

**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

MINUTES

**BOARD OF REGENTS' MEETING
AND
REGENTS' COMMITTEE MEETINGS**

December 12-13, 1991

**Office of the Board of Regents
220 Morrill Hall**

Year 1991-92

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Minutes of the Board of Regents' Meeting
and Regents' Committee Meetings

December 12-13, 1991

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UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Committee of the Whole - Open Forum

December 3, 1991

An Open Forum was held by the Committee of the Whole of the Board of Regents was held on Tuesday, December 3, 1991, at 1:45 p.m. in Room 42 of the Earle Brown Center on the St. Paul Campus.

Regents present: Regent Kuderer, presiding; Regents Anderson, Craig, Keffeler, Neel, Roe, Rosha and Wynia.

Staff present: President Hasselmo; Senior Vice Presidents Erickson and Infante; Vice Presidents Heydinger and Perlmutter; Vice Provost Hopkins; Executive Director Muesing; Associate Executive Director Janzen; Associate Vice Presidents Barbatsis, Fischer and Hayes; Assistant Vice President Vikmanis.

Student Representative present: Tim Wolf.

Regent Kuderer stated that the Open Forum was scheduled to provide an opportunity for individuals to convey their opinions regarding the budget proposal being considered by the Board of Regents. He noted that the proposed Budget Plan will be presented to the Board for approval at its December meeting.

Julie Harrold

Issue: Consultation on the Budget Plan

Julie Harrold, President of the Graduate and Professional Student Assembly (GAPSA), expressed concerns regarding the impact of the proposed tuition increases on access to the University, the Governor's vetoes on funding for graduate assistants and the proposed privatization of the University. She discussed the lack of consultation during development of the budget, and stated that GAPSA has much to contribute to the process.

Jennifer Alstad

Issue: Response to Budget Message

Jennifer Alstad, President of the Minnesota Student Association, stated that the current budget situation is an opportunity to restructure the University and move forward. She stressed the importance of establishing high priorities in the areas of teaching, research and outreach. She indicated that the issues of quality, access, tuition and governance are crucial to students during this difficult time, and urged the Board to reaffirm the role of students in real decision making at the University.

Stephen Schmechel

Issue: Medical School Tuition

Stephen Schmechel, a member of the Medical Student Council, expressed concerns regarding the impact of the proposed increase in Medical School tuition. He stated that if the University is to maintain its prominence among public medical schools and continue to best serve the needs of the state, affordable Medical School tuition and manageable graduating debt are central to its mission. He asked the Regents to consider the impact of the proposed tuition rises on the future supply of primary physicians in Minnesota.

Becky Root and Maria Gini

Issue: Department of Linguistics

Becky Root, a research scientist at Honeywell, stated that Honeywell has conducted numerous research and development projects that have relied heavily on advanced theoretical work in computational and formal linguistics, noting that the faculty and graduate students in the Department of Linguistics have been invaluable to that work through joint seminars, informal discussions, conferences and team teaching. She indicated that reliance on groundbreaking linguistic work will increase in the future, and the proposed change may jeopardize the graduate program, hinder research and force corporations to look elsewhere for support.

Maria Gini, Associate Professor and Director of Graduate Studies in the Department of Computer Science, spoke in support of the Department of Linguistics. She asked the Board to reconsider the proposal to eliminate the department, stating that it will result in the loss of very important support for the Department of Computer Science and the loss of graduate students who come to the University because of its interdisciplinary nature.

Gary Thomas

Issue: Department of Humanities

Gary Thomas, Professor and Chair of the Department of Humanities, stated that he was staggered by the proposal to eliminate his department. He noted that it is one of five College of Liberal Arts departments on the verge of national distinction and gave examples of how it meets the five criteria established at the outset of the budget process by President Hasselmo - quality, centrality, comparative advantage, demand and efficiency. Dr. Thomas stated that the proposal is attracting national attention, and he urged the Board to reject the proposal.

Bruce Lincoln

Issue: Department of Humanities

Bruce Lincoln, Professor in the Department of Humanities, spoke in support of the department. He expressed concern that the proposed elimination of the department is based upon controversial changes made in the curriculum in 1989-90, stating that the Administration is abandoning its stated criteria and basic principles of academic freedom. He urged the Board to vote against the proposal.

Eileen Zeitz

Issue: Foreign Language Cuts at the University of Minnesota, Duluth

Eileen Zeitz, Associate Professor in the Department of Foreign Languages & Literatures at the University of Minnesota, Duluth, expressed concern regarding the impact of the proposed retrenchment of a faculty line in Foreign Languages & Literatures (FL&L). If implemented, the department will have been reduced from 11 to 8 tenure-track lines in three years and the FL&L major will be jeopardized. Dr. Zeitz asked the Board to reject the proposal in order to preserve educational opportunities that students deserve in order to participate in the world economy and culture of the 21st century.

Jeanette Gundel

Issue: Cutting the Department of Linguistics

Jeanette Gundel, Professor in the Department of Linguistics, spoke in support of the department, stating that it is known and respected throughout the world for its quality faculty, curriculum and students, and the proposed closure would not result in any real financial gain. She expressed concern that the proposal did not receive the full and open consultation required by the CLA constitution, and stated that no adequate rationale has been given for closing the department. Dr. Gundel urged the Board not to accept the proposal, stating that the department and its programs can be maintained in a way that makes financial, intellectual and programmatic sense.

Aric Nissen

Issue: More for Less

Aric Nissen, a student in the College of Liberal Arts and a members of the Student Senate Consultative Committee, expressed concerns regarding the impact of the Budget Plan on students, particularly those in CLA. He asked the Administration to justify to students why they should pay more for less and stated that the University must distinguish between needs and wants and communicate that to the state and the Legislature, and revise the decision-making process to involve all members of the University community.

Martin Conroy

Issue: Tuition at the University of Minnesota, Morris

Martin Conroy, President of the University of Minnesota, Morris Student Association, presented a resolution adopted by the UMM Student Association Forum in opposition to the proposed \$250 tuition increase for the Morris Campus which is above the general tuition increase of 9 percent. Although UMM will benefit significantly from the new monies provided from the tuition surcharge, he stated that it will result in serious financial hardships for many students and asked the Board to seriously consider the policy of establishing a differential tuition rate for UMM before it is approved.

Lee Luebbe

Issue: Cuts Affecting the Minnesota Extension Service

Lee Luebbe, a member of the State Advisory Committee for Extension, a member of the Winona County Extension Committee and a member of the All-University Community Consortium Steering Committee and Executive Committee for Kids, Youth and Families at Risk, expressed concerns regarding proposed funding reductions for the Minnesota Extension Service and the potential impact on the University's outreach network. She stated that since MES is the only sign of the University in many areas of

the state, jeopardizing the network can only weaken the political and economic support for the state's land grant institution.

Pat Henderson

Issue: Minnesota Extension Service/Agricultural Experiment Stations

Pat Henderson, Executive Director of the American Oat Association and owner of an agriculture marketing and promotion business, expressed concern regarding the impact of the proposed reductions in the budgets of the Minnesota Extension Service (MES) and the Agricultural Experiment Stations on the agricultural industry, the agricultural infrastructure and the future of agriculture in the state. She asked the Board to consider the importance of the system and its effect on the economy of Minnesota when making a final decision on the proposed Budget Plan.

Eldon Larson

Issue: Minnesota Extension Service Research

Eldon Larson, a farmer from Rothsay, Minnesota, discussed the important role of Minnesota Extension Service (MES) research his family's farming operation. He stated that the state's land grant institution owes a fair portion of its resources to research that benefits all of its constituents, and commended the Board for facing this complex issue.

Carolyn Lappin and Polly Raatz

Issue: Cuts Affecting 4-H

Polly Raatz, a 4-H volunteer leader for the Minnesota Extension Service 4-H Youth Development Program, discussed the uniqueness of the 4-H program and shared some of her family's 4-H experiences with. She stated that the 4-H program fulfills a need parents have in offering today's youth a wide range of relevant, hands-on experiential learning necessary to make a difference in tomorrow's world.

Carolyn Lappin, a chemical awareness counselor at Anoka Senior High School, spoke in support of the 4-H program. She stated that she is the advisor for a large group of students committed to a chemically free life experience in high school, noting that an important part of the program is the association with the 4-H Alcohol Decisions Program. She indicated that the program is very effective, and this coordinated effort has a strong, positive effect on the young people.

Gail Haeberle and Catrinah Huynh

Issue: Cuts Affecting 4-H

Gail Haeberle, a 4-H member for the past 10 years, shared her experiences with the 4-H program. She stated her life would be incomplete without 4-H, and stressed its importance to young people today.

Catrinah Huynh, a 4-H alumna and youth volunteer, spoke in support of the 4-H program and stated that it helped her develop from an insecure little girl from Vietnam into a young lady with a bright future. She expressed concern about the future of the program, and stated that many young people depend on the Board to provide them with the opportunity to develop and grow.

Irv Sether

Issue: Effects of Cuts on the Agricultural Experiment Stations

Irv Sether, a farmer from Jackson, Minnesota, spoke in support of the research and service contributions made by the Agricultural Experiment Stations to farmers. He stated that farmers' dependence on the Experiment Stations has increased because they are an unbiased source of information, and they play an important role in the economy of the state and the nation.

