officio President of the Board of Regents. From its membership, the Board elects a chairman and a vice chairman. The Board also elects a secretary and a treasurer, who may be from outside its membership. All officers, with the exception of the President, are elected for a two-year period.

The Board holds a meeting once each month except in August. Much of the business considered by the Board is first reviewed by one or more of its committees, which meet at the call of the chairman. (See list of committees and their chairmen in section IX.) Dates of Board meetings are listed in the University schedule, released at the May meeting of the Board. Notices of Board and committee meetings are published in the Official Daily Bulletin. Materials for consideration by the Board are submitted through the office of one of the vice presidents and then through the office of the secretary to the Board.

ADMINISTRATIVE OFFICERS

The President of the University is responsible to the Board of Regents. He is the chief executive officer of the University and is the representative of the faculties and the University Senate to the Board of Regents.

Six vice presidents, appointed by the President, divide the responsibilities of administering the University into six areas: administration; academic administration; finance, planning, and operations; health sciences; state and federal relations; and student affairs.

Current administrative officers are listed in section IX.

THE UNIVERSITY SENATE

The University Senate is the voice of the statewide University faculty and students. It has legislative control over educational matters concerning the University as a whole but not over the internal affairs of any individual college.

institute, or school, except where these overlap or materially affect the interests of other colleges or of the University as a whole.

Until 1969 the Senate had authority and responsibility for all educational matters of concern to more than one college. The Senate Constitution was amended in May 1969 and approved by the Board of Regents in June 1969 to provide for intermediate organizational units between the colleges and the Senate. The revised Senate Constitution makes provision for individual campus assemblies with authority over educational matters of concern to more than one college but within one campus.

The Senate meets at least once in each quarter of the academic year, at a time and place determined by the President. Special meetings may be called by the President, at the request of the Consultative Committee, or at the written request of ten members of the Senate.

The Senate is composed of elected representatives of the various schools and colleges, as well as the President and the members of the Administrative Committee, who are *ex officio* nonvoting members. The elected members are chosen by secret ballot by faculty members with the rank of instructor and above in the several schools and colleges. Each college has at least one senator; one additional Senate member is chosen for each 20 faculty members or major fraction thereof. Each Senate member also serves on the assembly for his campus. Office is held for three years.

Student representation on the Senate began in 1969. Provision is made for the handling of some issues by the faculty component alone and others by the student component alone.

Senate agenda and minutes are sent to all faculty members, who may attend Senate meetings and participate, at the discretion of the Senate, except for voting. In advance of each Senate meeting, the docket is published in the *Minnesota Daily*.

The President of the University is chairman of the Senate. He may suspend action taken by the Senate or any college faculty and ask for reconsideration of such action. If the President and the Senate or college faculty do not reach agreement, the question may be appealed to the Regents by the President, the Senate, or the college faculty.

The vice chairman is elected by the Senate from its membership at the first meeting of the spring quarter of each academic year. The clerk of the Senate and the parliamentarian, who need not be members, are appointed by the President with the consent of the Senate.

Major standing committees of the Senate are the following:

All-University Administrative Committee, composed of the President, the vice presidents, the provosts, the deans, and other members of the University staff added by the President and approved by the Senate. The committee advises

the President concerning the general educational, administrative, and fiscal policies of the University and aids the President in putting these policies into effect. (Current members of the Administrative Committee are listed in section IX.)

Committee on Senate Committees, including eight faculty members elected by the Senate for three-year terms and five elected student members. It reviews the number and scope of standing committees, makes recommendations about them to the Senate, and recommends to the President candidates for appointment to the standing committees of the Senate.

Senate Consultative Committee, composed of seven elected student members and nine faculty members elected for three-year terms by regular faculty members with the rank of instructor or above. Each faculty member of the committee shall have the rank of assistant professor or above. The vice chairman of the University Senate is an ex officio member. The Consultative Committee meets regularly with the President to discuss matters of policy relating to educational interests or policies of the University, personnel, service functions, and the budget. No members of the University Administrative Committee may be faculty members of the Consultative Committee, which represents the faculty and students at large.

Other standing committees and their functions are:

Academic Standing and Relations Committee, which is concerned with the relationship of the University to other institutions of learning. This committee represents the University in determining the accreditation given to Minnesota public or private schools and may represent the University in conferences with educational associations and agencies. It also advises on matters that affect intra-University relations among the colleges and departments.

All-University Council on Liberal Education, which establishes "floor" requirements for all bachelor's degrees, subject to Senate ratification. It also keeps such requirements under study, proposes changes as evidence warrants, and stimulates new approaches to providing opportunities for liberal education.

All-University Extension and Community Programs Committee, which considers and reviews policies and activities of all agencies of the University engaged in extension work.

Business and Rules Committee, which arranges the order of business for Senate meetings and prepares the agenda. Items of business proposed by individual Senate members are referred to this committee for consideration, but a majority vote of the Senate may make it possible to consider a matter at the meeting at which it is introduced. This committee also may recommend new bylaws or standing rules.

Educational Policy Committee, which recommends ways in which the total educational work of the University may be improved.

Faculty Affairs Committee, which considers and reviews policies in the University that concern the personal and professional welfare of faculty members.

Instructional Materials and Media Committee, which formulates policies concerning the production, use, and distribution of educational equipment, materials, media, and techniques.

Judicial Committee, which hears and reports on cases in which academic staff members claim unjust dismissals.

Library Committee, which considers and makes recommendations on library policy and administration.

Research Committee, which studies and recommends to the Senate policies with respect to research activities and resources of the University.

Resources and Planning Committee, which considers circumstances and developments relating to the future of the University, its basic purposes, educational programs, financial resources, physical facilities, and all matters that may affect its long-term development.

University Printing and Publications Committee, which makes recommendations regarding official publications and the printing of materials used by the University.

Copies of the Senate Constitution are available on request from the clerk of the University Senate.

CAMPUS ASSEMBLIES

Each campus of the University has a campus assembly with functions similar to those of the University Senate but on a smaller scale. Detailed information on the assembly at a particular campus can be found in the *Faculty Information Bulletin* supplement for that campus.

THE GENERAL FACULTIES

The general faculty of each college is composed of the President of the University (the provost in the case of the coordinate campuses), the dean, associate and assistant deans, professors, associate professors, assistant professors (including research associates), and instructors (including research fellows). Each division giving instruction in another college may be represented on the faculty

of that college by one or more members. Each faculty controls the internal affairs of its own unit, including entrance requirements, curriculum, instruction, examinations, grades, degrees, and disciplinary matters not under the jurisdiction of the Campus Committee on Student Behavior.

III. Duties and Privileges of the Faculty

A faculty member serves the University in a variety of ways: as a teacher instructing students, as a scholar adding to the fund of human knowledge, and as a citizen contributing his special skill and knowledge through various forms of public service.

TEACHING

The University emphasizes excellence in teaching. The first duty of every faculty member engaged in instruction is the communication of knowledge and values to students and the stimulation of their intellectual ability, curiosity, and imagination.

RESEARCH

Research is the second strong emphasis of the University. The faculty member is aided in obtaining funds and facilities for research and is encouraged to contribute to the ever-expanding realms of human knowledge.

The Office of Sponsored Programs in the Graduate School Research Center offers assistance to faculty members seeking support for research (see Research Funds in section VII).

PUBLIC SERVICE AND PROFESSIONAL COMMITMENTS

The faculty member is encouraged to contribute, within proper limitations, his special knowledge and skill to institutions and groups outside the University. To regulate faculty service outside the University, the Board of Regents has adopted the following policy restrictions:

Full-time members of the faculty shall not engage in any outside activity that substantially interferes with their regular University duties. Any outside employment should contribute to their growth and efficiency in their special field of work.

No full-time member of the faculty shall receive from any outside source either an annual retaining fee or a regular salary without prior approval of the staff member's department head and the Board of Regents. This rule applies to such activities as consultantships or other teaching appointments, but not to writing books or articles or to giving occasional speeches.

While it is not possible to draw the line definitely between professional service of a consultative character by an expert and routine professional

work, the University is opposed to the entrance of faculty members into ordinary competition in the various professional fields.

No full-time faculty member is permitted to serve as a regular paid consultant or staff member for another Minnesota state agency without appropriate authorization.

No member of the faculty who engages in consultation or other private practice shall use the official stationery of the University or give as a business address the University, its buildings, or its departments.

No member of the faculty shall use University technical equipment for private purposes without giving notice to the vice president for finance, planning, and operations and paying a reasonable fee.

While staff members share with their fellow citizens the right to campaign for and to hold public office, it is expected that they will plan for an arrangement with the University that will accommodate the contemplated public service activity. (See Regents' Policy on University Staff Political Activity at the end of this section.)

In order that the University may have clear records of continuing professional commitments, a system of annual reporting has been adopted.

Consultation and practice by faculty members in the medical sciences differ in several important respects from outside consulting activities by faculty members of other units of the University. A statement of policy, "Consultation Practice in the College of Medical Sciences," was developed by the Board of Regents in cooperation with the Medical School to provide guidance.

UNIVERSITY SERVICE

Committees. Faculty members can contribute to the University and help determine its policy by serving on University committees. The democratic government of the University is dependent on the contributions of all faculty members to committee activities. Accordingly, faculty members are encouraged to share in these activities and may contact the chairman of the Senate Committee on Committees or the Office of the President to indicate a desire to serve. There are four types of committees on which a faculty member may be asked to serve:

University Senate and Campus Assembly committees and subcommittees (see section II).

Special ad hoc committees, which consider problems that arise in two or more colleges.

Standing and special committees, which deal with the internal matters of a school or college.

All-University non-Senate standing committees, which are appointed by the President and deal with matters of all-University concern.

Commencements. Faculty members serve as marshals and faculty representatives at these University ceremonies. For information on commencement ceremonies on a particular campus, check the *Faculty Information Bulletin* supplement for that campus.

Speakers Bureau. All faculty members are invited to participate in the University Speakers Bureau; participation does not restrict staff members from making their own arrangements directly if they wish. The bureau requests speakers' fees and traveling expenses for engagements that are not considered public service. Faculty members interested in participating in the Speakers Bureau should contact the University Relations office on their campus. The *Guide to Speakers and Program Ideas* is described under Publications in section VII.

COMMUNITY SERVICE AND EXTENSION EDUCATION

Public service and extension educational efforts by faculty members either in the name of the University or as private citizens is encouraged, and there are few areas of community service in which staff members are not involved. Civic organizations, political parties, and church groups offer a variety of ways to increase the already substantial contribution the faculty member makes to society through his professional activity. Although not obligatory, active service benefits the community and strengthens the University's position in it.

Three University units are directly engaged in extension activities. They are Continuing Education and Extension (CEE), the Agricultural Extension Service (AES), and the Center for Urban and Regional Affairs.

Channels of direct service to the community are provided through several departments of Continuing Education and Extension. The teaching of correspondence courses and of evening and specially scheduled classes statewide is arranged by CEE, which also assists faculty members in contributing to the lectures and seminars offered in all disciplines in which the University can relate to the general public. Services to special sectors of the public, such as professional groups, government officials, low-income groups, cultural and artistic organizations, and others, provide faculty members with ways to exercise special skills in service to the community.

The Agricultural Extension Service has faculty in every Minnesota county and also in many University departments and colleges. Each county has a county extension agent, and most have extension home economists, representing the

University locally. Extension programs are planned by local county-extension committees working with local agents and with campus-based faculty. AES staff and other cooperating faculty annually conduct over 20,000 seminars, workshops, and meetings and participate in several thousand radio and television programs. In addition, faculty prepare hundreds of special publications and many news articles to carry out their programs. Covering much more than agriculture, AES programs also include family living and home economics, youth development and 4-H, community and resource development, communications, and marketing. These programs are provided not only in rural areas and towns but also to inner-city and other urban areas. Community and resource development programs rest on a broad range of disciplines from throughout the University.

Faculty members may also serve the community through the Center for Urban and Regional Affairs, which was established at the University to facilitate and coordinate urban and regional University programs in research, curriculum, and extension services. New programs, where needed, will be initiated by the center to support and broaden ongoing University urban and regional activities.

ACADEMIC FREEDOM

The Board of Regents released a statement on academic freedom on December 14, 1963. Entitled "Freedom and the University," this statement received wide notice as a reaffirmation of the historic American concept of academic freedom. Copies of the full statement, which all staff members should read, may be obtained from the office of each dean or from the Department of University Relations. The statement says in part:

It cannot be stated too strongly that the only atmosphere in which a university can fulfill its assigned role is the atmosphere of freedom. Nor is it surprising that in America, where free discussion is the first principle of our political faith, universities have flourished best and have made at the same time the most remarkable contribution to the public good. Those universities contributing most have been those which are most free. . . .

