

Minutes

Senate Consultative Committee December 1, 1988

Present: Mark Brenner (chair), Tim Erickson, Paula Faraci, Eric Huang, Warren Ibele, Katie Jodl, M. Kathleen Price, Jim Schoon, Burton Shapiro, W. Phillips Shively, Carrie Simenson, Michael Steffes, Nancy Surprenant, James VanAlstine

Guests: John Bradford, Acting Provost and Acting Vice President Shirley M. Clark, Gayle Grika (Footnote), President Nils Hasselmo, Regents' Secretary Barbara Muesing, June Perkins, Faculty Legislative Liaison Irwin Rubenstein, Susan Severeid (Daily), Maureen Smith (Brief)

1. Spencer Commission Report

The Committee listened, on the radio, to the comments made by Edson Spencer to the "Minnesota Meeting" about the report of the Governor's Blue Ribbon Commission, of which he served as chair.

2. Reports of the Chairs

Professor Ibele outlined the agenda for the Senate Finance Committee, including: a proposal that the budget process be modified so that individual units have more control and more responsibility; comments on the appointment of a task force to examine problems with current tuition practices; and a review of civil service salaries.

Ms. Jodl reported that the Student Senate Consultative Committee would be taking up, in the near future, ROTC rules affecting gays and lesbians, study space, and the improvement of communication between the Committee and other campus groups.

Professor Brenner reported that there will be an all-University reception for President Sauer on December 20 in the Northstar Ballroom of the St. Paul Student Center. He also thanked those faculty and students who have been participating in the presentations across greater Minnesota and expressed the hope that such presentations will become standard practice in the future.

3. Students on Search Committees

Professor Steffes reported for the ad hoc committee that had been asked to provide recommendations about students serving on search committees. They recommend that all units be encouraged to consider students as members; the ad hoc committee did not believe such membership should be mandated but did believe it would be a benefit to the process in most instances. The mechanism by which the issue should be raised is a question to be added to the Form 16 (which every department must fill out prior to conducting a search) inquiring if it is appropriate to have a graduate or undergraduate student on the search committee.

One of the student members of the Committee had surveyed several departments in CLA about student service on faculty searches; the responses had ranged from "it is essential" to "we'll never do it." Teaching, the departments said, is under-emphasized. Faculty and students on the Committee reviewed

their various experiences in an amicable set of exchanges and agreed that the question should be added to the Form 16. Provost Clark said that the action of the Committee would be sufficient for Academic Affairs to begin bringing the matter to the attention of those who appoint search committees and that she liked the addition of the question to the Form 16. It was unanimously adopted as a recommendation of the Committee and will be presented to the Senate for information.

4. Discussion with President Hasselmo

Professor Brenner welcomed President Hasselmo to the Committee; introductions were made.

President Hasselmo began by saying he was delighted to be back at Minnesota and that his reception has surpassed his wildest expectations. He said he felt at home more than he thought he would.

Professor Brenner brought to the attention of the President the resolution adopted by the Senate in May, 1987, which calls for 6-month terminal appointments for all vice presidents upon the appointment of a new president and the same terminal appointments for associate and assistant vice presidents upon the appointment of a new vice president. President Keller, he said, had not taken the policy to the Board of Regents for adoption because it appeared to make explicit the understanding that all administrative appointments are annual rather than the creation of a new policy. President Hasselmo indicated he favored automatic reassessment of administrators without stigma and said he would be willing to pursue the adoption of the principle in academic personnel policies.

The other provision of the resolution called for the appointing administrators to meet periodically with search committees they appoint, at select junctures, in order to be certain that search proceeds in such a fashion that those candidates who appear on a final slate will be ones who would have the best working relationships with the appointing administrator.

Professor Brenner said that the next issue the Committee wished to raise was the structure of the central administration; he noted, for example, that the Spencer Commission had called for the appointment of a new vice president for management. There is, he added, a unique opportunity for the President to bring in a team but also to establish a new structure.

President Hasselmo responded that administrative structure was his #2 priority (#1 was contacts with groups inside and outside of the University). He said that he had not had time to think about specific details of the structure but that he was inclined to have two clusters, one around the Finance Vice President and one around the Provost and Academic Affairs Vice President. The search for the Finance Vice President is far enough along, and the office well-enough defined, that he hopes to receive the names from the search committee and make an appointment in January. That office will include financial management and systems and responsibility for fulfilling the fiduciary responsibilities of the University. The responsibility for the allocation of resources, however, will be in the Provost's office.

The President also commented that he did not want to build a whole new structure but that the present one seemed too flat; without losing the functional aspects of the present arrangements, questions can be raised about putting the Agriculture and Health Sciences vice presidents within the orbit of the Provost and having the latter a "first among equals." There is, he added, functional justification for

special attention to the health sciences and agriculture.

President Hasselmo said he has reached no final conclusions and wishes to have the views of the Committee--soon--on the Spencer Commission report, on the structure, and on specific positions such as the Vice Provost for FASE.

His third priority, the President told the Committee, was identification of issues within Commitment to Focus. He said he understands what has been decided and where the University is moving; he is, however, wrestling with the terminology.