Nora Stewart

Issue: 20% Tuition Increase for Extension Students

Nora Stewart, Chair of the Extension Classes Student Board, expressed concern regarding the impact of the proposal to increase tuition for Continuing Education & Extension (CEE) students by 19 percent. She stated that CEE students feel they are being penalized for not being "traditional" students, noting that adult learners are becoming the majority and should not be shut out of the educational process by skyrocketing tuition. She asked the Board to maintain access to the University and become accepting of all citizens who seek their fundamental right to higher education.

Linda Dinyer

Issue: Budget Plan Proposal

Linda Dinyer, a member of the negotiating committee for Clerical Bargaining Unit 6 represented by AFSCME, stated that the union's goal is to make people a priority and the University's budget decisions move away from that goal. She expressed a concern about the lack of equitable treatment for this bargaining unit in comparison to others at the University, and she asked the Regents to encourage management to negotiate with the union and to come to an agreement that will benefit the University community as a whole.

Steven Brehe

Issue: University Computing

Steven Brehe, an employee in Computer and Information Services, discussed the proposed consolidation of the University's computing services. He stated that although the computing staff agree that consolidation and some limits are necessary in the name of efficiency, they felt the original proposal was technically unsound because no one system can meet all of the needs of the University community. Mr. Brehe indicated that there have been significant changes in the plan as a result of staff concerns, and the Computing Staff Consultative Committee was established to work with the administration to make some long-needed changes to improve computing services at the University.

Lillian Bianchi

Issue: Staff Involvement in Consolidation of Computing Units

Lillian Bianchi, an employee in Computer and Information Services and a founding member of the Computing Staff Consultative Committee, stated that no unified vision and a lack of leadership since 1983 resulted in the fragmentation of computing services into competitive departments. She indicated that a basic organizational change is necessary to eliminate territorial conflicts and create incentives for cooperation. Ms. Bianchi stated that staff are pleased with the formation of the Advisory Users Committee for Twin Cities computing infrastructure, chaired by Professor Don Riley,

which is charged with creating a model for computing at the University and a resulting plan. She asked the Board to publicly support staff involvement in the process and to monitor the progress of the advisory committee, and to implement the findings of the advisory committee.

Tom Scott

Issue: Budget Proposal

Tom Scott, Professor and Chair of the Faculty Consultative Committee, stated that although the faculty perspective is not uniform, there is widespread support for the basic directions outlined in the Budget Plan and broad concerns about the consultation process and the degree to which proposed cuts appear to be assigned uniformly across vice presidential areas. He reiterated the concern that the successful higher education system in United States is being dismantled, stating that despite the current hard times, the Board must provide the leadership to address this issue.

On behalf of Stanford Lehmborg, Professor and Chair of the Senate Committee on Educational Policy, Dr. Scott stated that with respect to the consultation issue, there is a feeling that the process in the College of Liberal Arts should serve as an appropriate model throughout the University.

James Tracy

Issue: College of Liberal Arts Budget Proposal

James Tracy, Professor and Chair of the College of Liberal Arts Assembly, reported that the Assembly voted to support Dean Davis' recommendation to meet CLA's financial obligations by eliminating the Departments of Humanities and Linguistics. He commented on the procedures followed by the Assembly in coming to those decisions, stating that he feels there is no substance to some of the allegations made about secret memos and deals. In view of CLA's consolidation of small departments into larger groups and in light of his experience as a member of the Budget Committee, Dr. Tracy noted that the proposals should not have been unexpected.

James VanAlstine

Issue: Budget Plan Proposal

James VanAlstine, a Professor at the University of Minnesota, Morris, discussed the severe strain on UMM's resources as a result of its success. He stated that although UMM faculty and staff are not comfortable with the decision to place a \$250 tuition surcharge on UMM students, he noted that it is inevitable because of the urgent need for funds to consolidate and fund staffing requirements of the PROSPER curriculum, address salary inequities and to support programs required by UMM students. He thanked the administration for its consideration of UMM, and expressed concerns regarding using student dollars to fund one-third of the debt service for new construction and setting a precedent for future funding of UMM through accelerated tuition increases.

Virginia Gray

Issue: Legislative Standpoint

Virginia Gray, Professor of Political Science, addressed the Board in her capacity as Legislative Liaison for the Faculty Senate and as Vice Chair of the Senate Finance and Planning Committee. She stated that the committee is concerned that the University is not fully following the principles contained in Academic Priorities, noting that while

legislators believe that the University is a critical component of the state's economy, it appears to most people outside the University that reductions can be absorbed without causing any real damage. Dr. Gray asked the Board to focus on its stewardship role to protect the long-term interests of the University despite pressures to the contrary, and to take steps to provide salary increases for faculty and staff and to continue Academic Priorities.

Marvin Borman
Issue: Budget Proposal

Marvin Borman, Chair of the Board of Trustees of the University of Minnesota Foundation, stated that the success of the Budget Plan depends on the leadership of the University of Minnesota and is crucial to the state's higher education effort and economic health. He expressed support for the credible and accountable leadership toward long-term goals provided by President Hasselmo, and stated that future growth depends on continued confidence that the University knows where it's going and is prepared to make and implement the difficult, informed choices to insure its future.

Following the presentations, Regent Kuderer expressed appreciation to the participants for their comments.

The meeting adjourned at 4:10 p.m.


BARBARA MUESING
Executive Director and
Corporate Secretary

Year 1991-92

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Physical Planning and Operations Committee

December 12, 1991

A meeting of the Physical Planning and Operations Committee of the Board of Regents was held on Thursday, December 12, 1991 at 3:40 p.m. in the Regents' Room, 238 Morrill Hall.

Regents present: Regent Roe, Chair; Regents Craig, Kuderer, Neel, and Wynia.

Staff present: Senior Vice President Erickson; Vice President Allen; Associate Executive Director Janzen; Associate Vice President Hewitt; and Assistant Vice President Markham.

Student Representative present: David Dahlgren.

SENIOR VICE PRESIDENT'S MONTHLY REPORT

The committee voted unanimously to recommend approval of the Senior Vice President's Monthly Report for December 1991.

PROJECTS PREVIOUSLY SUBMITTED FOR INFORMATION

The committee voted unanimously to recommend that the appropriate administrative officers are authorized to proceed with the design and construction of the following projects:

- a. Frederick R. Weisman Art Museum (University Art and Teaching Museum), Scope/Cost Increase, Twin Cities Campus
Project increase: \$300,000
Total estimated cost of the project: \$13,300,000
Funding: Increase provided by private donations
Estimated completion date: June 1993
- b. Moos Tower Biomedical Engineering Center, Phase II, Scope/Cost Increase, Twin Cities Campus
Project increase: \$137,500
Total estimated cost of the project: \$837,500
Funding: Increase provided from Medical School funds
Estimated completion date: September 1992
- c. 11 Oak Street Garage Area Reconfiguration, Twin Cities Campus
Estimated cost of the project: \$255,321
Funding: Central Reserves and General University Fund
Estimated completion date: July 1992

- d. Central Library (St. Paul), Remodel Basement and Second Floor, Twin Cities Campus
Estimated cost of the project: \$144,300
Funding: State Operating Appropriation - Programming Accommodation Remodeling Allotment
Estimated completion date: May 1992

PROJECT FUNDED BY LEGISLATIVE APPROPRIATION

The committee voted unanimously to recommend that the appropriate administrative officers are authorized to proceed with the design and construction of the following project:

- a. Wilson Library Remodeling, Twin Cities Campus
Estimated cost of the project: \$2,080,000
Funding: 1990 Legislative Appropriation
Debt Financing Sources: Tuition Revenues (90%) and Indirect Cost Recoveries (10%)
Estimated completion: August 1992

PROJECTS PRESENTED FOR INFORMATION

Mayo Pediatrics Renovation in D-136 Complex Twin Cities Campus

The committee reviewed a proposal for the removal of existing window air conditioners and the installation of a new central air-condition and ventilation system in the Department of Pediatrics housed in Mayo D-136 complex. It was noted that the office space currently does not adequately meet minimum environmental standards. Estimated cost of the project was reported to be \$155,375 with funding provided from Medical School Indirect Cost Recovery funds and Department of Pediatrics departmental funds. Estimated completion is July 1992.

Oakland Avenue South Half Roadway and Area Reconstruction Duluth Campus

The committee reviewed a proposed project that would reconstruct approximately 5,100 square yards of Oakland Avenue paving. Work would include replacing curb and gutter, adding aggregate base, subdraining where required, filter fabric, bituminous pavement, catch basins, handicapped access ramps, boulevard trees and sidewalks where deteriorated. Estimated cost of the project was reported to be \$375,000 with funding provided from the University of Minnesota, Duluth Repair and Replacement funds. Estimated completion is August 1992.

Gibbs Schoolhouse Preservation

The committee reviewed a proposed resolution that would provide for the preservation of the Gibbs Schoolhouse and site on the St. Paul campus subject to financial support provided by the community. It was noted that the Gibbs Schoolhouse is the last of the originally constructed single-room schoolhouses on its original site in Ramsey County and the community is interested in preserving it as a monument. It was further noted that there will be no occupancy or access to the interior spaces and it would only be used for University purposes.