The student and the professor must live in an atmosphere where questioning is encouraged, where every alternative can be explored, where their free minds may be allowed to test the validity of each idea, and where they feel free to follow wherever truth may lead. Such a free atmosphere is not merely necessary to university freedom; it is also the way of life which we have a right to associate with America. To ask that the right of the university to this freedom be respected is not to ask for special privilege, but rather to ask for the opportunity to demonstrate the efficiency of the freedom in which we all believe and for which so many brave Americans have died. The most American activity of them all is to

think, to speak, and to inquire freely. The un-American activity is to deny such freedom. . . .

Just as the atmosphere of freedom within a university is the best guarantee of productive and responsible instruction, so also is it the best guarantee that students will grow toward responsible citizenship. A free society calls for citizens well-schooled in the wisdom traditional to that society. It also calls for citizens accustomed to grappling with new ideas, to participating in the give-and-take of public discussion, and to assuming public responsibility for their own thinking. Students properly assert their right to learn the responsibilities of choice and decision which they must bear as citizens, and the free university properly provides the most appropriate setting for such learning. . . .

The university is of paramount importance to our nation because it seeks to bring the methods of reason to bear upon our problems – to find better means to public peace, as well as more effective ways to deter threats of violence which may be directed toward our nation. To do its rational work wisely, a university by its very nature requires freedom to inquire. . . .

The University, operating in an atmosphere of freedom, has made great contributions to the healthy, stable society of which we are all now so proud. We as Regents are satisfied that, to a very high degree, the faculty of the University and its administration understand the mission of the University and are using their freedom responsibly. We are satisfied that the existing agencies for enforcement of law and for protection of national peace and safety are alert and adequate to their tasks. We are also sure that the University officials are prepared to, and do, cooperate with them in assuring national safety. We are impressed by the great responsibilities related to national safety and prosperity that are continuously entrusted to University personnel, and we wish to take this opportunity to reaffirm our faith in the University and in the efficiency of freedom.

In December 1970, the University Senate also issued a statement on academic freedom and responsibility. Copies of this statement are available from the Department of University Relations.

EQUAL OPPORTUNITY

The Board of Regents has committed itself and the University of Minnesota to the policy that there shall be no discrimination in the treatment of persons because of race, creed, color, sex, or national origin. This policy is particularly applicable in the recruitment and hiring of members of the faculty and staff and in promoting the academic pursuits of all students at both undergraduate and graduate levels. Individual faculty members are expected to

support the development of affirmative action programs that will provide an ethnic and sex balance in their departments. The *Equal Employment Opportunity Manual* contains a full statement of policies and programs and is available through departmental offices or the Office of Equal Opportunity and Affirmative Action.

REGENTS' POLICY ON UNIVERSITY STAFF POLITICAL ACTIVITY

The importance of University staff interest and participation in service to the community is recognized by the Board of Regents. Staff members of the University share with their fellow citizens the right to campaign for and to hold public office.

Recognizing these interests and rights of the staff in contributing to public service, it is also necessary for the Board of Regents to state a clear policy and procedure on political activity by University staff members. Such policy and procedures are needed to obviate any possible incompatibility of such activity with the effective discharge by a staff member of his responsibilities to the University. A balance must be maintained between the University's obligation to organize and staff its teaching programs and the encouragement of public service.

Many public offices, appointments, and positions make limited demands on time and energy and are consistent with the staff member's full-time responsibility to the University. Other kinds of public service may place such demands on a staff member that the generous discharge of responsibilities to the University may be impaired.

When demands on time and energy will be incompatible with a staff member's primary obligation to the University, it is expected that he or she plan for an arrangement with the institution that will accommodate the contemplated public service activity. Such an arrangement may require a leave of absence or a reduction in work load with equitable adjustment in compensation.

When a staff member is elected to political office requiring full-time service, the normal leave of absence procedures referred to above would not appear to provide sufficient accommodation. In such instances, it is likely that the obligations of the full-time office for an extended period of time will conflict with the staff member's primary obligation to the University. Inasmuch as the full-time office will occupy the time and energy of the staff member for an extended period, a problem arises because there are serious limits to the University's ability to staff its educational programs properly while keeping staff positions encumbered for staff members who are on leave for extended periods of time.

The policy of the Board of Regents on University staff political activity is as follows:

1. It is expected that any staff member contemplating candidacy for elective political office or appointment to public office, where the duties of a campaign or the holding of the office would seriously interfere with the fulfillment of University responsibilities, will begin consultations with the appropriate collegiate and administrative units of the University. These consultations should focus on the question of whether or not temporarily suspending some portion of the staff member's responsibilities can be accommodated without serious impairment of the functioning of the department or unit of the University that is involved. Whenever it is feasible to do so, it is expected that a staff member will begin such consultations well in advance of the time period for which a temporary reduction in responsibilities or a leave of absence is requested.

2. When a staff member is elected to a political office, e.g., to office in the state Legislature, that requires absenting himself or herself from University duties for continuous periods of time less than one year, it is anticipated that normal leave of absence procedures for a portion, or portions, of the year will accommodate the need to temporarily suspend the staff member's responsibilities to the University.

3. Prior approval by the Board of Regents will continue to be required for any full or partial leave of absence.

4. When a staff member is elected to political office requiring full-time service for a period of more than one year, e.g., to offices such as Governor, United States Representative, or United States Senator, it is expected that he or she will resign from the University staff position after election.

The Board of Regents wishes, through this policy, to insure the balance of public service with the University's primary obligation to staff and maintain its teaching programs, and, at the same time, to encourage public service, including the holding of political office. It is understood that the staff member's association with the University should not be misused in campaign activities or campaign literature.

IV. Faculty Personnel Information

FACULTY APPOINTMENTS

New staff members are recommended by the faculty and the dean of each individual college or school and approved by the President and the Board of Regents. After final approval, publicity regarding appointments may be released through the appropriate University news service.

Academic Personnel Records. Each prospective faculty member receives a "Faculty Information Form," usually sent by the department head who is negotiating the offer of academic appointment. This form, with the original appointment and letters of recommendation, forms the nucleus of academic personnel records in the central files. The faculty member should notify the President's Office in writing whenever an addition to his academic or professional background occurs (e.g., additional academic degrees, honors, publications, or professional activities).

Appointments. Types of appointments are designated by symbols that indicate the terms of employment: A, twelve months; B, academic year (September 16 through June 15); C, special term as noted; D, six months (October 1 to March 31); E, nine months (October 1 to June 30); F, special term (September 16 to April 15); H, part time; L, civil service staff who have acquired longevity; P, assistant professors and instructors who have acquired tenure; T, temporary positions. Appointments are designated by these letter symbols plus a figure indicating the percentage of working time the position requires. Thus BHT50 indicates a temporary position for the academic year, half time.

Regents' Policy on Nepotism (Academic Staff). The University of Minnesota acts in accord with the public policy to encourage and foster, to the fullest extent practicable, the employment of properly qualified persons regardless of their age, race, creed, color, handicap, sex, or national origin or ancestry. In selecting persons for employment, no restriction is placed on hiring persons related through affinity or consanguinity. However, to avoid possible conflict of interest that would result from peer judgment, supervision, or administrative review procedures, a person so related must not participate in decisions to hire, retain, promote, or determine the salary of the other person, and must not be assigned substantive responsibility for work of the other person.

Physical Examinations. Before his appointment becomes fully effective, each new full-time regular instructor or assistant professor must pass a prescribed physical examination. This examination must be completed before the end of the first academic quarter of service. All original full-time regular appointments to the rank of associate professor or professor are effective only upon the

passing of the prescribed examination within eight weeks of the beginning of service. All promotions to a tenure rank necessitate a second physical examination, the results of which are considered in reaching a final decision on the promotion. Examinations will be given by the University Health Service without cost. If the individual prefers, he may be examined by a private physician, with reimbursement of \$20 when the results have been reported by the private physician to the University Health Service on its forms.

APPOINTMENTS TO GRADUATE SCHOOL FACULTY

There are two types of membership in the graduate teaching faculty: full membership and associate membership. Full members teach graduate courses, serve on graduate committees, supervise theses, and serve as advisers to candidates for master's or doctor's degrees. Associate members teach graduate courses, serve on graduate committees, and, if authorized to do so, act as advisers to candidates for master's degrees. Others are approved as associate members specifically to teach certain courses. All recommendations for Graduate School faculty appointments originate with the teaching departments and are reviewed by the appropriate Unit or Policy and Review Committee. The recommendation of the committee goes to the dean of the Graduate School for final action.

PROMOTIONS

Recommendation for promotion generally is made by the department head and must be subsequently approved by the dean, the President, and the Board of Regents. There are no fixed requirements for length of service before promotion. Promotions and new appointments at the ranks of associate and full professor require the concurrence of the dean of the Graduate School. Tenure acquired at the assistant professor level (and at the instructor level in the Libraries and the Agricultural Extension Service) is not reviewed by the Graduate School dean.

TENURE

There are four classes of regular faculty positions: professor, associate professor, assistant professor (including research associate), and instructor (including research fellow). Unless there is a written agreement to the contrary, the following tenure rules apply to the regular positions:

Professors and associate professors acquire indefinite tenure immediately upon attaining the rank unless it is stipulated otherwise.

Assistant professors are appointed initially for two years. On or before

June 15 of the calendar year immediately preceding the year in which his initial appointment terminates, an assistant professor is notified whether his appointment is to terminate at the end of the second year or is to be extended to include a third year. The same procedure is followed each year until the end of his sixth year, except that notice of termination shall be given on or before April 15 of the calendar year immediately preceding the year in which his appointment terminates. At the end of his sixth year the assistant professor will receive either a terminating appointment of one year or indefinite tenure.

Instructors are appointed initially for one year. If the instructor is not to be reappointed at the end of his initial appointment, he is entitled to written notice on or before the preceding March 15. If he is not to be reappointed following his second or subsequent period of appointment, he is entitled to written notice on or before the preceding December 15. The maximum period of service at the rank of instructor is seven years. Indefinite tenure may not be granted at the instructor level except in the Libraries and the Agricultural Extension Service.

Appointments on special contracts and nonregular appointments are also made. Detailed information on special contract appointments may be found in the pamphlet *Regulations Concerning Faculty Tenure*. Nonregular appointments are identified in this pamphlet as the positions of lecturer, professorial lecturer, visiting lecturer, visiting or substitute professor, county extension agent in the Agricultural Extension Service, any position coded T (temporary position or temporary employee in position) or designated as clinical (regardless of rank), and the positions of teaching specialist, research specialist, teaching assistant, research assistant, and additional student classifications. Under the regulations, tenure credit is not acquired by appointment to a nonregular position, nor is there created any presumption of a right to reappointment. Individuals who hold regular probationary appointments accrue time toward tenure if they are employed in full-time service for two quarters or more or are employed for two-thirds or more service for three quarters.

For further information, see *Regulations Concerning Faculty Tenure*, which can be obtained from the Office of the Vice President for Academic Administration or from Academic Personnel Records.

REMUNERATION

The salary to be paid a prospective faculty member usually is an individual matter agreed upon by the department head and the faculty member, with the approval of the dean of the college, and is confirmed by the President and the Regents at the time of the appointment. Salaries for assistant professors, research associates, instructors, and research fellows cannot go below floors

established each year. These minimums are announced by the President's Office at the time each new budget is prepared.

All University employees are paid semimonthly, but not everyone is paid on the same day. The month is divided into two periods, the first through the fifteenth, and the sixteenth through the last day of the month. Regular payroll employees are paid on the fifteenth and the last day of the month; those on the miscellaneous payroll are paid on the tenth and the twenty-fifth.

The exact academic period covered by each quarter may vary as to date, but pay periods fall regularly in six equal semimonthly paychecks as follows:

Fall Quarter. First payment is September 30 for those on the regular payroll and October 10 for those on the miscellaneous payroll. Last payment is December 15, regular; December 25, miscellaneous.

Winter Quarter. First payment: December 31, regular; January 10, miscellaneous. Last payment: March 15, regular; March 25, miscellaneous.

Spring Quarter. First payment: March 31, regular; April 10, miscellaneous. Last payment: June 15, regular; June 25, miscellaneous.

It is expected that a resigning staff member will complete all work connected with a quarter although the last payday may precede the actual close of the quarter.

Staff members who have been employed 75-percent time or more for at least three months may borrow up to \$300 (but not to exceed gross monthly salary) from the Staff and Employees' Loan Fund for emergency purposes, which have been defined as doctor, dentist, or hospital bills.

INSURANCE AND RETIREMENT PLANS

For more detailed information on any of the insurance or retirement plans in this section, contact the Department of Insurance and Retirement.

Faculty Retirement Plan. For staff members newly eligible after September 16, 1963, the Faculty Retirement Plan provides allowances from Social Security and from annuity income provided from (a) University contributions of 2½ percent of the first \$5,000 of gross annual salary, plus 13 percent of such gross annual salary in excess of \$5,000, and (b) staff contributions of 2½ percent of salary.