Appointments to positions present occupied with acting designees will be made as soon as possible, although President Hasselmo expressed some reluctance to have his first appointment be the Director of Men's Intercollegiate Athletics. Professor Brenner assured him that the Committee would understand, especially since it had urged President Sauer to make the appointment.

Several Committee members emphasized the importance that the faculty attaches to the appointment of the Vice Provost for FASE and the concern for undergraduate education that attends that appointment. The opportunity and the need for leadership as well as a desire to protect and promote the interests of the basic arts, sciences, and humanities were highlighted for the President; it was seen as critical that the health of the "core" of the University be restored and that it be given a central representation equivalent to that of agriculture and the health sciences. It is this group that has the most difficulty mobilizing external constituencies but the one which is most engaged in undergraduate education (except for General College and Agriculture). The position, moreover, should not be transposed into a "Dean of Undergraduate Education" with all-University functions; it is intended to protect a group essential to the University which has slipped.

Generally, however, the Committee told the President it wished him to have maximum flexibility in the structure; examples suggested by individual Committee members were that consideration should be given to creating a Vice President for Research, to creating a Dean of Students rather than retaining a vice presidency, and to elimination of External Relations as a vice presidency.

Committee members also discussed the role and responsibilities of a possible Vice President for Research; concern was expressed that it would detract from the responsibilities of the deans. President Hasselmo said that he had worked with a Vice President for Research for five years and found it to be very useful; he agreed, however, that it should not have line responsibility--the deans must have responsibility for centers--but that it can play an important role in development functions and in the coordination of departments in hiring. He solicited further thoughts from the Committee on whether or not the position should be combined with the Dean of the Graduate School.

Asked how he would interact with the governance system, President Hasselmo said he intended to work closely with the Consultative Committee and would meet as often as time permitted. Professor Brenner introduced Professor Rubenstein, Faculty Legislative Liaison, and said the faculty want to help with the biennial request. The President said his examination of the biennial request led him to conclude it was well-structured and thoughtful. He also commented that he meant what he said about accountability; it has, he said, two thrusts: The University must convince the legislature and the Governor that it can manage its money and that any request for new money must be accompanied by an

identification of the benefits that will accrue from it.

Professor Brenner thanked President Hasselmo for taking time to meet with the Committee.

5. Administrative Meetings

At a point when President Hasselmo stepped briefly out of the meeting, Committee members discussed the extent to which the Chancellors should be included in decision-making. It was argued that including them in regular vice presidential meetings gives them influence out of proportion to the size of the coordinate campuses in the role of the University. There is, it was pointed out, no one whose sole role was to emphasize the Twin Cities campus and, further, that the percentage increase being sought in the biennial request is the lowest of all five campuses--which may be appropriate or it may be due to inclusion of the Chancellors in the process of setting the request. The point is not that there should not be close consultation and communication; rather, it is that the Chancellors do not have the University-wide responsibilities which define a vice presidential appointment. Provost Clark responded that the Chancellors meet with the Vice Presidents once per month and that there has been an attempt to develop a higher spirit of cooperation and coordination of the campuses. The Academic Vice Chancellors, she said, also meet with the Deans; one worry is that it may be a waste of their time.

It was also pointed out that nothing would weaken the links of the coordinate campuses to the system faster than not having the Chancellors an integral part of the decision-making.

6. Miscellaneous Items

Provost Clark, following the discussion with President Hasselmo, pointed out that he had not had an opportunity to engage in a careful review of Academic Priorities. In the meantime, she said, it would be prudent to develop recommendations but not move on searches or carry out Academic Priorities quite so literally.

Professor Rubenstein reported on the meetings being conducted around the state; the UMD Chancellor and the union representatives have, he said, both made firm statements in support of the University's budget. Committee members mulled over the notion that there was might be a quid pro quo in terms of unanimity and consultation; Provost Clark commented that no one who made requests of central administration over the summer got what they wanted. Regardless of how one looked at it, Professor Rubenstein observed, the results are valuable for the University.

7. Evaluation of Teaching

Professor Brenner reported that this item was on the agenda in response to the fliers around campuses, sponsored by MSA, soliciting student views on teaching.

One of the members of the Committee explained that there were a couple of things going on. This flier was an attempt to find out what people think and to get discussion started; the results that are collected will not be published and there is no claim being made that it is scientific. The other effort, the University Course Information Project (UCIP), is being started again after an initial attempt failed in the early 1980s. Geoff Pollak has put together a committee (of faculty and students) in order to revive

UCIP; the work being done is serious and when the research is complete, MSA may hire someone to run the project. It is hoped that the project will get under way next Fall Quarter.

Faculty members expressed concern about the fliers and the random versus non-random nature of the results. It was pointed out that an earlier course evaluation effort appears to have failed because the samples were too small, contained primarily anecdotal material, and was not based on central issues of teaching. It was also pointed out that there must be evidence of student evaluation of teaching in the files submitted to Academic Affairs during the promotion and tenure process or the file will not be accepted. The faculty accepted the assurances of the students that the results of the flier would not be misused or made public.

Professor Brenner commented that the message to the students should be understood to be one of faculty interest and that any instrument developed should be examined by the Consultative Committee and by the Senate Committee on Educational Policy. They agree, he said, that the issue is important and want to be sure that assessment of teaching is done in a valid way that does not do damage to the process.

The Committee adjourned at 3:00.

Gary Engstrand

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