After some discussion, it was requested that a representative of the community update the committee on its fund raising activities for this project and that a timetable for the fund raising be included in the proposed resolution. Action on the item will not be requested until February 1992.

NEW BUSINESS

Regent Kuderer asked Associate Vice President Hewitt for an update on the transitway project.

Associate Vice President Hewitt reported that work is proceeding with Phase II of the project and that discussions are now ongoing with the State Fair Board regarding funding for Phase II.

In addition Regent Kuderer asked for an overview of Mr. Hewitt's new responsibilities relating to long-range planning.

Associate Vice President Hewitt reported that he will be involved in system-wide master planning for the University, relating University needs to University resources and prioritizing those needs.

Regent Kuderer thanked Mr. Hewitt for his update and for assuming this new position.

The meeting adjourned at 4:15 p.m.


BARBARA MUESING
Executive Director and
Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Finance and Legislative Committee

December 12, 1991

A meeting of the Finance and Legislative Committee of the Board of Regents was held on Thursday, December 12, 1991 at 2:15 p.m. in the Regents' Room, 238 Morrill Hall.

Regents present: Regent Anderson, Chair; Regents Kuderer, M. Page, Roshia, Sahlstrom and Wynia.

Staff present: Senior Vice President Erickson; Vice Presidents Allen and Perlmutter; Associate Vice President LaFontaine; Associate Executive Director Janzen; and State Relations Director Peterson.

Student Representatives present: Jeffrey Lund and Tim Wolf.

SENIOR VICE PRESIDENT'S MONTHLY REPORT

The committee voted unanimously to recommend approval of the Senior Vice President for Finance Monthly Report for December 1991.

Concerns were raised regarding the large number of accounts receivable being requested for cancellation and the procedures used to determine when accounts are considered uncollectible. Senior Vice President Erickson stated that he would provide the committee with written material pertaining to the collection procedures.

QUARTERLY INVESTMENT REPORT

Roger Paschke, Director of Asset Management, presented the Quarterly Investment Report for the quarter ending September 30, 1991. He reported the following pertinent information for University investments for the period:

- **Endowments and Reserves** on September 30, 1991 were \$909.8 million for the University and \$238.2 million for the University Foundation. Faculty Retirement assets totalled \$672 million.
- The **Permanent University Fund (PUF)** is valued at \$11.1 million and is included in the Endowment Assets of the University.
- The **General Endowment** returned 7.2 percent and 26.0 percent for the past quarter and 12 months respectively vs. the benchmark returns of 5.5 percent and 25.8 percent (65 percent equities/35 percent fixed income), and 5.0 percent and 22.2 percent returns for the composite index of endowment and foundation funds. Over the past 10 years, the General Endowment has generally equaled or exceeded the returns of the benchmark index and a composite index of other endowment funds.

- Performance of **University Equity Managers** for the past 12 months ranged from 40.4 percent to 23.3 percent compared to the Standard & Poors 500 return of 31.2 percent.
- Performance of **University Fixed Income Managers** for the past 12 months ranged from 18.0 percent to 12.3 percent compared to the Lehman Brothers Government Corporate Index return of 15.9 percent.
- The performance of the **Long-Term Reserves** was 13.9 percent for the past 12 months compared to the fixed income benchmark return of 14.4 percent. For longer periods (five to eight years), the performance of the Long-Term Reserves exceeded the benchmark returns for each period.
- The Average Yield for the **Short-Term Reserves** was 7.8 percent for the past 12 months vs. 6.2 percent for Treasury Bills and 6.6 percent for Money Market Funds.

Mr. Paschke responded briefly to comments and questions posed by committee members.

LEGISLATIVE STRATEGY

Donna Peterson, Director of State Relations, presented a brief update on legislative activities during the past month.

Ms. Peterson distributed material indicating that funding for a new Agriculture Operations Center for the University of Minnesota Crookston campus was recently released by the governor. This project request totals approximately \$5 million.

Other material distributed included a three-page highlight from a November publication published by the Department of Finance pertaining to the 1992 budget.


Ms. Peterson reported that discussions are ongoing about the \$23 million vetoed dollars noting that that legislature convenes on January 6. Whether or not there will be an attempt for an override of the vetoes is unknown at this time.

A concern was raised by Student Representative Wolf about tuition increases. He noted that a recent publication of the Legislative Network indicated that the University of Minnesota tuition increase of 9 percent was less than the 14 percent average. He stated that he fears that information will lead legislators to believe that tuition is not too high and that legislators won't be sensitive to the hardship on students caused by tuition increases.

Ms. Peterson responded that the information was included in the publication because it is one of the first questions that is asked when talking about tuition increases. She stated, however, that legislators are deeply concerned about tuition increases and the establishment of the Blue Ribbon Commission to study the issue is just one sign of that concern. She stated that the merger of the higher education systems, extensive visits to higher education

campuses by legislators and a recent report on the Community College System are all indications that legislators are concerned about higher education.

The meeting adjourned at 3:05 p.m.


BARBARA MUESING
Executive Director &
Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Faculty, Staff and Student Affairs Committee

December 12, 1991

A meeting of the Faculty, Staff and Student Affairs Committee of the Board of Regents was held on Thursday, December 12, 1991, at 3:20 p.m. in Room 300, Morrill Hall.

Regents present: Regent Sahlstrom, presiding; Regents Keffeler, A. Page, M. Page, Reagan, and Rosha.

Staff present: Senior Vice President Infante; Vice Presidents Hughes and Perlmutter; Vice Provost Hopkins; Executive Director Muesing; Associate Vice Presidents Barbatsis, Carrier, and Hayes.

Student Representatives present: Thomas Bobendrier and Eric Carter.

SENIOR VICE PRESIDENT'S MONTHLY REPORT

Senior Vice President Infante presented the Senior Vice President's Monthly Report to the committee for approval. He noted the recommendation to appoint Dr. Anne Petersen as Vice President for Research and Dean of the Graduate School, effective March 1, 1992. He stated that Dr. Walter Weyhmann will continue as Acting Dean of the Graduate School in the interim. Dr. Infante announced that Dr. Frederick H. Silver has been named as the first holder of the Earl Bakken Endowed Chair in Biomedical Engineering, effective July 1, 1992.

The committee voted unanimously to recommend approval of the Senior Vice President's Monthly Report.

**1991-93 UNIT 3 (SERVICE, MAINTENANCE AND LABOR) COLLECTIVE
BARGAINING AGREEMENT WITH TEAMSTERS LOCAL 320**

Roger Forrester, Director of the University Personnel Department, presented the 1991-93 Collective Bargaining Agreement between Teamsters Local 320 (Unit 3 - Service, Maintenance and Labor) and the University.

Mr. Forrester commended John Erickson, Assistant Personnel Director and chief negotiator on the contract, for his efforts. In response to Regent Sahlstrom, Mr. Erickson stated that the proposed agreement is within the parameters the University has established for all collective bargaining agreements this year.

In response to a concern raised by Regent Keffeler regarding the steam plant issue, Mr. Erickson stated that the University's decision whether or not to contract for steam service is not subject to collective bargaining negotiation. However, the recent Teamsters contract indicates that the University will negotiate with the union on the impact of the steam plant decision as it might affect those employees.

Following the discussion, the committee voted unanimously to recommend approval of the collective bargaining agreement.

POLICY ON STUDENTS WITH DISABILITIES

Vice President Hughes presented the proposed Policy on Students with Disabilities to the committee for information. She stated that if the policy is approved, the University will be in compliance with Minnesota law by providing appropriate services, including support, counseling and information services; academic assistance services; and advocacy services.

Dr. Infante stated that a similar policy pertaining to faculty and staff will be presented to the committee at a future meeting.

Regent Sahlstrom noted that this item will be presented for approval at the January meeting.

REPORT ON STUDENT DEMOGRAPHICS AND GRADUATION RATES

Senior Vice President Infante and Vice Provost Hopkins led a discussion regarding the results of a recent study on student demographics and graduation rates.

Dr. Hopkins stated that retention and graduation rates are crucial indicators of the success of the University's efforts to improve undergraduate education, and the administration was not pleased with the results of the study. Principal issues addressed by the study were the percentage of the University's students retained through graduation and the length of time it takes to graduate. She indicated that a cohort analysis was done over an eight-year period, and she reviewed charts illustrating graduation rates for students entering as new freshman and for those transferring from other institutions.

Regent Sahlstrom asked if the large number of part-time students at the University affects graduation rates. Dr. Hopkins responded that the nature of the student body is not the only explanation for low graduation rates. Regent Keffeler stated that it would be helpful to see the extent to which that factor provides any explanation. David Berg, Director of Management Planning & Information Services, stated that although statistical analyses can be done to show the extent to which part-time status correlates with length of time to graduate, it may not be the entire cause.

Regent Rosha suggested that the administration review the number of degrees granted in relation to the number of freshmen admitted. Dr. Hopkins stated that such a comparison is part of the assessment strategy being developed for the undergraduate initiative. She noted that the University awarded 11,078 degrees in 1990-91, which is similar to the number awarded in the early 1980's when enrollments were significantly higher.