Faculty members eligible for the \$20,000 Group Life Insurance are eligible for the Faculty Retirement Plan, subject to the following waiting periods:

Associate professor or higher, no waiting period.

Assistant professor or research associate, October 1 following two years of service.

Instructor, research fellow, or eligible civil service staff member, October 1 following three years of service.

Any staff member eligible for the Faculty Retirement Plan is required to participate in OASDI (Social Security).

The compulsory retirement date for a staff member is the June 30 following his sixty-eighth birthday. There is the option of retiring earlier, however, with appropriate readjustments in allowances.

Group Life Insurance. All full-time faculty members (except "visiting" appointees) holding the rank of instructor and higher who are under 60 years of age are eligible for the \$20,000 Group Life Insurance. Coverage is effective on the first date of University service. Application must be made at the time of appointment. There is no cost to the staff member for the insurance; the University pays the total premium.

Group Life Insurance terminates when the staff member resigns or retires from full-time service at the University, but he may obtain within 31 days, without evidence of insurability, an individual policy other than term insurance for a like or smaller amount by paying the required premium.

Group Income Disability. Faculty members eligible for Group Life Insurance also are eligible for the Group Income Disability, with coverage effective on the first date of University service. There is no cost to the faculty member; the University pays the total premium.

If the insured staff member is disabled for a period longer than four months, he will receive a monthly income not to exceed 60 percent of salary and not to exceed \$1,000 per month, beginning with the fourth completed month of disability and continuing each month until he reaches age 65, or until recovery or death. The coverage terminates when the staff member resigns or retires from full-time service at the University, but he may obtain within 31 days, without evidence of insurability, an individual policy in the amount of \$200 per month coverage by paying the premiums at his attained age to the insurance company.

Hospitalization, Surgical-Medical-Obstetrical, Major Medical, and Additional \$5,000 Group Life Insurance. A member of the academic staff holding an appointment of not less than 75-percent time is eligible to receive his own health benefits and his own additional life insurance without cost; any premium for health benefit coverage for dependents must be paid by the staff member through payroll deduction. The above applies only to nonstudents.

A newly appointed or newly eligible staff member's coverages (including dependent coverages, if any) become effective on the first day of the first

payroll period beginning after the twenty-eighth day following the first day of eligible employment. (Individuals who do not make application for dependent coverage within two months after their date of employment may insure such dependents only by furnishing satisfactory evidence of good health.)

Property Insurance. Faculty members who bring valuable equipment of their own to their offices should realize that no University insurance covers this personal property.

Salary or Annuity Option. Effective January 1, 1962, the Regents of the University approved implementation of the Technical Amendments Acts of 1958 (the Mills Bill) as related to University staff in the following cases:

Faculty Retirement Plan alone. In brief, the Mills Bill is a legal device whereby the staff member participating in the Faculty Retirement Plan may request the University to reduce his salary by a number of dollars equal to his contributions to the Faculty Retirement Plan. The University uses this amount to pay the staff member's share of annuity premiums in the Faculty Retirement Plan. The advantage to the staff member is that currently such reduction in his salary is not includable in federal or state taxable income.

Optional Additional Annuities. Section II of the Mills Bill provides for the purchase of additional annuities (separate from the Faculty Retirement Plan) on an optional basis by academic staff on the regular payroll, including temporary appointees, lecturers, and part-time appointees. A staff member may request the University to reduce his salary by a certain number of dollars (subject to the 20 percent exclusion limit). The University uses this amount to purchase additional retirement annuities that have no relation to the Faculty Retirement Plan. Again, the advantage to the staff member is that currently such reduction in his salary is not includable in federal or state taxable income. The University makes no contribution other than the amount of salary reduction.

Variable Annuities. Beginning October 1, 1964, the University gave staff members the choice of participating in a plan under which they may divert a portion of the combined contributions by the University and the staff member to a variable annuity. This option is available under both the Faculty Retirement Plan and the optional additional annuities provision.

A portion of the contributions, if the staff member chooses the variable annuity plan, and 100 percent if he does not, are used to purchase fixed dollar annuities. Contributions to a fixed dollar annuity purchase a definite amount of guaranteed annuity income and are invested almost exclusively in fixed dollar obligations such as bonds and mortgages.

Contributions to a variable annuity buy units (like shares of ownership) in a broadly diversified common stock fund. Before the staff member retires, the value of the variable annuity can change from month to month depending on the rise or fall of the market value of the common stocks and their earnings. After he retires, the amount of monthly income can fluctuate for the same reasons.

Unemployment Compensation. Effective January 1, 1972, Unemployment Compensation coverage was extended to include academic staff.

World Wide Travel Accident Insurance. Staff members traveling on behalf of the University outside of their normal officing areas are insured in the amount of \$50,000 for accidental death. The University assumes the entire cost of this insurance, which covers travel by air, ground, or water.

LEAVES OF ABSENCE

For short leaves of a day or two that will not interrupt his regular work schedule, a faculty member needs only oral permission from his dean or department head. For longer leaves that will interrupt his work schedule, a faculty member should submit a formal request to the President and the Board of Regents through his department head or dean.

Two kinds of leaves of absence are recognized: with pay and without pay. Leaves with pay are granted for the following:

Appearance in Court. Faculty members do not lose pay when testifying before a court or a legislative committee on a matter concerning the federal or state government or the University, or when called to testify as an expert or to serve on a jury.

Attendance at Scientific or Professional Meetings. Leaves are granted to persons representing the University or attending meetings important to their work.

Maternity Leave. The University will comply with the guidelines issued by the Minnesota Department of Human Rights regarding maternity benefits for staff members.

Military Service. Leaves are granted to full-time faculty members for required service in the National Guard or any of the armed services reserve forces. These are usually for no longer than two weeks.

Sabbatical Leave. After six consecutive years of full-time service at the University, faculty members holding twelve-month (A) or nine-month (B) appointments are eligible for sabbatical leave. This is granted to staff members

who have held the rank of assistant professor for at least two years, to associate and full professors, and to instructors who are on permanent tenure. Whether for a full year or for a shorter period — part of the leave one year, part another — all leaves require the approval of the applicant's department head, the dean of his college, the President, and the Board of Regents. Half salary is paid by the University with the understanding that staff members granted leave will return to the campus for at least one year's service or will reimburse the University for salary and the University's share of fringe benefits paid during the furlough. While on leave, faculty members are free to accept nonservice grants for research or study or to augment their sabbatical stipend to approximately the level of their full-time salary, provided that the activity for which compensation is received does not interfere with the purposes of the sabbatical. If unusual travel or living expenses will be involved, the augmentation can exceed half salary. A request for permission to augment salary, with specific information regarding the augmentation, should accompany the application for sabbatical leave. A sabbatical leave report summarizing the work done is to be submitted to the President within three months after return to the University.

Sick Leave. For an absence of a few days, during which time the department can carry on his work, a faculty member need only apply informally to his department head. If the absence will extend for a longer period, an application for leave of absence must be submitted to the President through the department head and the dean.

Single-Quarter Leave With Pay. Full-time single-quarter leaves on full salary for study and research are granted on an all-University competitive basis to full-time appointees who have tenure and a minimum of three full academic years with the University and to assistant professors, who are eligible to apply for such leaves in the second year of service. Associate professors and professors on special contract appointments are also eligible to apply for these leaves in the second year of service.

Single-quarter leaves with pay must not precede or follow sabbatical leaves or a Graduate School research grant for the summer. The quarter spent on leave counts as a portion of the six academic years required for eligibility for sabbatical leave. Eligible persons must pledge themselves to return to University service for a full academic year or its equivalent after completion of the leave.

Application forms for single-quarter leaves are available from the General Storehouse. Announcements of the deadline for submission of applications are sent to department heads for distribution to faculty members eligible for these leaves during the fall quarter of each year.

Vacations. Academic staff members on A (12-month) appointments accrue vacation at the rate of two days per full month of service, i.e., 22 days per year. A staff member will not be entitled to vacation leave during his first year of

service until he has completed 11 full months of service. Vacations are to be taken at the convenience of the department. A staff member with an A appointment who does not take a vacation is not entitled to extra pay. Vacation time normally is taken at the conclusion of the year in which it is earned. If postponement of a vacation for more than the equivalent of one quarter into the subsequent year is necessary, the matter must be agreed upon in writing between the staff member and the department head, and a copy of the agreement must be sent to the Office of the Vice President for Academic Administration. When a staff member terminates his position with the University, provision is made for earned vacation time in fixing the termination date. Full information may be obtained from the department head. B and other non-A faculty do not accrue vacation time.

TRAVEL

The University generally pays the travel expenses of a staff member who makes a trip as an official representative of the University. Travel outside of the state at University expense must be officially approved. To obtain approval, the staff member is asked to initiate a request on Business Administration Form 9, "Request for Authorization for Travel Outside State," which is available in his departmental office. Payment of travel expenses authorized through this process is initiated by the staff member in the departmental office and processed through the University Business Office. A brief report on the trip must be submitted by the staff member to his dean within ten days after his return.

While on University business, most University of Minnesota staff members are insured under the travel accident policy described under Insurance and Retirement Plans in this section.

RESIDENT TUITION

New full-time faculty members with the rank of instructor or above and their immediate families may pay resident tuition and fees in all colleges.

Graduate students of certain classifications who are giving 25 percent or more of full-time service to the University are privileged to pay tuition at the Graduate School resident rate, regardless of source of fund, resident status, or curriculum pursued. This privilege applies also, in any college, to members of the immediate families of those students registered in the Graduate School who themselves qualify. Those included are fellows, scholars, assistants, instructors, research associates, and members of the teaching staff, scientific bureaus, and experiment stations. They must be regularly enrolled in the Graduate School or be in the final year of the master's degree curricula in undergraduate colleges.

Effective June 16, 1970, graduate students of certain classifications were extended resident tuition privileges beyond the term of their qualifying appointment, subject to the following regulations:

To qualify, the appointee must have held appointment as a teaching assistant, research assistant, teaching associate, or administrative fellow for a minimum of three academic quarters after September 15, 1969, at 25-percent time or more. Two summer terms count as one academic quarter.

A qualifying appointment for three quarters entitles the student to extend the resident tuition privilege for three additional quarters in the college of registration. A qualifying appointment for more than three quarters entitles him to extend the privilege on a quarter-for-quarter basis up to a maximum of six quarters' use. This extended privilege also applies to members of his immediate family.

V. Teaching Policies and Procedures

DEGREES AND CERTIFICATES

The University offers extension certificates, two-year associate degrees, bachelor's degrees, master's degrees, specialist degrees, Doctor of Philosophy degrees, and certain professional degrees such as Juris Doctor, Doctor of Education, Doctor of Medicine, Doctor of Dental Surgery, and Doctor of Veterinary Medicine.

TEACHING ASSIGNMENTS

Department heads will notify faculty members of their teaching assignments for the academic year. Faculty members who desire summer session teaching appointments should consult with their department heads.

GRADING POLICIES AND PRACTICES

The University Senate, which for the past 30 years has determined grading systems to be used throughout the University, approved grading autonomy for individual campuses on March 9, 1972. The Senate acted upon the recommendation that, since grading is an integral part of the educational climate of a campus and should be tied to the educational objectives of that campus, the responsibility for grading policies should rest with individual campus assemblies. That responsibility applies to review and approval of experimental grading systems as well as to the standard system to be used on each campus.

For information on the grading policies and practices that have been approved for use on a particular campus, check the *Faculty Information Bulletin* supplement for that campus.

Departmental and collegiate faculties are responsible for determining other policies regarding grading practices. Departmental faculties are urged to give consideration to the utilization of appropriate grading practices.

Final grades for students must be sent to the records office within 72 hours after the final examination for each course. After the grades have been reported, changes can be made only on recommendation of the Committee on Student Scholastic Standing of the college concerned.

AUTHORIZED COURSES

The initiation of new courses, or the revision of existing ones, is first the responsibility of departmental faculties. Collegial review is expected. College policies regarding the initiation and revision of courses vary. Faculty members will wish to familiarize themselves with their own college policies.

COURSES

Information on admission requirements is given in the *General Information Bulletin* and in the official bulletin of each college. Student registration begins several weeks before the start of each quarter; registration instructions and schedules are published in the *General Information Bulletin* and in the Official Daily Bulletin (or comparable bulletin) of each campus. Detailed information concerning courses is given in the bulletin of each college; time and location of classes are given in the quarterly *Class Schedule*.