Mr. Berg reviewed improvements in retention and graduation rates since 1987, a period during which quality of undergraduate instruction has been emphasized. As a result of full implementation of the undergraduate initiative, Dr. Hopkins noted that very substantial increases in the retention and graduation rates should become evident in approximately six years.


Regent Keffeler asked about the possibility of setting goals for improvements in retention and graduation rates. Dr. Infante and Dr. Hopkins commented on the concept of establishing such goals, and some committee members expressed concerns regarding the impact goals would have on access to the University.

Harold Miller, Dean of Continuing Education & Extension (CEE), stated that he was heartened to hear that the Regents are not preoccupied with graduation rates to the extent that access to the University would be affected for students who have to work. He noted that CEE is eager to help improve the undergraduate experience.

In response to Regent M. Page, Dr. Hopkins stated that advisers in most colleges are now following a policy of informing students of the consequences of the amount of course work they elect to take. In response to Regent Sahlstrom's concern regarding the availability of courses, Dr. Hopkins noted that significant funds have been invested to help alleviate problems associated with course availability.

Following the discussion, Regent Sahlstrom expressed appreciation to everyone who participated in the presentation.

The meeting adjourned at 4:15 p.m.


BARBARA MUESING
Executive Director and
Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Educational Planning and Policy Committee

December 12, 1991

A meeting of the Educational Planning and Policy Committee of the Board of Regents was held on Thursday, December 12, 1991, at 2:20 p.m. in Room 300, Morrill Hall.

Regents present: Regent Craig, presiding; Regents Keffeler, Neel, A. Page, Reagan, and Roe.

Staff present: Chancellor Ianni; Senior Vice President Infante; Vice Presidents Allen, Hughes, and Perlmutter; Vice Provost Hopkins; Executive Director Muesing; Associate Vice Presidents Cabral and Hayes.

Student Representatives present: Darby Laing and Kristina Peterson.

SENIOR VICE PRESIDENT'S MONTHLY REPORT

Senior Vice President Infante presented for the committee's approval the Senior Vice President's Monthly Report, which included University and Minnesota Higher Education Coordinating Board (HECB) items, and was included in the docket materials. He noted that the HECB recently passed a resolution of support for the University's restructuring and reallocation plan, and indicated that he presented a report to HECB regarding program evaluations done at the University.

Dr. Infante reported that the Council on Liberal Education is being established by Vice Provost Hopkins and Professor Tom Scott, Chair of the Faculty Consultative Committee. He discussed the University's involvement with the other public systems of higher education in the state in a major effort to facilitate student transfer, and noted that the University is one of two finalists as the site for the newly-established Midwestern Higher Education Commission.

Regent Keffeler asked if it would be useful for the Board to receive copies of accreditation reports. Dr. Infante stated that rather than providing the Board with accreditation reports, it would be more useful for the Board to receive reports on periodic program reviews and unusual accreditation issues and he will determine how best to provide that information.

In response to Regent Neel, Dr. Infante stated that he has been monitoring the activities of the Super Board and will keep the Board informed regarding any significant issues.

The committee voted unanimously to recommend approval of the Senior Vice President's Monthly Report.

PROPOSAL FOR JAZZ STUDIES MAJOR FOR BACHELOR OF MUSIC DEGREE, UMD

Sandra Featherman, Vice Chancellor for Academic Administration at the University of Minnesota, Duluth (UMD), and Richard Durst, Dean of the School of Fine Arts at UMD, reviewed a proposal for a Jazz Studies Major for the Bachelor of Music Degree. Dr. Featherman noted that there is strong support for the proposal, and stated that it is part of UMD's restructuring and reallocation plan. Dr. Durst stated that the proposed program is an important part of the mission of the School of Fine Arts, and noted the low cost of the program because updated equipment and four quality faculty are currently in place.

Regent Reagan spoke in support of the proposal, and noted the excellent quality of KUMD. Student Representative Laing also expressed support for the program, stating that it will benefit UMD students.

Dr. Infante and Chancellor Ianni responded to Regent Keffeler's question regarding how the proposed program fits within the overall context of University priorities, and expressed support for the proposal.

Following the discussion, Regent Craig noted that the proposal will be presented for approval at the January meeting.

FOLLOW-UP TO PAGE-MERWIN REPORT

Senior Vice President Infante and Associate Vice President Cabral discussed new policies and procedures designed to provide support services for enhancing students' academic success. These were developed in response to recommendations contained in the Page-Merwin Report, and will be directed at the following groups of students:

- All students who enter the University below the automatic admissions thresholds of their college.
- All students who do not complete 75 percent of their credits successfully (grades of A, B, C, or S) in any given quarter.
- All continuing students who do not sign up for fall courses via the early registration option available to them during the prior spring quarter.

Dr. Infante stated that the support services will be directed towards students at risk and will include intrusive advising, increased support of programs designed to better prepare students for the college environment and continued emphasis on tutorial programs. Due to the University's limited resources, he stated that it is incumbent upon the University to carefully analyze the group of students at risk to ensure that policies and enrollment management procedures are in place to help them succeed and to implement additional efforts as further resources become available.

In response to Regent Keffeler's concern regarding assessment of whether or not students are at risk, Dr. Cabral noted that responsibility for assessment of students is within the collegiate units and the learning centers are an example of available resources that advisers may recommend to students.


Regent Reagan commended Regent A. Page, Professor Merwin and the members of the Task Force for their efforts to provide students with the opportunity to succeed.

Dr. Cabral responded to Regent Craig's questions regarding the number of students within each risk category and the costs associated with the program. He stated that the recommendations represent a manageable approach, and noted that the new policies and procedures will make it possible for existing programs to operate more effectively.

In response to Regent Craig, Dr. Infante stated that he believes the University can provide the type of environment necessary for high-risk students to succeed, but he expressed disappointment that the NCAA rules are counterproductive to the appropriate delivery of educational support services. He noted that it is important to determine the appropriate balance of high-risk students and what percentage of the budget should be devoted to this effort.

Following the discussion, Regent Craig noted that although the original study focused on student-athletes, she is pleased that the new guidelines are directed toward all students at risk.

The meeting adjourned at 3:20 p.m.


BARBARA MUESING
Executive Director &
Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Committee of the Whole

December 12, 1991

A meeting of the Committee of the Whole of the Board of Regents was held on Thursday, December 12, 1991, at 10:00 a.m. in the Regents' Room, 238 Morrill Hall.

Regents present: Regent Kuderer, presiding; Regents Anderson, Craig, Keffeler, Neel, M. Page, Reagan, Roe, Rosha, Sahlstrom, and Wynia.

Staff present: President Hasselmo; Chancellors Ianni, Johnson, and Sargeant; Senior Vice Presidents Erickson and Infante; Vice Presidents Allen, Heydinger, Hughes, and Perlmutter; Vice Provost Hopkins; Executive Director Muesing; Associate Executive Director Janzen; Associate Vice Presidents Barbatsis, Hayes, Robb, and Zetterberg.

Student Representative present: Tim Wolf.

BUDGET PLAN

President Hasselmo presented the proposed Budget Plan to the committee for approval. He stated that the plan will provide the framework for future budgets. He noted that the Budget Plan addresses the \$27 million in base reductions that were mandated by the 1991 Legislature and the \$44 million loss of purchasing power as a result of no inflationary increases in the budget, and it reaffirms the restructuring and reallocation plan approved by the Board of Regents in March 1991.

President Hasselmo stated that the proposed plan does not address the \$23 million in state specials which were vetoed by Governor Carlson. Additional reductions will be necessary if those funds are not restored, and he discussed the impact that would have on external funding received by the University.

With respect to the controversy surrounding a proposed sign for the St. Paul campus, repair of the University golf course and construction of the Frederick R. Weisman-University Art and Teaching Museum, President Hasselmo stated that they are red herrings. He stated that the real issues are the quality of education, research and public service provided by the University and how it enriches the state. He indicated that the Budget Plan represents an investment in the future of the State of Minnesota, and is another step the Board is taking to position the University for the future.

President Hasselmo stated that the University is fulfilling its responsibility to make the hard decisions necessary to improve quality during a period of limited resources. He stated that if the University of Minnesota is going to maintain its leadership position and remain an outstanding nationally and internationally competitive land grant and research university, the State of Minnesota must invest in the University.

President Hasselmo stated that revised planning documents for each college and campus will be presented to the Board in May 1992, and a strategic plan for capital improvements, including new construction and deferred maintenance, will be presented in November 1992.

Regent M. Page made a motion to approve the 1991-93 budget resolution, and the motion was seconded by Regent Craig.

In response to a concern raised by Regent Sahlstrom, President Hasselmo and Vice President Allen discussed the severe financial situation facing the Minnesota Extension Service (MES) and the Agricultural Experiment Stations as a result of changes in the federal fringe benefit program and reduced federal and state funding. The Budget Plan seeks to address those reductions through reallocation that includes staff cuts.