Courses listed in the college bulletins usually are numbered as follows:

- 0-000 to 0-998 noncredit courses
- 1-000 to 1-998 for lower division students
- 3-000 to 3-998 for upper division students
- 5-000 to 5-998 for upper division, graduate, or professional students
- 8-000 to 8-999 for graduate students only

CLASS LISTS

Class lists are sent to faculty members through their department heads. Instructors should advise students who appear in class but whose names are not on the official list to verify their registration at their college window in the records office. Students are responsible for their own registration. A student may register as an auditor with the approval of his college; he pays the regular fee but does not take examinations, receives no grade, and earns no credit.

Policies on student attendance in class vary with the colleges. Staff members should become familiar with their college regulations.

TEXTBOOKS AND PRESCRIBED CLASSROOM MATERIALS

Faculty members should arrange with their department heads for the textbooks and classroom materials they need. Books and supplies are ordered by the University Bookstores on the basis of information received from the office of the department head. Giving this information to the bookstores as soon as firm decisions have been made will minimize the possibility of error and delay.

The use in teaching and the sale to students of textbooks or duplicated syllabi written by staff members must be approved in advance by the Administrative Committee of the Senate. Requests for approval are forwarded through the department head and dean to the secretary of the committee. They

should indicate the estimated price, the approximate number of pages and diagrams, and the number to be sold, as well as the general nature and proposed use of the work, including course number.

Commercially published textbooks written by staff members require only a letter incorporating the information indicated above and the name of the publisher.

Approval for mimeographed, photo offset, or similar works is requested on a form available to departmental offices at the General Storehouse. The mimeograph department and the University Bookstores cooperate in producing, pricing, and selling mimeographed publications written for students.

STUDENT RATINGS OF INSTRUCTION

Materials for gathering student ratings of instruction are available from the Measurement Services Center without charge to faculty members interested in obtaining students' perceptions of their courses. These rating forms, developed through surveys of the technical literature and in conjunction with faculty-student committees, may be used at any time during the term, but the suggestion is offered that ratings be collected early enough that the students who complete the questionnaires might profit from them. Tabulated results of the ratings are returned only to the faculty member involved; data will be released to other persons only upon written request by the rated instructor.

VI. Student Services

FACULTY ADVISERS

Each student is assigned to a faculty adviser who offers help in academic procedures and some vocational and personal problems. The number of students assigned to one faculty member varies with the college.

COLLEGE COUNSELING SERVICES

A faculty member may refer a student to the counseling service of his college or campus.

COMMITTEE ON STUDENT SCHOLASTIC STANDING

Most colleges have a Committee on Student Scholastic Standing that reviews student petitions for exemptions from requirements, assists students who have difficulty in scheduling required courses, advises those who do not maintain satisfactory scholastic standing, acts on students' requests to carry more than the regular credit load per quarter, acts on reports of scholastic misconduct when it occurs within a single college, and recommends administrative procedures to the faculty.

OFFICE FOR STUDENT AFFAIRS

The Office for Student Affairs, headed by the vice president for student affairs, is the University's coordinating agency for student personnel services. Responsible for carrying out the University's policies affecting students and for consultation with students about policies and problems, the Office for Student Affairs is also interested in the proper utilization of University agencies and facilities to enhance the educational growth and development of students.

ADMISSIONS AND RECORDS

Each campus has an admissions and records office. Office personnel receive and process new student applications for all undergraduate colleges and for the professional schools. They also accept requests for transfer between colleges and for readmission. In discharging these responsibilities, they are guided by the principle that there shall be no difference in the treatment of persons because of race, creed, color, sex, or national origin and that equal opportunity and access to facilities shall be available to all. Students are admitted directly from high school, in transfer from other colleges, by examination, and as adult specials (those who wish limited course work for special needs and who do not have a degree objective). Qualified students may

also enroll for summer work only and for work in Continuing Education and Extension without regular admission status.

The admissions and records offices also have responsibilities associated with registration, maintenance of records of academic progress, collection and maintenance of general student information, fees and billing (including authorizations for certain scholarships and awards), determination of residence status and residence fee privileges, transcripts, statistics, diplomas, and publication of bulletins. The offices, upon request, help students who wish information relating to contacts with Selective Service Boards. They also assist veterans and war orphans who qualify for financial support from the Veterans Administration as well as students who qualify for support through Social Security.

Other student services vary from campus to campus. Detailed information can be obtained from the *Faculty Information Bulletin* supplement for each campus.

VII. Resources of the University

AUDIOVISUAL SERVICES

The University's audiovisual service units assist University personnel in producing, selecting, obtaining, using, and marketing all types of audiovisual materials. Faculty members are encouraged to produce materials for their own use and for placement in the audiovisual libraries. In-service education for faculty and staff is available on request, with a special seminar-laboratory for consultation and study of presentation projects and problems. Specific services continually offered are equipment repair and installation, preview facilities for selection of materials and equipment, classroom design, exhibit design and construction, artist and graphic art services, motion and still picture production, marketing of audiovisual materials produced by staff, audio recording and duplication, projection and operator service, and collections of films, filmstrips, and other materials.

CONFERENCE AND WORKSHOP SERVICE

Faculty members interested in arranging conferences in their disciplines or in other areas of interest are urged to contact the Department of Conferences of Continuing Education and Extension. A wide range of conferences, workshops, and seminars at collegiate, professional, and postgraduate levels are offered each year through the department. Assistance in planning, publicizing, administering, and evaluating conferences is provided by the department.

CONTINUING EDUCATION IN THE ARTS

Individuals or groups seeking assistance in areas of the visual and performing arts are encouraged to contact the Department of Continuing Education in the Arts, which offers short courses, classes, performance programs, exhibits, regional art shows, and a performing arts loan library. Help with problems and with development of innovative programs is also available.

INTERNATIONAL ACTIVITIES

Office of International Programs. The Office of International Programs was established in 1963 to provide central program planning and coordination for the diverse international activities of departments, institutes, and colleges of the University. Emphasis is placed on stimulating interest in and obtaining financial support for activities in teaching, research, and service in the international field.

The office is headed by the associate to the vice president, academic

administration, for international programs, who is assisted by a director of programs who is responsible chiefly for overseas projects of assistance and research. University-wide faculty committees have been established to provide program guidance and implementation in specific areas of interest. A University-wide Council on International Programs with faculty membership from the principal units of the University has been established to advise the associate to the vice president in carrying out his functions.

Among the programs and activities currently in progress are research centers, a small-grants research program for University faculty, a grant program for faculty and graduate students under the auspices of the Midwest Universities Consortium for International Activities, expansion of faculty in the international field, interdisciplinary faculty seminars, initiation of student overseas-study programs, and projects of assistance in Latin America, Africa, and Asia.

Minnesota World Affairs Center. The Minnesota World Affairs Center is a department of Continuing Education and Extension. It provides impartial information on international questions and gives individuals and organizations an opportunity to participate in a variety of community programs on world affairs. The center organizes conferences and lecture series, helps groups plan programs, and gives advice about speakers, pamphlets, films, and other educational materials.

Harold Scott Quigley Center of International Studies. The Quigley Center, which is a part of the College of Liberal Arts, functions as a department office for graduate and undergraduate interdisciplinary programs designed for the study of international relations. It also carries on research activities in the general field of international studies and offers assistance in obtaining outside support for research activities carried out under its auspices. The center maintains a reading room containing a specialized collection of materials dealing with international affairs, for use by faculty and students.

PUBLICATIONS

Agricultural Extension and Agricultural Experiment Station publications and a list of these publications are available from the Duplicating Services and Bulletins office. Single copies of bulletins covering such topics as agriculture, family living, forestry, and home economics extension and research are free; class copies are available at cost.

The Biennial Report, issued every two years by the Department of University Relations, summarizes the activities of the various units of the University during the two-year period following the previous issue. The *Biennial Report* series is a primary source of comprehensive information on enrollments, curriculum changes, research and instruction efforts, faculty activities, and other

developments within the academic, administrative, and support units of the University. The series is available for reference in the University Archives.

Brief, a weekly bulletin of current University news items, is produced for the Office of the President by the Department of University Relations. It is distributed to faculty, staff, and student leaders on all campuses.

Campus and departmental publications include a variety of newsletters, magazines, and other publications that report on the activities of individual campuses, academic units, departments, and organizations. Information on campus publications is available in the *Faculty Information Bulletin* supplement for each campus. As available staff time and department priorities allow, the Department of University Relations provides editorial and production consultation to organizations and departments seeking to begin new publications or improve existing ones.

The Catalog of the University is published in sections referred to as bulletins of the particular schools or colleges. Most college bulletins are published biennially; an exception is the annual *General Information Bulletin*. The Office of Admissions and Records arranges for publication and distribution of Twin Cities bulletins and has responsibility for the mailing permit used.

Copies of the Civil Service Rules are available in all departmental offices. Two other publications published by the Department of Civil Service Personnel may be useful to faculty members: *Welcome to the University of Minnesota – A Handbook for New Employees* is distributed to newly employed civil service workers by the personnel representatives or business office on each campus; the *Office Practices Manual*, available from the Training Division, has been distributed to all offices having clerical personnel. Faculty members may find the *Manual* a useful resource book for office staff; in addition to covering general office practices, the book provides much information pertaining specifically to the academic setting.

The Constitution and By-Laws of the University Senate are available from the clerk of the Senate.

The Educational Resources Bulletin, which contains a subject index and alphabetical notations for a film and tape library exceeding 11,000 titles, is available from the Department of Audio-Visual Extension. Guides on specific subjects are also available.

A Faculty Information Bulletin supplement is produced and distributed on each campus by the University Relations office on that campus. A *Faculty Handbook* is produced by Continuing Education and Extension for faculty of evening and specially scheduled classes.

The Financial Report, issued annually by the Office of the Vice President for Finance, Planning, and Operations, presents the fiscal records and accounts of the University.

A Guide to Speakers and Program Ideas from the University of Minnesota, published by the Department of University Relations, is a directory of speakers from all campuses of the University. It includes information about a variety of program ideas such as musical ensembles, films, tours, and drama to assist program chairmen of organizations throughout the state and the Upper Midwest.

The Manual of Business Procedures, distributed by the Training Division, is available to all departmental offices. The *Manual* is in three sections: the "Personnel" section, dealing with policies and procedures for both academic and civil service staff members, covers such subjects as appointments, leaves of absence, terminations of service, vacations, and sick leave procedures; the "Equipment, Supplies, and Services" section covers procedures and forms to use in obtaining equipment, supplies, and services; and the "Fiscal" section covers budget preparation, financial records, and research contracts and grants.

Official bulletins and student newspapers are published on all campuses. Specific information can be found in the *Faculty Information Bulletin* supplement for each campus.

The Outline of Group Life Insurance, Group Income Disability Insurance, and Faculty Retirement Plan is available from the Department of Insurance and Retirement.

The Patent Manual, available from the Graduate School Research Center, contains the rights and obligations of the faculty member and the University with regard to any inventions or patents that may result from University research activities.

The Policy on University-Sponsored Educational Materials, available from the Graduate School Research Center, sets forth the rights and obligations of both the faculty member and the University when educational materials are produced.

Regulations Concerning Faculty Tenure are available from the Office of the Vice President for Academic Administration or Academic Personnel Records.

Report to Parents, published each quarter by the Department of University Relations, is mailed to parents of all students. It reports University policies, practices, and events of interest to that audience.

Special bulletins may be issued on occasion by individual units of the University.

The Student-Staff Directory, published each fall by the Department of University Relations, contains listings of staff members, students, and the various departments and divisions of the University. Copies are distributed through departmental offices and campus bookstores. Directories published by a single campus or unit are available from that campus or unit.

University of Minnesota Travel Regulations are available from the Business Office Travel Department.

University Press catalogs are available from University Press. The *Complete Annotated Book List* covers all University of Minnesota Press publications in print. Seasonal descriptive catalogs published in fall and spring announce forthcoming books. The leaflet *About the University of Minnesota Press* provides information about the Press's organization and methods of operation.

University Report, published semimonthly during the academic year and monthly during the summer by the Department of University Relations, is mailed to the homes of all University staff members. It reports on University projects, programs, activities, and developments of special interest to the staff and emphasizes interpretation of University policies and events that might not receive adequate explanation elsewhere.

The University Awards and Recognitions Handbook, describing the policies, practices, and nominating procedures used in determining such awards, will be available to all faculty in the fall of 1972 in the offices of deans, directors, and department heads. Additional copies are available from the Department of University Relations.

University of Minnesota Facts, published annually by the Department of University Relations, is a compact summary of University history, organization, enrollment, finances, services, and faculty and student activities. It is designed to answer the questions most frequently asked about the University.

RESEARCH AND COORDINATING BUREAUS

Center for Educational Development. A unit within the Office of the Vice President for Academic Administration, the center exists to encourage, facilitate, and support efforts by University faculty and staff to improve education at all levels. The center staff assists in bringing together human and financial resources for the renewal of existing educational programs, disseminates to the University community information about educational development efforts within the University and elsewhere, and administers development grant programs for the Council on Liberal Education (the Small Grants Program) and

the vice president for academic administration (the Educational Development Program).