Regent Kuderer asked how MES programs will continue following the staff reductions. Dr. Allen stated that while MES will not be able to do everything the way it has been done in the past, this provides an opportunity to rethink how to address programs at the county level. He indicated that as a result of restructuring over the past five years, MES is in a stronger position to address the current reductions.

Regent Roe indicated that he cannot support the Budget Plan because of the proposed increases in tuition. He stated that the state legislators should be confronted regarding the low level of funding provided to the University which has resulted in program reductions and tuition increases.

Student Representative Wolf expressed concern regarding the reduction in the state's contribution to the University and the proposed tuition increases. He noted that students are being asked to pay higher tuition rates, but they are receiving less for their money because of the programmatic cuts.

Regent Neel expressed concern regarding the MES, and noted the low morale he has witnessed among MES staff. He stated that the University's greatest assets are its faculty, staff and students and stressed the importance of communicating that fact as plans are made to work within existing financial parameters. In response to an issue raised by Regent Neel, Senior Vice President Erickson noted that no funds will be saved during the current year through the closing of the University of Minnesota, Waseca campus. He stated that the savings during the next fiscal year will be used to fund a portion of the additional \$1.5 million given to the MES and the Agricultural Experiment Stations as part of the five-year restructuring and reallocation plan. President Hasselmo stated that the overall reallocation plan does not relate specific reductions in one area to increases in expenditures in another.

Regent Rosha spoke in support of the programs provided by the MES, and expressed concerns regarding its future. He suggested that the Board should discuss the future of MES and the associated policy issues.

Regent Anderson expressed support for the administrative recommendation even though he concurs with Regent Roe's concerns regarding tuition increases. He stated that if faculty, staff and students became involved and expressed their concerns to individual legislators, it would have an impact on the University's financial situation.

Regent Wynia stated that it would be helpful to discuss the financial impact on all of the University's outreach activities when the budget is finalized. President Hasselmo stated that a comprehensive picture of the University's outreach functions will be included in the discussion of the updated plans for units and campuses.

President Hasselmo and Vice Provost Hopkins responded to Regent Wynia's concern regarding the proposed closing of the Department of Humanities. President Hasselmo stated that the proposal is part of an on-going process to strengthen the humanities, which is based on the assumption that there are changes in the organizational structure that can further the development of the humanities.

In response to Regent Keffeler's concerns regarding the percentage of funding increases for the College of Liberal Arts (CLA) and the Institute of Technology (IT), Dr. Infante discussed the reallocation of funds and the implementation of Academic Priorities. President Hasselmo concurred with Regent Keffeler's concern that the combination of state actions and the University's budgetary decisions is that the funding for CLA and IT cannot be increased at a rate that is commensurate with the need in those units.

Regent Keffeler offered an amendment to the proposed 1991-93 budget resolution. The motion was seconded by Regent Craig.

President Hasselmo spoke in support of the proposed amendment, stating that it reinforces the administrative recommendation. However, he expressed a reservation about specifically targeting CLA and IT for accelerated funding improvements because there is a need to accelerate funding in many other areas throughout the University.

At Regent Kuderer's suggestion, and after a lengthy discussion, the committee took separate action on sections of Regent Keffeler's proposed amendment.

The committee voted unanimously to recommend approval of the following sections:

BE IT FURTHER RESOLVED, that the Board of Regents hereby expresses its high concern for the financial hardship created by increases in tuition and other educational expenses, and that the University of Minnesota Foundation and colleges be commended for initiatives in regard to financial aid for financially disadvantaged students and challenged to secure increases in philanthropic resources at a rate at least equal to increases in tuition.

BE IT FURTHER RESOLVED, that the University of Minnesota join with other public and private institutions of higher education to aggressively seek additional sources of state and federal support to aid financially disadvantaged students.

The committee voted unanimously to recommend approval of the following section:

BE IT FURTHER RESOLVED, that the Academic Priorities plan be updated and that strategic plans be developed for the Morris and Crookston campuses and for the Rochester area, and submitted in May 1992. These plans shall be subject to the financial parameters established in the 1992-1993 Biennial Budget Plan, except as they may be modified by legislative action in the 1992 Session, and shall continue to differentiate funding for priority programs.

The committee voted by a majority, with Regent Sahlstrom voting against the motion, to recommend approval of the following section:

BE IT FURTHER RESOLVED, that alternatives continue to be explored for accelerating funding improvements for the Institute of Technology and the College of Liberal Arts and for mitigating the effect

of federal and state cutbacks in the programs provided by the Extension Service and Experiment Station.

The committee voted unanimously to recommend approval of the following sections:

BE IT FURTHER RESOLVED, that the Budget and plans presented in May 1992, shall present objectives, indicators, historical trends and other measures appropriate to the evaluation of program effectiveness.

BE IT FURTHER RESOLVED, that a Capital Improvement Plan be submitted to the Board of Regents by November 1992, and that this Plan identify capital costs and related operating costs for all proposed projects, including construction, development and deferred maintenance projects, and that this Plan prioritize expenditures and source of funds on a five-year basis.

Regent M. Page expressed concerns regarding funding reductions for the University's outreach activities and encouraged the University's Outreach Council to review alternate funding sources in order to stabilize funding.

In response to questions raised by Regent Craig, Dr. Hopkins stated that at this point it is difficult to know the specific path students interested in pursuing a humanities degree will follow after the department is closed because there are a variety of alternatives. Regent Rosha expressed a concern regarding the response, stating that it is important for the Board to know the implications of its decisions. President Hasselmo stated that the administration will provide answers to the issues raised as plans are developed.

Regent Rosha expressed a concern regarding the impact of tuition increases on students, and suggested that the administration and the Board should address tuition policy questions on an on-going basis. Regent M. Page concurred with Regent Rosha's concerns, and Regent Kuderer noted that the University's tuition policies are continually under consideration by the administration.

Regent Reagan suggested that as a result of lessons learned from the current situation, in the future it may be possible to reorganize units rather than closing them.

Following the discussion, the committee voted by a majority, with Regent Roe voting against the motion, to recommend approval of the following amended resolution:

WHEREAS, the University of Minnesota is committed to improving program quality through restructuring and reallocation; and

WHEREAS, the state funding received by the University of Minnesota, as a percent of its total funding, is declining; and

WHEREAS, higher education is facing new and increased competition for public funds; and

WHEREAS, Minnesota's "silent crisis" continues to diffuse the public dollars dedicated to higher education; and

WHEREAS, the University of Minnesota must begin to address its significant deferred maintenance problem; and

WHEREAS, the University of Minnesota competes in an intense national market for quality faculty; and

WHEREAS, employees of the University of Minnesota received no salary increase in 1991-92;

NOW, THEREFORE, BE IT RESOLVED, that the Regents of the University of Minnesota adopt budget parameters for use in preparing the 1992-93 budget to be submitted in the Spring of 1992:

The annual revenue plan including:

- State appropriations as enacted by the 1991 Legislature
- A general tuition increase of 9%
- Targeted tuition increases to increase revenue \$5 million
- Restoration of interest paid at 5%
- Legislative request in 1992 to restore funding for vetoed state specials
- Legislative request in 1992 to alleviate tuition increase

The annual expenditure plan including:

- 5% for salary increases
- 5% for non-personnel increases
- Provision for contingencies
- Program reductions of \$27 million
- Implementation of second year of Restructuring and Reallocation

BE IT FURTHER RESOLVED, that the Board of Regents hereby expresses its high concern for the financial hardship created by increases in tuition and other educational expenses, and that the University of Minnesota Foundation and colleges be commended for initiatives in regard to financial aid for financially disadvantaged students and challenged to secure increases in philanthropic resources at a rate at least equal to increases in tuition.

BE IT FURTHER RESOLVED, that the University of Minnesota join with other public and private institutions of higher education to aggressively seek additional sources of state and federal support to aid financially disadvantaged students.

BE IT FURTHER RESOLVED, that the Academic Priorities plan be updated and that strategic plans be developed for the Morris and Crookston campuses and for the Rochester area, and submitted in May 1992. These plans shall be subject to the financial parameters established in the 1992-1993 Biennial Budget Plan, except as they may be modified by legislative action in the 1992 Session, and shall continue to differentiate funding for priority programs.

BE IT FURTHER RESOLVED, that alternatives continue to be explored for accelerating funding improvements for the Institute of Technology and the College of Liberal Arts and for mitigating the effect of federal and state cutbacks in the programs provided by the Extension Service and Experiment Station.

BE IT FURTHER RESOLVED, that the Budget and plans presented in May 1992 shall present objectives, indicators, historical trends, and other measures appropriate to the evaluation of program effectiveness.

BE IT FURTHER RESOLVED, that a Capital Improvement Plan be submitted to the Board of Regents by November 1992, and that this Plan identify capital costs and related operating costs for all proposed projects, including construction, development and deferred maintenance projects, and that this Plan prioritize expenditures and source of funds on a five-year basis.

The meeting adjourned at 12:20 p.m.


BARBARA MUESING
Executive Director &
Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Committee of the Whole

December 13, 1991

A meeting of the Committee of the Whole of the Board of Regents was held on Friday, December 13, 1991, at 8:30 a.m. in the Regents' Room, 238 Morrill Hall.

Regents present: Regent Kuderer, presiding; Regents Anderson, Craig, Keffeler, Neel, A. Page, M. Page, Reagan, Roe, Rosha, Sahlstrom, and Wynia.

Staff present: President Hasselmo; Chancellors Ianni, Johnson, Sargeant, and Wilhelmson; Senior Vice Presidents Erickson and Infante; Vice Presidents Allen, Heydinger, Hughes, and Perlmutter; Vice Provost Hopkins; Executive Director Muesing; Associate Executive Director Janzen; Associate Vice Presidents Barbatsis, Cabral, and Fischer.

Student Representative present: Tim Wolf.

OLD BUSINESS

In light of the discussions regarding the Budget Plan and recent world events, Regent Sahlstrom expressed concern that the Board and the Administration not forget the University's important task of preparing humane, thoughtful and active citizens so the world might be a better place in the future.

Regent Kuderer thanked the Board members for their participation in the discussion of the Budget Plan the previous day.

HONORS COMMITTEE REPORT

The committee voted unanimously to recommend approval of the report of the All-University Honors Committee.

**REPORT OF THE NOMINATING COMMITTEE - BOARD OF GOVERNORS
UNIVERSITY OF MINNESOTA HOSPITAL AND CLINIC**

The committee voted unanimously to recommend approval of the following resolution:

RESOLVED, that on the recommendation of the Board of Regents' Nominating Committee for the Board of Governors of the University of Minnesota Hospital and Clinic, the following individuals are appointed for the terms noted:

Maria R. Gomez - Three-year term
Al Hanser - Two-year term
John M. Morrison - Three-year term
Kristine Zualkernan, Student Representative - One-year term

In response to Regent Sahlstrom, Robert Dickler, General Director of the University Hospital and Clinic, stated that if the Board approves the recommendations of the Nominating Committee in January, there will be two outstate representatives on the Board of Governors.

**REPORT OF THE NOMINATING COMMITTEE - BOARD OF GOVERNORS
UNIVERSITY OF MINNESOTA HOSPITAL AND CLINIC**

Regent Craig, Chair of the Nominating Committee for the Board of Governors of the University of Minnesota Hospital and Clinic, presented the committee's nominations for information. She stated that the names of the nominees will be made public following approval by the Board at the January meeting.

ACQUISITION OF INTERSTATE MEDICAL CENTER, RED WING

Regent Kuderer stated that this discussion was scheduled after policy questions were raised at the November meeting of the Physical Planning & Operations Committee regarding the proposed acquisition by the University of Minnesota Hospital and Clinic of the Interstate Medical Center in Red Wing, Minnesota.

President Hasselmo led the discussion regarding the proposed acquisition. He stated that this issue has significant policy and financial implications, and stressed the importance of the University Hospital remaining competitive.

Vice President Perlmutter summarized the key components of the transaction, and indicated that the proposed acquisition is the result of changes in the health care environment. She stated that the acquisition price is \$9,074,600, indicating that Coopers & Lybrand reviewed the proposal and found the negotiated price to be within fair market value. She noted that there is no provision in the agreement requiring patient referrals to the University Hospital.

Ms. Perlmutter presented the following resolution to the committee for information, noting that it has been endorsed by the Hospital Board of Governors and the University administration:

WHEREAS, the University of Minnesota Hospital and Clinic (UMHC) has proposed the acquisition of Interstate Medical Center, P.A., in Red Wing, Minnesota; and

WHEREAS, the Board of Governors of UMHC and the administration of the University have endorsed and recommended that the Board of Regents approve the proposed acquisition;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Regents approves the acquisition of Interstate Medical Center, P.A. within the acquisition parameters detailed in the proposal submitted to the Board of Regents (reference material December 13, 1991 - Committee of the Whole Agenda, pages 4-19);

the Board of Regents authorizes the administration to proceed with the due diligence process and to complete the acquisition within the parameters of the approved proposal;

the Board of Regents will receive notification of the finalization of the acquisition and appropriate updates regarding the activities and status of the new corporation.

In response to Regent Kuderer, Robert Dickler, General Director of the University Hospital and Clinic, addressed a number of issues relating to the proposed transaction, including fulfilling the teaching, research and service missions of the Hospital by responding to the changing health care environment; the purchase price and financial structure of the proposal; and the organizational structure that has been established to operate the clinic. He concurred with Regent Kuderer's statement that the University Hospital is asking the Board of Regents to authorize the acquisition subject to the broad summarization of the proposal, noting that any changes will be presented to the Board.

Regents Craig and Keffeler and Student Representative Wolf spoke in support of the proposal. Mr. Dickler responded to Regent Keffeler's concern regarding the impact of the proposed acquisition on the University's ability to maintain collaborative teaching relationships with other institutions. He noted that it is the intent of the Hospital, in partnership with the academic units, to continue to have strong educational affiliations with a large number of institutions.

Ms. Perlmutter and Mr. Dickler addressed Regent Wynia's concerns that acquisitions of this type will result in lost cooperative opportunities for education and research, and whether or not the proposed strategy will allow the Hospital to respond to the challenge to provide more primary care physicians and increase medical service to underserved geographic areas and populations. Mr. Dickler noted that if the University Hospital does not enter partnerships with other institutions, it will continue to be isolated and its ability to fulfill its core function will be seriously jeopardized.

Regent Roe spoke in support of the recommendation, stating that there are no other options if the Hospital is going to remain competitive.

In response to suggestions from Regents Keffeler, Sahlstrom and Wynia, Vice President Perlmutter stated that the proposed resolution will be revised to reflect the Board's recognition of the changing health care environment and will include a policy statement which redefines the role of the University Hospital relating to new strategies to accommodate those changes. In response to Regent Wynia, Regent Kuderer noted that in the future Vice President Perlmutter plans to provide the Board with information on the overall strategy for health care education and the Hospital's role in that strategy.

Following the discussion, Regent Kuderer expressed support for the proposal and indicated that a revised resolution will be presented for approval at the January meeting. He expressed appreciation to Vice President Perlmutter and Mr. Dickler for their presentation.

REPORTS OF THE ALL-UNIVERSITY AND CAMPUS INDIAN ADVISORY COMMITTEES

Regent Kuderer stated that the American Indian Advisory Committees on the University's campuses were established as a result of a law enacted by the Minnesota Legislature in 1988.

Reid Raymond, Associate Chairperson of the Twin Cities American Indian Advisory Committee, expressed appreciation for the opportunity to address the Board. He noted that in October, President Hasselmo visited the Fon du Lac Ojibwa Reservation near Duluth, and stated that the committee appreciates his efforts.

Mr. Raymond stated that President Hasselmo asked the committee to address a number of issues, and he indicated that the committee intends to focus its attention on the areas of retention and graduation rates during 1992. Mr. Raymond stated that the committee is available to the Regents at any time.

President Hasselmo recognized Mr. Raymond for his outstanding leadership in helping the administration to understand the issues and begin to develop an agenda for addressing those issues.

Regent Kuderer thanked Mr. Raymond for his presentation. In closing, Mr. Raymond said "thank you, each and every one of you" and "have a good day" in the Dakota language.

Kim King and Michael Munnell, students at the University of Minnesota, Duluth campus, addressed the Board on behalf of the UMD American Indian Advisory Board. Also present were Ruth Myers, Assistant Director of the American Indian & Minority Health Center at UMD, and Rick Smith, Director of the American Indian Learning Resource Center. Mr. Munnell thanked the Board for the opportunity to make a presentation.

Mr. Munnell asked the Board to ratify Chancellor Ianni's appointments to the UMD American Indian Advisory Board for 1991-93. The committee voted unanimously to ratify the membership list.

Ms. King and Mr. Munnell presented a list of funding needs for the American Indian Learning Resource Center, the UMD American Indian Advisory Board and the annual powwow sponsored by the UMD Anishinabe Club.

In response to Regent Craig, Ms. Myers indicated that it is now state law that students who demonstrate proficiency in the Ojibwa or Lakota language would receive credit. She stated that this has not yet been implemented by the University.

In response to Regent Wynia, Mr. Smith discussed the transfer of students from the Fon du Lac Community College to UMD. Efforts are currently underway to allow the transfer of certification credits to UMD.

Mr. Munnell read a resolution passed by the UMD American Indian Advisory Board on December 11, 1991, supporting the use of the endowed professorship in American Indian Education for a regular tenure-track faculty position. The resolution also opposed any retrenchment of other American Indian content positions in the College of Education and Human Service Professions which may be contemplated as a consequence of the establishment of the endowed professorship in American Indian Education.

Regent Kuderer thanked everyone who participated in the presentation, and stated that the Advisory Board's requests will be referred to Chancellor Ianni for review.

ANNUAL REPORT ON MINORITY AFFAIRS AND THE OFFICE OF EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION

Senior Vice President Infante presented a status report on the activities of the Office of the Associate Vice President and Associate Provost for Minority Affairs. He reviewed data on progress made between fall 1987 and fall 1991 toward the University's goals for minority student enrollment, noting that retention and graduation rates continue to be serious problems.

Dr. Infante reviewed data on appointments of minority faculty and academic executives. He stated that although the University has made progress towards its diversity agenda, the administration is committed to continue efforts in this area.