Since its founding in 1967, the center has attempted to provide support as well as authoritative advice from its own or other University resources to faculty, colleges, and the University as a whole in five general program areas:

Development efforts to improve the quality of education at the University.

A wide range of programs is supported under the two grant programs. In addition, information, analysis, and opinion on needs, trends, and developments in higher education are communicated to the University community through discussion and through publications such as the center's periodical, *Comment*.

Development efforts in precollege education. The center works to join resources of schools and the University in development projects initiated with center funds.

Assessment and evaluation. The center is interested in and encourages the development of systematic methods of assessment and evaluation of educational programs, particularly in the context of the development efforts with which it is involved.

Applications of technology to educational practice. Cooperative efforts with other University departments facilitate development and use of films, television, computers, and other media in education.

Interinstitutional educational development. The center encourages programs through which University faculty join with colleagues in other Minnesota institutions of higher learning, as a means of directing the resources and capabilities of the University toward the improvement of education statewide.

Faculty members interested in educational development at any level are urged to consult with the staff of the Center for Educational Development. Announcements are made periodically regarding submission of proposals to the Small Grants Program and the Educational Development Program.

Office of Educational Research, Planning, and Development. This office supports a number of planning, research, and development activities within the College of Education. Included are planning, external funding, promotion of educational research, development (including innovative training models, facilities, and equipment), program evaluation assistance, and limited support for faculty research.

Measurement Services Center. The primary functions of the Measurement Services Center (MSC) are educational evaluation and measurement in higher education. The center's activities focus on the stimulation, development, and

implementation of innovative methods and techniques. University needs in educational evaluation are met by such programs as student evaluation of instruction and curriculum and program evaluation. Course examinations and placement, credit, proficiency, and admissions testing help meet University educational measurement needs.

The center aims to stimulate faculty interest in the University's educational problems and to assist in developing and carrying out research focused on college-level instruction, curriculum, programs, and measurement. Results of research projects are published in various forms; copies are available to University staff members upon request. Any faculty member is welcome to consult the director about MSC assistance for a study relevant to the purposes of MSC research. All project funding, excluding MSC professional assistance, is provided by the University staff member or the department seeking the study. MSC also maintains a student evaluation of instruction service and an examinations consulting service, available to all staff members and departments with minimum or no charge (see Student Ratings of Instruction in section V).

RESEARCH FUNDS

University policies concerning sponsored research and training are established in broad terms by the Board of Regents, who are constitutionally charged with the ultimate responsibility for acceptance of funds and programmatic operations. Only the Board of Regents is empowered to accept grants and to contract on behalf of the University. The University is committed to aid efforts toward accomplishment of the expressed goals of providing education, advancing knowledge, and promoting the welfare of the state by accepting funds and contracting with various agencies for research, training, construction of facilities, and other appropriate activities.

The Graduate School has substantial internal research funds that are used to assist and support faculty research. Applications for such support grants are made directly to the Graduate School by the interested faculty member. The General Research Advisory Committee reviews such requests and makes recommendations to the Graduate School dean concerning the allocation of these grant funds.

The Office of Sponsored Programs (OSP) in the Graduate School Research Center has been established to assist faculty, and where necessary, to help insure adherence to basic University policies in sponsored research. The office's functions are to organize the administrative procedures, to facilitate processing of applications, and to assist applicants in development and preparation of proposals. This assistance to applicants includes identification of possible fund sources, preparation of applications and budgets, review of proposals, direction to appropriate channels, and adherence to deadlines and other requirements of the funding agencies.

The resources of OSP are available to individual faculty members or faculty groups who wish to apply to outside agencies for financial support. All proposals for research and training funds from outside agencies must be finally reviewed and transmitted through OSP. The review process is for the purpose of determining consistency with University policies on space, staffing, and equipment, and other considerations as requested by the Office of the Vice President for Academic Administration. OSP works closely with the Office of the Director of Development, when funds are sought from private sources, and with the Research Accounting Office, which has the responsibility for auditing, accounting, and billing matters related to research and training projects.

The Graduate School Research Center gathers and analyzes certain financial data from various internal and external sources and uses the results in the preparation of staff reports relevant to questions posed by University administrators and outside agencies. It also maintains an inventory of all research currently being performed at the University.

In cooperation with the Graduate School Fellowship Office, the Graduate School Research Center assists in the administration of Fulbright fellowships and, when needed, serves as liaison between faculty research award recipients and granting agencies.

SUPPORT STAFF

Every university has a support staff to help faculty carry on teaching, research, and service activities. The University of Minnesota support staff is employed through the University civil service system, a personnel program independent of state and federal civil service that was established and is administered by the University. There are more than 9,000 civil service employees (not counting students) in the system, working in approximately 750 types of jobs.

The Department of Civil Service Personnel maintains a staff of personnel services representatives, one of whom is assigned to each college, department, and campus of the University to assist faculty and managerial staff with personnel matters. These representatives work with personnel in each unit to help create or eliminate positions, classify and reclassify jobs, establish salary ranges and rates, recruit and screen applicants, develop orientation and training programs, find solutions for grievance and disciplinary problems, and conduct union relations. The representatives are also available to staff and faculty to explain and interpret University personnel policies and procedures.

The University civil service system is based on the principles of equal pay for equal work and equal employment opportunity. At present it is emphasizing affirmative action programs for women, minorities, and the disadvantaged and a promotional program for present employees.

The department recruits, interviews, and tests applicants and decides

whether they are qualified for employment in particular classes of work at the University. After screening, qualified applicants are referred to departments with openings. The department makes the final hiring decision on the basis of its interviews and input from the personnel services representative.

The Personnel Department exists as a service to help the University reach its goals by providing constructive personnel programs for support staff. Every possible step is taken to see to it that these programs are administered fairly and objectively. A detailed account of personnel procedures and the mechanics of how to use them can be found in the "Personnel" section of the University's *Manual of Business Procedures*, available from the Training Division.

UNIVERSITY COMPUTER SERVICES

The University has several computer centers that offer a wide variety of services to University faculty members. In addition to computing service, faculty members may receive help in solving their research and educational problems from the staff associated with the centers.

The computer centers, whose primary mission is academic instruction, research, and public service, are coordinated by the Office of University Computer Services. They include:

Center for Human Learning, which focuses on research and development in Computer-Assisted-Learning (CAL). The facilities are available to faculty members having an interest in CAL.

Health Sciences Computer Center, which provides computing services primarily for staff members in the health sciences.

Hybrid Computer Laboratory, which specializes in hybrid computation and interactive high-speed graphics. These facilities are available for research problems for which hybrid computation and graphic analysis offer special advantages.

St. Paul Computing Center, which provides a computer service for public-service activities related to the agricultural sciences. It also provides some computing services to members of the faculty.

UMD Computer Center, which is used by the UMD faculty and students and provides services for some administrative activities, particularly those of the office of Student Personnel Services.

University Computer Center, with facilities including a large-scale digital computer, remote terminals, and peripheral equipment located in a number of buildings on and off the Twin Cities campus. The staff of this center also provides the operating and technical support for the statewide time-sharing system

(MERITSS) that the University manages on behalf of higher education in Minnesota.

West Bank Computer Center, which provides computing service primarily for the social sciences, management sciences, and humanities. Consultation and other services are provided by this center and by two other centers on the West Bank of the Twin Cities campus — the Management Information Systems Research Center (MISRC) and the Social Science Research Facilities Center (SSRFC).

In addition to the academic facilities listed above, the University has a computer for administrative activities, including those of academic administration such as student admissions and records. This computer is managed by the Administrative Data Processing Center.

UNIVERSITY LIBRARIES

With collections totaling over three million volumes, the University of Minnesota Library ranks tenth in size among those of American universities. In addition to the humanities and social science resources in the Wilson Library and the basic science and technology collection in the Walter Library in Minneapolis, there are branch libraries on all coordinate campuses and more than 20 subject libraries on the Twin Cities campus.

For information about the library system on a particular campus, check the *Faculty Information Bulletin* supplement for that campus.

UNIVERSITY PRESS

The University of Minnesota Press extends the horizons of teaching and research within and beyond the campus to scholars, advanced students, and general readers. It publishes the results of scholarship and research by University faculty members and other scholars and writers.

The Press maintains professional editorial, production, sales, promotion, and business staffs and distributes its publications through established book-trade channels in the United States and abroad. Normally, royalties are paid to authors beginning with the first copy sold.

The Press invites faculty members to submit manuscripts and also welcomes the opportunity to discuss with an author his ideas for publication before a manuscript is completed. Decisions as to acceptability for publication are made by a faculty committee, with advice from specialists in the fields concerned.

The Regents have designated the University of Minnesota Press as the agency for advising all applications for copyright in the name of the University of Minnesota. The copyright on all University materials subject to copyright is to be taken out in the name of the University of Minnesota.

VIII. Miscellaneous Policy Matters

UNIVERSITY NEWS AND PUBLICITY

Information or news of all-University or Twin Cities campus significance is prepared, edited, and distributed by the University News Service on the Twin Cities campus. News services are also located in the University Relations offices on the Duluth, Morris, Crookston, and Waseca campuses. In addition, special information offices handle news for the Institute of Agriculture and the Department of Intercollegiate Athletics, and specialized information services are available in some academic units of the University. Any faculty member who wishes to publicize, or is in any way involved in, a newsworthy project or event should consult in advance the news service on his campus for assistance in obtaining proper newspaper, television, radio, and magazine coverage. These news services are listed in the departmental section of the *Student-Staff Directory* and in the coordinate campus directories. The Department of University Relations can also provide information and referral to the most suitable service.

USE OF THE UNIVERSITY OF MINNESOTA NAME

The name of the University and its buildings, facilities, and personnel may not be used in advertising, although the interpretation of this policy permits public service advertising and some types of institutional advertising. In these cases, the Department of University Relations approves advertising copy. The name of the University is not to be used in any way by members of its staff in a manner suggesting University endorsement of any product, service, publication, solicitation of funds, or political viewpoint.

SOLICITATION OF FUNDS ON CAMPUS

Soliciting funds or contributions on any campus is forbidden unless specifically approved by the Administrative Committee of the Senate.

RELATIONSHIPS WITH LEGISLATORS, CONGRESSMEN, STATE AGENCIES, AND GOVERNMENTAL OFFICES

The Office of the Vice President for State and Federal Relations is responsible for liaison between the University and the state and federal governments. This responsibility covers the federal legislative process and those federal agencies dealing with all-University concerns (student financial aid, institutional aid, construction), contact with the major national educational

associations, and relationships with the Minnesota Legislature and the agencies of state government.

Faculty members seeking information on federal or state legislation or wishing to report on or arrange for contact with state legislators or the Minnesota Congressional delegations should contact the office for assistance. The office subscribes to federal and state legislative services and numerous association newsletters to keep track of developing legislation, and can advise faculty members on the status of bills, prospective contacts that might be helpful, and previous contacts that may have been made regarding a particular legislative concern.

The faculty should also use the office for information about cooperative programs with state agencies. Increasingly, federal funds for research, development, and manpower projects are being channeled through state agencies that set priorities and reallocate funds accordingly; interested faculty members should be aware of these programs and their potential relationship to them. Faculty interested in these programs should contact this office promptly, as close coordination is essential to this type of project activity.

The office publishes a *Governmental Relations Newsletter* to inform the faculty about the topics mentioned above. Faculty members wishing to be on this mailing list should call the office.

Information on available funds for sponsored projects (after the authorization and appropriations bills are passed) is available through the Office of Sponsored Programs (see Research Funds in section VII).

ACADEMIC COSTUME

Academic dress at the University of Minnesota generally conforms to the rules of the American Council on Education. Exceptions are: honor students wear maroon and gold shoulder insignia on their gowns; tassels on the caps of candidates for degrees indicate their colleges or schools by color. The wearing of academic costume, by faculty or students, is a matter of individual choice. Faculty members who do not have personal academic costumes may secure them for University functions from the University Bookstores; there is no charge if prior approval is obtained from the Department of University Relations.

GIFTS TO THE UNIVERSITY

All matters concerning gifts and the solicitation of gifts to the University, including wills and bequests, should be cleared with the Office of the Director of Development. All development project proposals involving a goal of \$500 or more from a private extra-University source are to be reviewed by the Office of Sponsored Programs (see Research Funds in section VII).

The major fund-raising agencies at the University of Minnesota are:

Office of the Director of Development, the primary fund-raising office of the University. All approaches to outside private sources must be coordinated with this office. Two funds administered by this office are:

University of Minnesota Memorial Fund, directed by a 12-member committee of academic and civil service staff representatives from all University campuses. Staff members or their spouses may be memorialized through gifts to this fund. The names of those who are memorialized are inscribed in a *Book of Honor*. Contributors may designate the way in which their gifts should be used.