Associate Vice President Cabral reported on significant initiatives that are being implemented in the areas of student development, environmental issues, admissions, recruitment and retention. He reiterated Dr. Infante's concerns that while progress has been made, there is still significant work to be done.

Regent Anderson noted that most minority students drop out of the University for financial reasons, stating that the legislative requirement that students pay one-third of their educational costs has had a disastrous impact on the ability of minority students to graduate. He urged everyone who cares about this issue to meet with individual legislators to explain the consequences of this requirement.

Regent Keffeler stated that it is imperative for the University to manage its admissions and enrollments so that support is provided to enable students to succeed. She asked if there are any plans to refocus efforts to aggressively recruit talented minority students. Dr. Infante stated that recruiting talented students is an item of high priority, noting that recruiting students in a highly competitive situation requires increased financial aid packages.

In response to Regent Kuderer, President Hasselmo stated that it is essential for the University to systematically recruit talented students, particularly minority students, in order to provide strong learning opportunities for all students. He noted that the administration is working hard to implement plans to improve this area.


Patricia Mullen, Director of the Office of Equal Opportunity and Affirmative Action, reviewed the elements of the University's Affirmative Action Plan. The plan includes a policy of non-discrimination for protected classes in all University employment practices, and the policy extends to all contractors, vendors and users of University facilities. She stated that the policy supports diversity particularly for people of color, women, persons with disabilities and Vietnam-era veterans. Ms. Mullen noted that she is responsible for implementation of the plan, annual analysis of progress in employment, and annual identification of problem areas and development of plans to improve those areas.

Using civil service employment data as an example, Ms. Mullen commented on problem areas and stated that for the next year the most productive remedy is to continually monitor the environment provided for employees. She stated that the key to increasing success in affirmative action efforts is the collaboration that exists throughout the administration and in the University community.

President Hasselmo stated that Ms. Mullen's presentation emphasizes the fact that the University has goals and objectives and a basic commitment to affirmative action is in place. He discussed the importance of developing practical strategies that will lead to results, and stated that the environmental issue is fundamental and efforts are continuing in this area throughout the University community.

Regent Kuderer expressed appreciation to Ms. Mullen for her efforts.

The meeting adjourned at 10:55 a.m.


BARBARA MUESING
Executive Director &
Corporate Secretary

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

December 13, 1991

A meeting of the Board of Regents of the University of Minnesota was held on Friday, December 13, 1991, at 11:10 a.m. in the Regents' Room, 238 Morrill Hall.

Regents present: Anderson, Craig, Keffeler, Kuderer, Neel, A. Page, M. Page, Reagan, Roe, Rosha, Sahlstrom, and Wynia. President Hasselmo presided.

Staff present: Chancellors Johnson, Sargeant, and Wilhelmson; Senior Vice Presidents Erickson and Infante; Vice Presidents Allen, Heydinger, and Perlmutter; Vice Provost Hopkins; Executive Director Muesing; Associate Executive Director Janzen; Associate Vice President Fischer; and Assistant Vice President Markham.

APPROVAL OF MINUTES

The Board of Regents voted unanimously to approve the minutes of the following meetings:

Audit Committee - November 7, 1991
Physical Planning & Operations Committee -
November 7, 1991
Finance & Legislative Committee - November 7, 1991
Faculty, Staff & Student Affairs Committee -
November 7, 1991
Educational Planning & Policy Committee -
November 7, 1991
Committee of the Whole - November 7, 1991
Committee of the Whole - November 8, 1991
Board of Regents - November 8, 1991

REPORT OF THE PRESIDENT

President Hasselmo presented his monthly report which pertained to the Biennial Budget Plan, the annual meeting of the National Association of State Universities and Land-Grant Colleges; a meeting of representatives from the Big Ten; the Midwestern Higher Education Commission; the Council of Graduate Schools - National Study of Master's Degrees; an update on ROTC issues; a possible contribution to the Basic Sciences/Biomedical Engineering Building; and an update on searches.

A copy of the President's Report is on file in the Regents' Office.

REPORT OF THE CHAIR

Chair Kuderer reported that he also recently met with the Midwestern Higher Education Commission for the purpose of selecting a permanent site for the Commission.

He reported that on December 3, the Board of Regents held an Open Forum. Twenty-seven individuals addressed the board on a number of issues relating to the proposed budget plan. A summary of the comments will be included in the minutes and tapes are available if anyone wishes to listen to them.

He also reported that the January 1992 meetings of the Board will consist of the Audit Committee, the Committee of the Whole and the Board meeting. No other standing committees will meet.

Chair Kuderer asked Board members if they would communicate with the Executive Director on possible dates for a winter retreat. He stated that the agenda for the retreat will include discussions on Regents' visits with deans and students. A guest speaker may also be scheduled.

GIFTS

Associate Vice President Fischer presented the monthly list of gifts to the University of Minnesota, the University of Minnesota Foundation, the Arboretum Foundation and the Minnesota Medical Foundation as listed in the docket material and on file in the Regents' Office.

The Board of Regents voted unanimously to approve the gifts.

CONTRACTS AND GRANTS/APPLICATIONS AND AWARDS

Senior Vice President Infante submitted for approval the contracts and grants/applications and awards as presented in the docket material and on file in the Regents' Office.

The Board of Regents voted unanimously to approve the contracts and grants/applications and awards.

REPORT OF THE COMMITTEE OF THE WHOLE December 13, 1991

Regent Kuderer, Chair of the committee, reported that the committee voted by majority to recommend approval of the following:

- a) Approval of resolution re 1991-93 Budget Plan, as follows:

Whereas, the University of Minnesota is committed to improving program quality through restructuring and reallocation; and

Whereas, the State funding received by the University of Minnesota, as a percent of its total funding, is declining; and

Whereas, higher education is facing new and increased competition for public funds; and

Whereas, Minnesota's "silent crisis" continues to diffuse the public dollars dedicated to higher education; and

Whereas, the University of Minnesota must begin to address its significant deferred maintenance problem; and

Whereas, the University of Minnesota competes in an intense national market for quality faculty; and

Whereas, employees of the University of Minnesota received no salary increase in 1991-92;

Now Therefore Be It Resolved, that the Regents of the University of Minnesota adopt budget parameters for use in preparing the 1992-93 budget to be submitted in the Spring of 1992:

The annual revenue plan including:

- State appropriations as enacted by the 1991 legislature
- A general tuition increase of 9%
- Targeted tuition increases to increase revenue \$5 million
- Restoration of interest paid at 5%
- Legislative request in 1992 to restore funding for vetoed State Specials
- Legislative request in 1992 to alleviate tuition increase.

The annual expenditure plan including:

- 5% for salary increases
- 5% for non-personnel increases
- Provision for contingencies
- Program reductions of \$27 million
- Implementation of second year of Restructuring and Reallocation

BE IT FURTHER RESOLVED, that the Board of Regents hereby expresses its high concern for the financial hardship created by increases in tuition and other educational expenses, and that the University of Minnesota Foundation and colleges be commended for initiatives in regard to financial aid for financially disadvantaged students and challenged to secure increases in philanthropic resources at a rate at least equal to increases in tuition.

BE IT FURTHER RESOLVED, that the University of Minnesota join with other public and private institutions of higher education to aggressively seek additional sources of state and federal support to aid financially disadvantaged students.

BE IT FURTHER RESOLVED, that the Academic Priorities plan be updated and that strategic plans be developed for the Morris and Crookston campuses and for the Rochester area, and submitted in May 1992. These plans shall be subject to the financial parameters established in the 1992-1993 Biennial Budget Plan, except as they may be modified by legislative action in the 1992 Session, and shall continue to differentiate funding for priority programs.

BE IT FURTHER RESOLVED, that alternatives continue to be explored for accelerating funding improvements for the Institute of Technology and the College of Liberal Arts and for mitigating the effect of federal and state cutbacks in the programs provided by the Extension Service and Experiment Station.

BE IT FURTHER RESOLVED, that the Budget and plans presented in May 1992 shall present objectives, indicators, historical trends, and other measures appropriate to the evaluation of program effectiveness.

BE IT FURTHER RESOLVED, that a Capital Improvement Plan be submitted to the Board of Regents by November 1992, and that this Plan identify capital costs and related operating costs for all proposed projects, including construction, development and deferred maintenance projects, and that this Plan prioritize expenditures and source of funds on a five-year basis.

The Board of Regents voted by a majority to approve the recommendation of the Committee of the Whole with Regent Roe voting against the resolution.

REPORT OF THE COMMITTEE OF THE WHOLE
December 13, 1991

Regent Kuderer, Chair of the committee, reported that the committee voted unanimously to recommend approval of the following actions:

- a) Approval of resolution re Honors Committee Report, as follows:

RESOLVED, that the recommendations of the All-University Honors Committee are hereby approved.

Documentation is filed supplement to the minutes, No. 22,305.

- b) Approval of resolution re Hospital Board of Governors Appointments, as follows:

RESOLVED, that on the recommendation of the Board of Regents' Nominating Committee for the Board of Governors of the University of Minnesota Hospital and Clinic, the following individuals are appointed for the terms noted:

Maria R. Gomez - Three-year term
Al Hanser - Two-year term
John M. Morrison - Three-year term
Kristine Zualkernan - Student Representative - One-year term

- c) Approval to ratify the membership list for the University of Minnesota, Duluth American Indian Advisory Board for 1991-93. Documentation is filed supplement to the minutes, No. 22,306.

The Board of Regents voted unanimously to approve the recommendations of the Committee of the Whole.

Chair Kuderer reported that the committee also reviewed additional proposed appointments for the Hospital Board of Governors that will be acted on in January 1992; discussed a proposed acquisition of the Interstate Medical Center at Red Wing, Minnesota; received reports from the All-University and Campus Indian Advisory Committees and received an annual report on minority affairs and the Office of Equal Opportunity and Affirmative Action.

**REPORT OF THE FACULTY, STAFF &
STUDENT AFFAIRS COMMITTEE**

Regent Sahlstrom, Chair of the committee, reported that the committee voted unanimously to recommend approval of the following actions:

- a) Approval of the Senior Vice President's Monthly Faculty, Staff and Student Affairs Report as listed in the docket material and on file in the Regents' Office.
- b) Approval of the 1991-93 Unit 3 (Service, Maintenance and Labor) Collective Bargaining Agreement with Teamsters Local 320 as included in the docket material.

The Board of Regents voted unanimously to approve the recommendations of the Faculty, Staff and Student Affairs Committee.

Chair Sahlstrom reported that the committee also reviewed a proposed Regents' Policy on Students with Disabilities and engaged in a discussion regarding the results of a recent study on student demographics and graduation rates.

**REPORT OF THE PHYSICAL PLANNING &
OPERATIONS COMMITTEE**

Regent Roe, Chair of the committee, reported that the committee voted unanimously to recommend approval of the following actions:

- a) Approval of the Senior Vice President's Monthly Physical Planning and Operations Report which included reports pertaining to purchasing, project status, property accounting and miscellaneous items as presented in the docket material and filed in the Regents' Office.
- b) Approval of resolution regarding projects previously submitted for information, as follows:

RESOLVED, that on the recommendation of the President and the Senior Vice President for Finance and Operations, the appropriate administrative officers are authorized to proceed with the design and construction of the following projects:

- a. Frederick R. Weisman Art Museum (University Art and Teaching Museum), Scope/Cost Increase, Twin Cities Campus
Project increase: \$300,000
Total estimated cost of the project: \$13,300,000
Funding: Increase provided by private donations
Estimated completion date: June 1993
- b. Moos Tower Biomedical Engineering Center, Phase II, Scope/Cost Increase, Twin Cities Campus
Project increase: \$137,500
Total estimated cost of the project: \$837,500
Funding: Increase provided from Medical School funds
Estimated completion date: September 1992

- c. 11 Oak Street Garage Area Reconfiguration, Twin Cities Campus
Estimated cost of the project: \$255,321
Funding: Central Reserves and General University Fund
Estimated completion date: July 1992
 - d. Central Library (St. Paul), Remodel Basement and Second Floor, Twin Cities Campus
Estimated cost of the project: \$144,300
Funding: State Operating Appropriation - Programming
Accommodation Remodeling Allotment
Estimated completion date: May 1992
- c) Approval of the following project funded by legislative appropriation, as follows:
- a. Wilson Library Remodeling, Twin Cities Campus
Estimated cost of the project: \$2,080,000
Funding: 1990 Legislative Appropriation
Debt Financing Sources: Tuition Revenues (90%) and Indirect Cost Recoveries (10%)
Estimated completion: August 1992

The Board of Regents voted unanimously to approve the recommendations of the Physical Planning & Operations Committee.

Regent Roe reported that the committee also reviewed three projects for information: 1) Mayo Pediatrics Renovation in D-136 Complex, Twin Cities campus; 2) Oakland Avenue south half roadway and area reconstruction, Duluth campus; and 3) Gibbs Schoolhouse preservation. In addition, Associate Vice President Hewitt presented a brief update on the transitway project and provided a brief overview of his new responsibilities relating to long-range planning.

REPORT OF THE FINANCE & LEGISLATIVE COMMITTEE

Regent Anderson, Chair of the committee, reported that the committee voted unanimously to recommend approval of the following action:

- a) Approval of the Senior Vice President's Monthly Finance and Legislative Report including accounts receivable, central reserves, debt management and miscellaneous items as presented in the docket material and filed in the Regents' Office.

The Board of Regents voted unanimously to approve the recommendation of the Finance & Legislative Committee.

Regent Anderson reported that the committee also reviewed the Quarterly Investment Report as of September 30, 1991, and received an update on legislative strategy.

**REPORT OF THE EDUCATIONAL PLANNING &
POLICY COMMITTEE**

Regent Craig, Chair of the committee, reported that the committee voted unanimously to recommend approval of the following action:

- a) Approval of the Senior Vice President's Monthly Educational Planning and Policy Report as presented to the committee in the docket material.

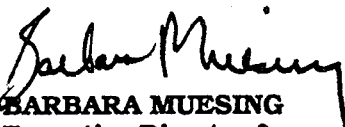
The Board of Regents voted unanimously to approve the recommendation of the Educational Planning & Policy Committee.

Chair Craig reported that the committee also reviewed a proposed Jazz Studies Major/Bachelor of Music at the University of Minnesota, Duluth and received a follow-up on the Page-Merwin Report.

REPORT OF THE AUDIT COMMITTEE

Regent M. Page, Chair of the committee, reported that the committee did not meet this month and would be meeting in January 1992.

The meeting adjourned at 11:55 a.m.


BARBARA MUESING
Executive Director &
Corporate Secretary

Year 1991-92

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

December 17, 1991

A meeting of the Board of Regents of the University of Minnesota was held on Tuesday, December 17, 1991, at 4:00 p.m. in the Regents' Room, 238 Morrill Hall.

Regents present: Anderson, Craig, Keffeler, Kuderer, Roe, and Rosha. President Hasselmo presided.

Regents connected via telephone: Neel, A. Page, M. Page, Reagan, Sahlstrom, and Wynia.

Staff present: Senior Vice President Erickson and Vice President Heydinger; and Associate Executive Director Janzen.

**APPOINTMENT OF ATHLETIC DIRECTOR
FOR MEN'S INTERCOLLEGIATE ATHLETICS**

President Hasselmo called the meeting to order and announced that the purpose of the meeting was to consider the appointment of McKinley Boston as the Director for Men's Intercollegiate Athletics.


President Hasselmo briefly reviewed Mr. Boston's credentials and the terms of the proposed contract which would include a \$100,000 yearly base salary with bonuses available dependent upon a display of fiscal responsibility, high academic performance, and a competitive record in the Big Ten and Division I.

Regent Kuderer moved that the appointment be approved. The motion was seconded.

Several Regents expressed statements of support for the appointment.

The Board of Regents voted unanimously to approve the recommendation of McKinley Boston as Director of Men's Intercollegiate Athletics effective January 1, 1992.

The meeting adjourned at 4:20 p.m.



KENNETH JANZEN
Associate Executive Director

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

December 27, 1991

A meeting of the Board of Regents was held on Friday, December 27, 1991, at 10:30 a.m. via telephone.

Regents connected via telephone: Regents Anderson, Craig, Keffeler, Kuderer, Neel, A. Page, M. Page, Reagan, Roe, Rosha, and Sahlstrom. Regent Wynia was not available to participate in the meeting.

Staff connected via telephone: President Hasselmo; Dean Stein; Men's Athletic Director Boston.

Staff present: Executive Director Muesing; Assistant to the President O'Brien.

APPOINTMENT OF HEAD FOOTBALL COACH

President Hasselmo called the meeting to order and announced that the purpose of the meeting was to consider the appointment of James Wacker as Head Football Coach.

President Hasselmo reviewed the financial terms of the proposed contract, including a base salary of \$125,000; a payment of \$125,000 for media, personal appearances, football camp, endorsement and related activities; eligibility to participate in the existing bonus program for Men's Intercollegiate Athletics coaches based upon conference or national championships (8 to 10 percent of base salary); eligibility to participate in a bonus program based upon net increases in ticket revenues over expenditures for the football program (up to 10 percent of net improvement); and moving and temporary housing expenses.

President Hasselmo expressed appreciation Robert Stein, Chair of the Search Committee, the members of the Search Committee, and McKinley Boston, Director of Men's Intercollegiate Athletics, for their excellent work.

Dean Stein stated that the Search Committee reviewed numerous candidates for this position. He reviewed Mr. Wacker's credentials, and stated that he was the unanimous choice of all members of the committee.

Mr. Boston thanked Dean Stein and the members of the Search Committee for recommending an excellent candidate who meets all of the criteria for the position. He discussed Mr. Wacker's qualifications and expressed strong support for the recommendation.

Several Regents expressed statements of support for the proposed appointment, and thanked the members of the Search Committee for their efforts.

A motion was made and seconded to approve the appointment. The committee voted unanimously to recommend approval of the appointment of James Wacker as Head Football Coach, effective January 1, 1992.

The meeting adjourned at 10:55 a.m.


BARBARA MUESING
Executive Director &
Corporate Secretary