General Memorial Fund, through which persons not identified with the University as staff members may be memorialized.

Minnesota Alumni Fund, which concentrates entirely on raising money from the alumni through various annual fund-raising programs. The alumni express their interest in and their support of the University through this fund.

Minnesota Medical Foundation, a nonprofit foundation with some 2,000 members, dedicated exclusively to the advancement of medical education and research at the University. Its funds are used primarily for scholarships and loans to medical students, but it also gives awards for outstanding teaching, grants research funds, and aids in the construction of buildings for the health sciences. One of its publications is the *University of Minnesota Medical Bulletin*.

University of Minnesota Foundation, an independent, nonprofit Minnesota corporation organized to secure major gifts for the University.

ADMISSION TO THE UNIVERSITY

Admission to the University is open to all qualified persons. Admission is based primarily on previous achievement and ability. No questions regarding race, religion, color, or national origin appear on either academic admission forms or applications for employment. Brief descriptions of admission requirements for individual collegiate units may be found in the *General Information Bulletin* distributed by the admissions office on each campus.

WORK TOWARD ADVANCED DEGREES

Faculty members may work toward an advanced degree at the University during their spare time and during the summer sessions. Those who wish to take courses leading to an advanced degree from the Graduate School or courses for graduate credit must apply for admission to the school. After admission, the staff member follows the regular registration procedure. Staff members with doctoral degrees may audit occasional courses, by consent of the instructor and

if space is available, without formal registration or payment of fees.

No faculty member with an appointment above the rank of instructor or research fellow is permitted to take a graduate degree at this university, although he may register for graduate courses and present such work for the satisfaction of degree requirements at another university.

COURSES OPEN TO FACULTY MEMBERS AND THEIR FAMILIES

In addition to the regular day classes offered at the University, a variety of lectures, classes, and other study opportunities are available through Continuing Education and Extension (CEE). Usually there are no scholastic admission requirements and few prerequisites for CEE programs and classes. More than 1,000 evening and specially scheduled classes are offered throughout the state each year. Most of them may be taken with or without degree credit. Neighborhood seminars and lecture series on varied topics are also available.

The program in Continuing Education for Women offers special seminars accommodating the interests and hours of women, and the Independent Study Department makes available some 300 correspondence courses for both high school and college level credit.

The CEE Counseling Office caters especially to the problems and needs of adults and provides information on programs serving all members of faculty families. One of these programs, the Summer Arts Study Center at Grand Rapids, holds particular interest for faculty members who might wish to participate either as teachers or students. Information on tuition rates for faculty members and their families can be found under Resident Tuition in section IV of this book.

AWARDS AND RECOGNITIONS GIVEN BY THE UNIVERSITY

The University of Minnesota confers honorary degrees and a variety of awards on persons who have achieved distinction and recognition in public service, education, science, literature, or the arts. The Committee on All-University Honors, appointed by the President, screens all recommendations.

Alumni Service Awards are conferred upon graduates or former students of the University in recognition of service to the University, its schools, colleges, departments, or faculty, or to the Alumni Association or any of its constituent groups. Faculty members are not eligible while on active service at the University.

Building names may be chosen to honor an individual. The Regents determine building names; recommendations are made by the Honors Committee. Information on policies and procedures governing bestowal of a personal name

on a building may be obtained from the Honors Committee chairman.

Honorary degrees are conferred upon persons who have attained distinction through contributions of such importance that honor is warranted beyond the recognition that would ordinarily be accorded for meritorious service or prominence. The contribution may be local, national, or international in scope, but it must be exceptional in level or effect.

Traditionally, the Committee on All-University Honors has considered not only former University students and graduates who have achieved notably in a particular field, but also persons who have rendered distinguished service to the state of Minnesota or the University. For these, as well as for those whose eminence is not related to the University or the state, the criterion of unusual excellence governs the selection.

Honorary degrees are given sparingly. From 1925, when the first honorary degree was awarded, to fall 1972, only 48 have been given. The present policy of the Honors Committee is not to recommend current or retired faculty members for an honorary degree.

Outstanding Achievement Awards are conferred upon alumni or former students of the University of Minnesota who have attained distinction in their chosen fields, professions, or public service, and who have demonstrated outstanding achievement and leadership on a community, state, national, or international level. Candidacy is limited to graduates or former students of the University of Minnesota, but when these are faculty members or retired faculty members, they are not ordinarily eligible for this award.

Nominations for any of the above awards or honors, except the Alumni Service Award, may be made to the Committee on All-University Honors by any member of the faculty or staff, by the Alumni Association, or by an alumnus. Nominations for the Alumni Service Award should be submitted to the Alumni Honors Committee of the Minnesota Alumni Association. Details concerning nominating procedures may be obtained from the Honors Committee chairman.

Regents' Awards are given to individuals, organizations, or groups in recognition of contributions to the growth and development of the University through significant benefactions or in recognition of exceptionally valuable service to the University. Candidacy is not limited to graduates or former students of the University. Nominations for this award should be submitted to the Board of Regents.

Regents' Professorships were established by the Board of Regents in 1965 as the highest recognition given by the University to members of its faculty. Regents' professors are to be of outstanding academic distinction, judged by the

scope and quality of their scholarly or artistic contributions, the quality of their teaching, and their contributions to the public good. Once designated a Regents' professor, a faculty member holds the title for as long as he remains at the University, and receives a \$5,000 gift annually from the University of Minnesota Foundation during his tenure. He also receives a sterling silver medallion suspended from a gold and maroon ribbon, to be worn over academic costume. Upon retirement from the University, the faculty member becomes a Regents' professor emeritus.

Standard Oil (Indiana) Foundation-Horace T. Morse Awards are given, upon the recommendation of the All-University Council on Liberal Education, to faculty members in recognition of their outstanding contributions to undergraduate education. Each receives a University citation and a \$1,000 grant provided by the Standard Oil (Indiana) Foundation. More information is available from the Office of the Vice President for Academic Administration.

Teaching awards are also given by some individual collegiate units.

IX. University Administration

BOARD OF REGENTS

- The Honorable Elmer L. Andersen, St. Paul
Chairman
- The Honorable Neil C. Sherburne, Lakeland Township
Vice Chairman
- The Honorable Lyman A. Brink, Hallock
- The Honorable Fred A. Cina, Aurora
- The Honorable Daniel C. Gainey, Owatonna
- The Honorable Herb L. Huffington, M.D., Waterville
- The Honorable Fred J. Hughes, St. Cloud
- The Honorable Josie R. Johnson, Bloomington
(Mrs. Charles W. Johnson)
- The Honorable Lester A. Malkerson, Minneapolis
- The Honorable George W. Rauenhorst, Olivia
- The Honorable Loanne R. Thrane, Chanhassen
(Mrs. Ralph Thrane)
- The Honorable John A. Yngve, Wayzata
- Dr. Malcolm Moos, President
- Mr. Duane A. Wilson, Secretary
- Mr. Clinton T. Johnson, Treasurer

ADMINISTRATIVE OFFICERS

- President of the University**
Malcolm Moos
- Vice President for Administration**
- Vice President for Academic Administration**
William G. Shepherd
- Vice President for Finance, Planning, and Operations**
James F. Brinkerhoff
- Vice President for Health Sciences**
Lyle A. French
- Vice President for State and Federal Relations**
Stanley J. Wenberg
- Vice President for Student Affairs**
Paul H. Cashman

ADMINISTRATIVE COMMITTEE

Malcolm Moos, President

Frederick J. Adelman, Colonel, Department of Aerospace Studies-ROTC

Carl A. Auerbach, Acting Dean, Law School

Ralph F. Berdie, Coordinator, Admissions, Registration, and Student Records

David J. Berg, Director, Budget Planning and Information Services

Sherwood O. Berg, Dean, Institute of Agriculture

Rodney A. Briggs, Executive Assistant to the President

James F. Brinkerhoff, Vice President for Finance, Planning, and Operations

May Brodbeck, Dean, Graduate School

Richard S. Caldecott, Dean, College of Biological Sciences

Paul H. Cashman, Vice President for Student Affairs

Raymond W. Darland, Provost, University of Minnesota, Duluth

Sidney A. Ewing, Dean, College of Veterinary Medicine

Edward C. Frederick, Provost, University of Minnesota Technical College,
Waseca

Lyle A. French, Vice President for Health Sciences

N L Gault, Dean, Medical School

Paul R. Giel, Director, Department of Intercollegiate Athletics

Edwin L. Haislet, Director, Department of Alumni Relations

M. Isabel Harris, Dean, School of Nursing

Ralph H. Hopp, Director, University Libraries

John Q. Imholte, Provost, University of Minnesota, Morris

Frank H. Kaufert, Dean, College of Forestry

Stanley B. Kegler, Associate Vice President and Special Assistant to the
President

Barbara Knudson, Dean, University College

Albert J. Linck, Dean, College of Agriculture

Lloyd H. Lofquist, Assistant Vice President for Academic Administration

Fred E. Lukermann, Assistant Vice President for Academic Administration

Keith N. McFarland, Acting Dean, College of Home Economics

Jack C. Merwin, Dean, College of Education

Harold A. Miller, Dean, Continuing Education and Extension

Robert J. Odegard, Director of Development and Executive Director, University
of Minnesota Foundation

Paul Rupprecht, Director, University Health Service
Stanley D. Sahlstrom, Provost, University of Minnesota Technical College,
Crookston
Erwin M. Schaffer, Dean, School of Dentistry
Jean C. Schlemmer, Administrative Assistant to the President
William G. Shepherd, Vice President for Academic Administration
Lee D. Stauffer, Dean, School of Public Health
Richard A. Swalin, Dean, Institute of Technology
Russell D. Tall, Director, Department of University Relations
Alfred L. Vaughan, Dean, General College
Frank Verbrugge, Director, University Computer Services
Lawrence C. Weaver, Dean, College of Pharmacy
Stanley J. Wenberg, Vice President for State and Federal Relations
John H. Westerman, Director, University Hospitals
C. Arthur Williams, Dean, College of Business Administration
William E. Wright, Associate to the Vice President, Academic Administration, for
International Programs
Duane A. Wilson, Secretary, Board of Regents
E. W. Ziebarth, Dean, College of Liberal Arts

REGENTS' COMMITTEES

Budget, Audit, and Legislative Relationships Committee (Regent Yngve,
chairman)
Educational Policy and Long-Range Planning Committee (Regent Sherburne,
chairman)
Executive Committee (Regent Andersen, chairman)
Faculty, Staff, Student, and Public Relationships Committee (Regent Cina,
chairman)
Health Sciences Committee (Regent Hughes, chairman)
Physical Plant and Investments Committee (Regent Huffington, chairman)

X. University Organization

President

Executive Assistant

Executive Director, University of Minnesota Foundation, and Director,
Development

Special Assistant and Associate Vice President for State and Federal
Relations

Vice President for Administration

Budget Planning and Information Services

Department of Civil Service Personnel and Student Employment

Office of Equal Opportunity and Affirmative Action

Department of Insurance and Retirement

Department of Safety and Development

University Attorney

Vice President for Academic Administration

Academic Divisions

Institute of Agriculture

Agricultural Experiment Stations

Agricultural Extension Service

College of Agriculture

College of Forestry

College of Home Economics

International Agricultural Programs

College of Biological Sciences

James Ford Bell Museum of Natural History

Dight Institute for Human Genetics

College of Business Administration

Continuing Education and Extension

College of Education

Institute of Child Development

Marshall-University High School

School of Physical Education and Recreation

General College

Graduate School

Graduate School Research Center
Hormel Institute
Mayo Graduate School of Medicine

Law School

College of Liberal Arts

School of Journalism and Mass Communication
Library School
School of Public Affairs
School of Social Work
School of Statistics

Summer Session

Institute of Technology

School of Architecture and Landscape Architecture
School of Chemistry
School of Earth Sciences
College of Engineering
School of Mathematics
School of Physics and Astronomy

University College

College of Veterinary Medicine

Departments of Aerospace Studies, Military Science, and Naval Science
(Air Force, Army, and Navy ROTC)

Department of Concerts and Lectures

Center for Educational Development

Office of International Programs

Measurement Services Center

Space Science Center

University Computer Services

University Libraries

University Press

Center for Urban and Regional Affairs

Vice President for Finance, Planning, and Operations

Budget Officer

Business Office

Investment Counsel
Physical Planning and Development
Purchasing Department
Support Services and Operations
Office of the Treasurer
University Bookstores

Vice President for Health Sciences

Academic Divisions
School of Dentistry
Medical School
School of Nursing
College of Pharmacy
School of Public Health

Drug Information and Education Program
University Hospitals

Vice President for State and Federal Relations

Department of Alumni Relations
Governmental Relations (Federal and State)
Department of Intercollegiate Athletics
Secretary, Senate Committee on Institutional Relationships
Department of University Relations

Vice President for Student Affairs

Office of Admissions and Records
Campus Assistance Center
Housing Office
International Student Adviser's Office
Department of the Minnesota Union
Minnesota Women's Center
Orientation Offices
Parents' Association

Special Counseling Office
Student Activities Center
Student Counseling Bureau
Office of Student Financial Aid
Students' Religious Activities Office
University Health Service

Provost, University of Minnesota, Duluth

Associate Provost

Vice Provost for Academic Administration

Division of Education and Psychology
Division of Educational Media
Graduate School
Division of Humanities
Library
Division of Science and Mathematics
Division of Social Sciences
School of Social Work

Vice Provost for Business Affairs

Business Office
Plant Services
University Services

Vice Provost for Student Affairs

Provost, University of Minnesota, Morris

Assistant Provost

Student Affairs

Academic Dean

Division of Education
Division of Humanities
Division of Science and Mathematics
Division of Social Science

Business Manager

Plant Services

University Services

Provost, University of Minnesota Technical College, Crookston

Vice Provost for Academic Affairs

Agriculture Division

Business Division

General Education Division

Hotel, Restaurant, and Institutional Management Division

Business Office

Plant Services

Student Affairs

University Services

Provost, University of Minnesota Technical College, Waseca

Academic Affairs

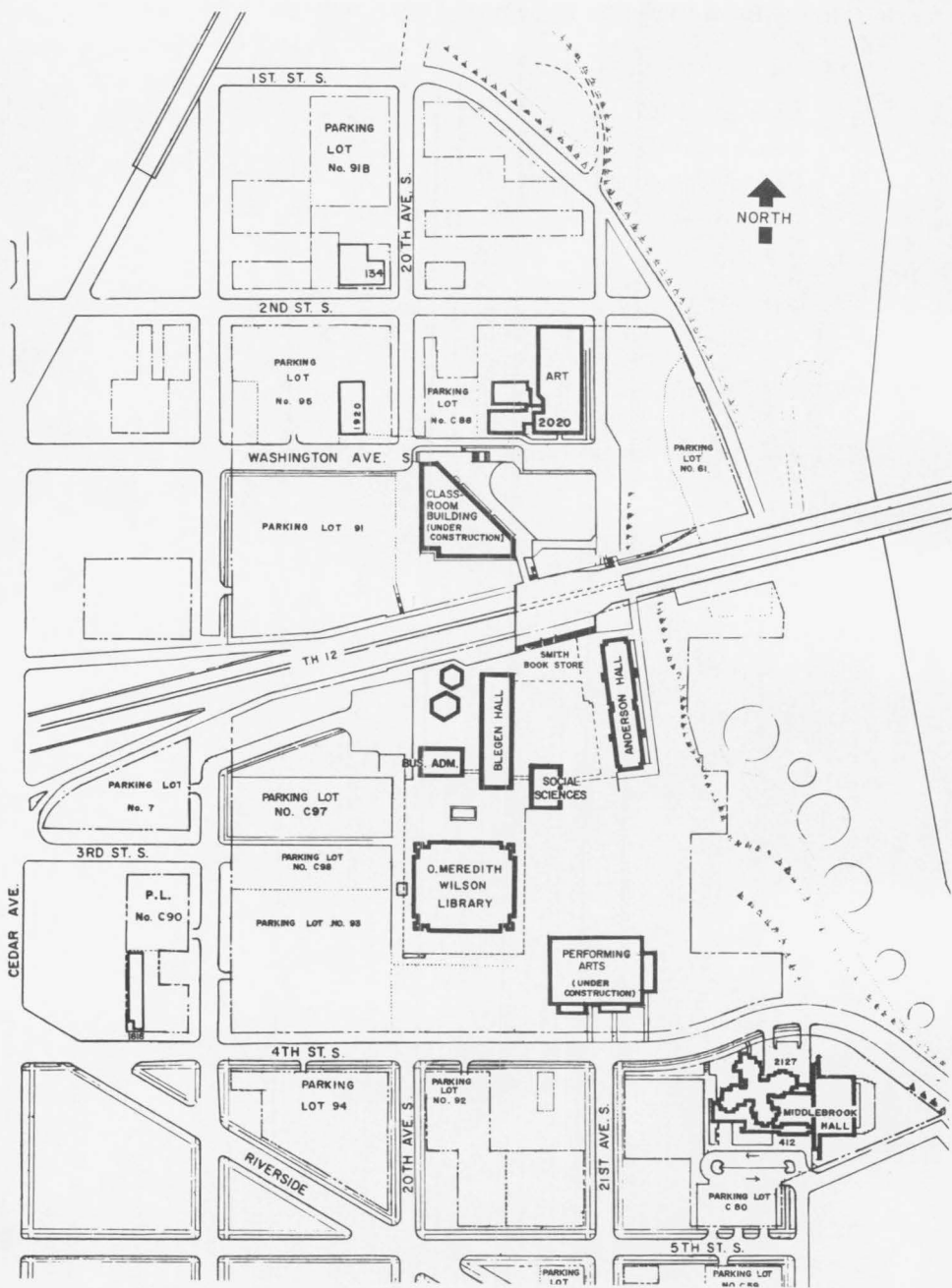
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Related Education Division

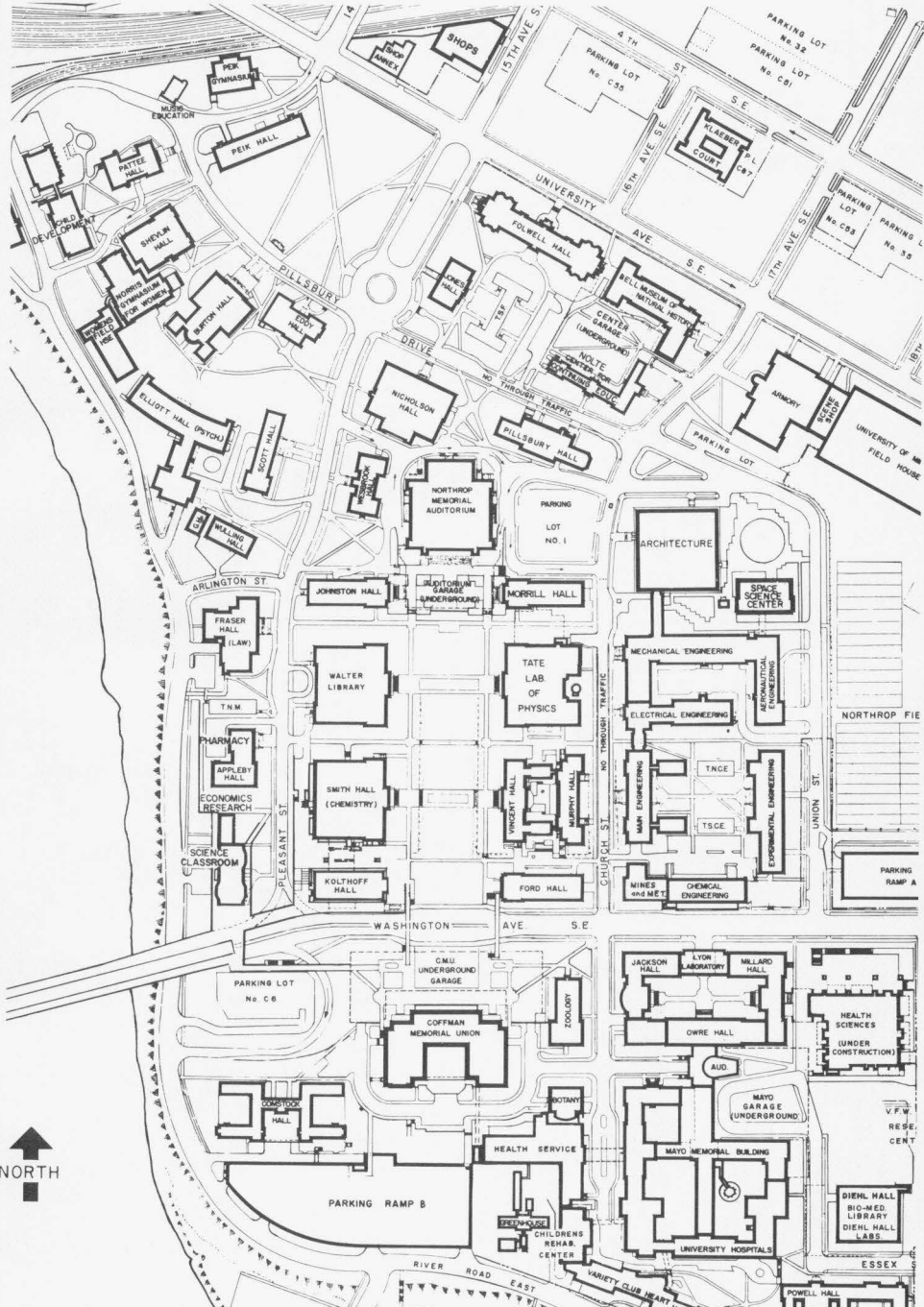
Business Office

Plant Services

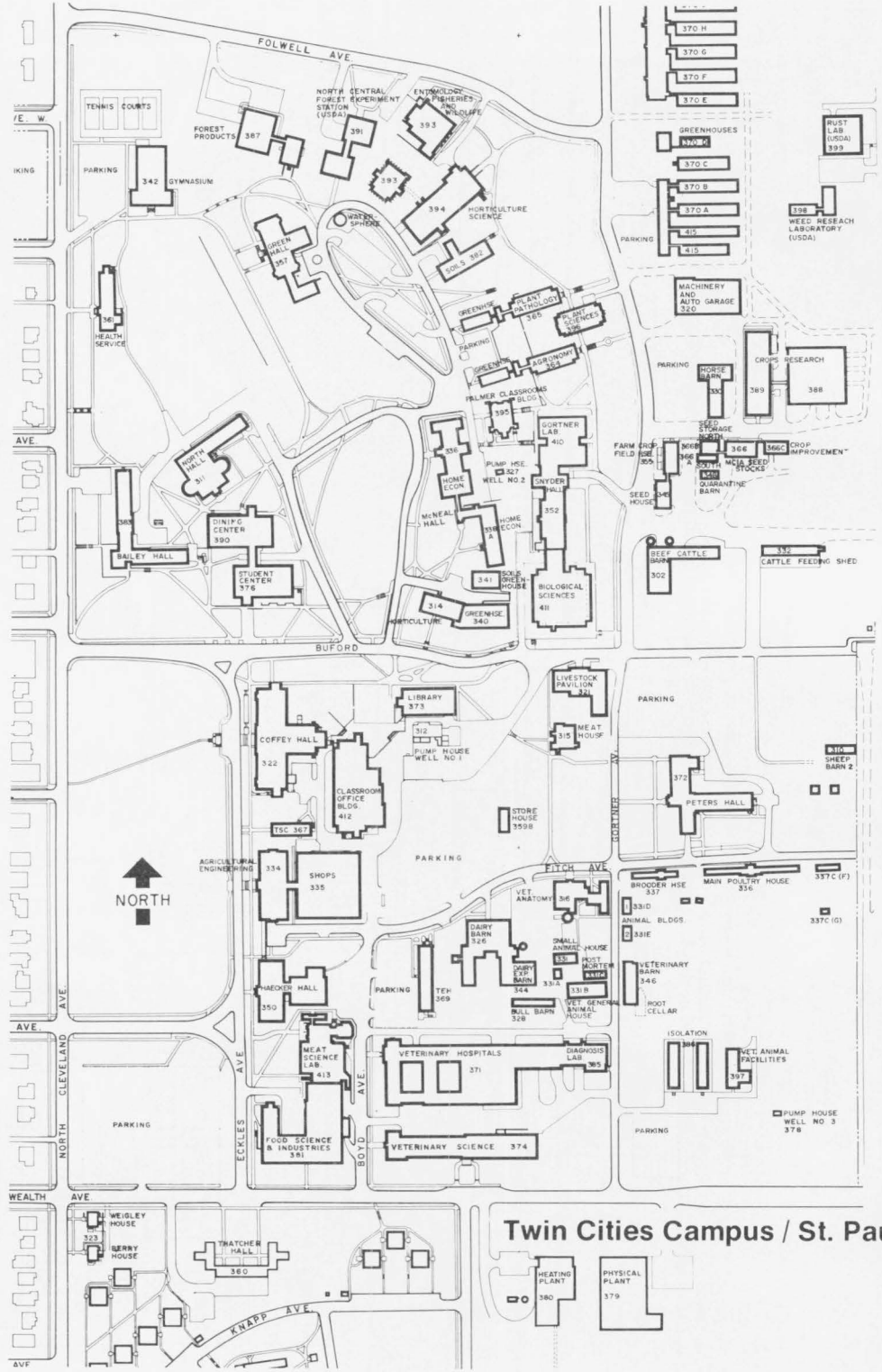
Student Affairs



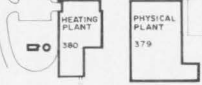
**Twin Cities Campus / Minneapolis
West Bank**



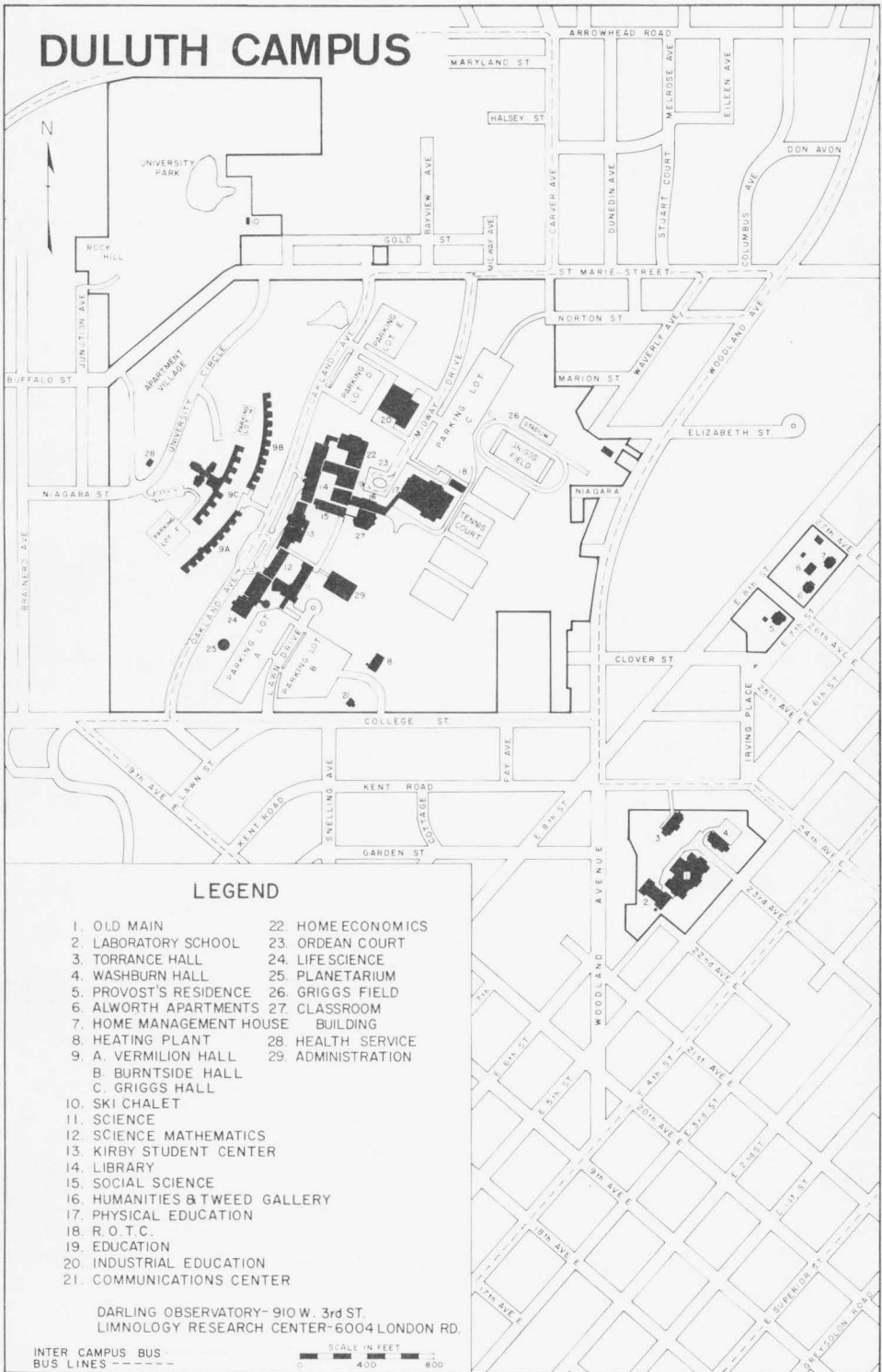
Twin Cities Campus / Minneapolis East Bank

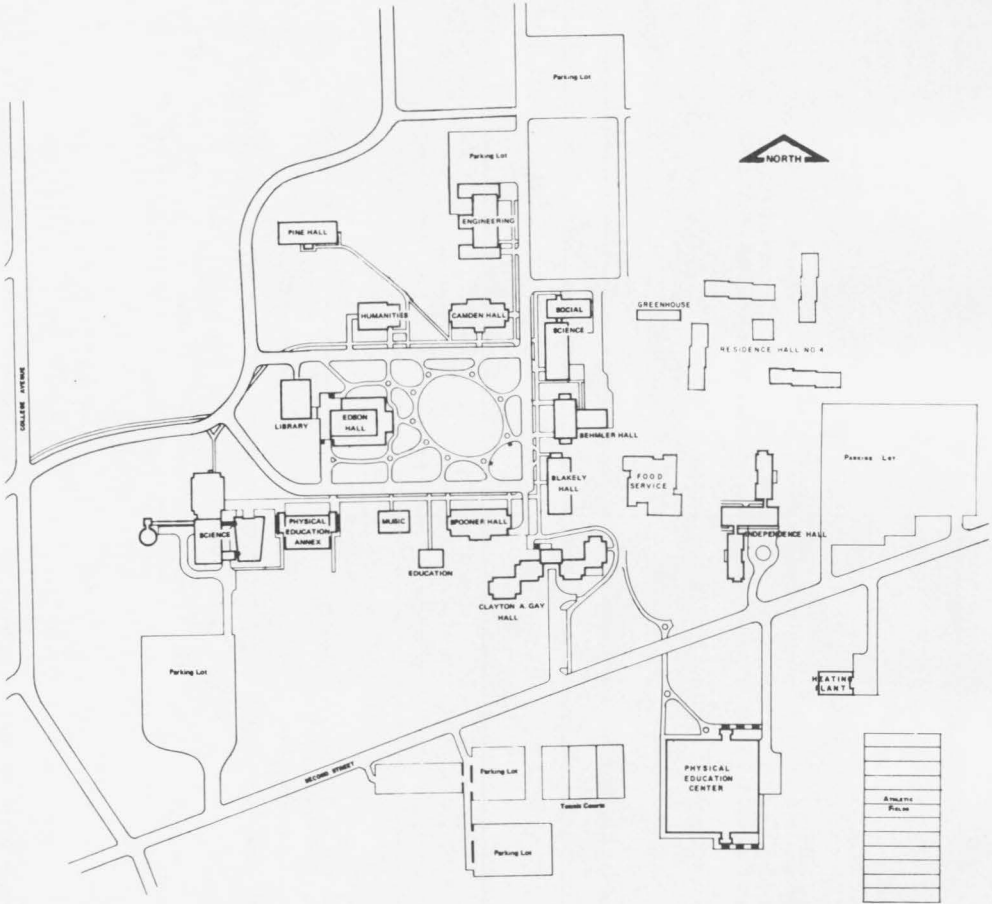


Twin Cities Campus / St. Paul

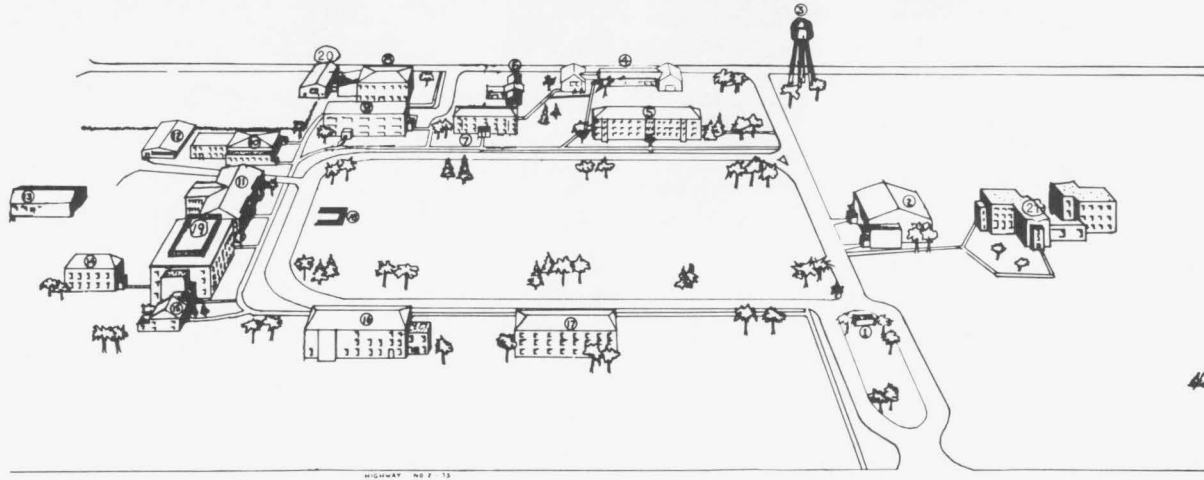


DULUTH CAMPUS



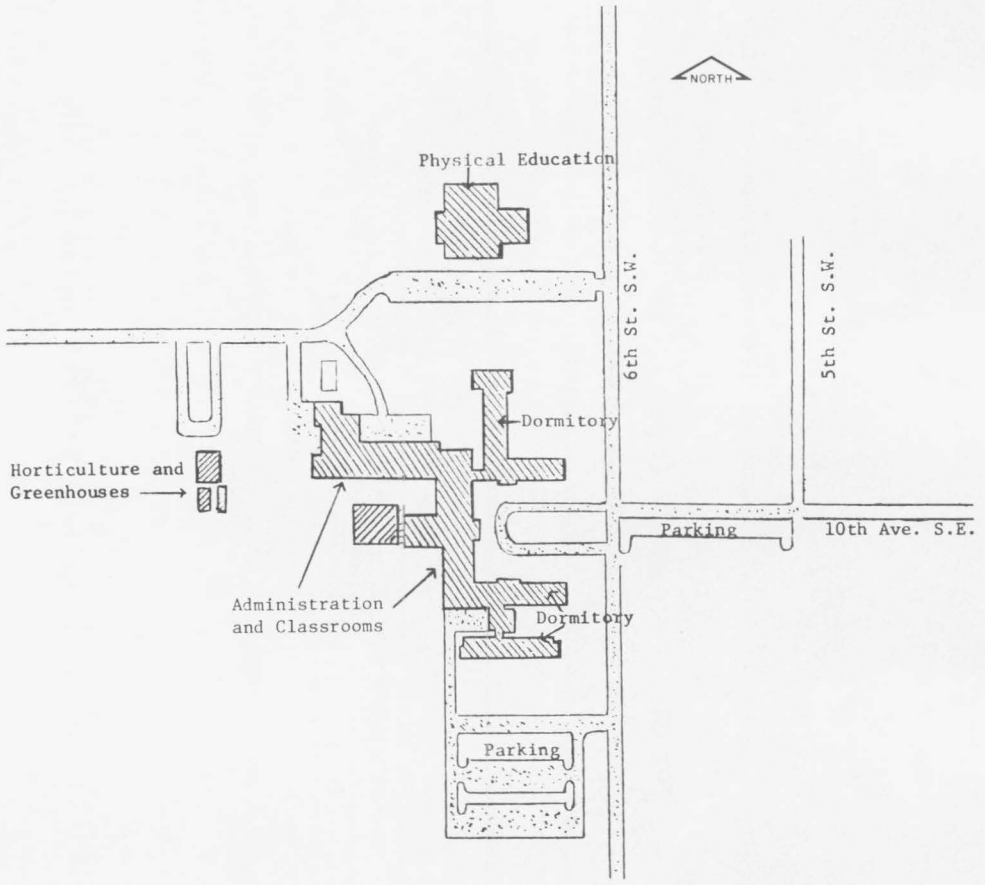


MORRIS CAMPUS



- | | | |
|--------------------------|------------------------------------|---|
| 1. Soldiers Monument | 9. Hill Hall | 16. Kiehle Auditorium and Learning Resources Center |
| 2. Knutson Hall | 10. Bede Hall | 17. Robertson Hall |
| 3. Water Tower | 11. Stephens Hall | 18. Sunken Garden |
| 4. Agricultural Research | 12. Kiser Building | 19. Dowell Hall |
| 5. McCall Hall | 13. Heating Plant | 20. Owen Hall Annex |
| 6. Greenhouse | 14. Dowell Annex | 21. Skyberg Hall |
| 7. Selvig Hall | 15. Student Services (White House) | |
| 8. Owen Hall | | |

CROOKSTON TECHNICAL COLLEGE



WASECA TECHNICAL COLLEGE

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