

## Minutes

### Senate Consultative Committee February 1, 1990

Present: Warren Ibele (chair), Karin Alexander, W. Andrew Collins, Martin Conroy, Steve Ebel, Randy Heuer (substitute for Bryan Kelling), Eric Huang, Gunnar Johnson, Norman Kerr, Matthew Kirkwood, J. Bruce Overmier, Ronald Phillips, M. Kathleen Price, Burton Shapiro, Michael Steffes, Charlotte Striebel, James VanAlstine, Tim Wolf

Guests: Steve Boland (MSA Forum), Suzanne Fust (Council of Graduate Students), President Nils Hasselmo, Rod Jorgenson (MSA), Senior Vice President Leonard Kuhi, Barbara Muesing (Regents' Office), June Nobbe (SODC), Sunday Olateju (Council of Graduate Students), Steve Prince (Council of Graduate Students), Maureen Smith (Brief), Rabun Taylor (Footnote)

#### **1. Reports of the Chairs**

Senate Committee on Finance and Planning Professor Shapiro reported for the Senate Finance and Planning Committee that it had met earlier with Senior Vice President Donhowe and then recently with Rick Bay, Chris Voelz, and Jim Turman to discuss athletic facilities. Now that the Committee had a better understanding of a very complicated set of issues, it intended to speak again with Mr. Donhowe about the facilities plans. The Committee discussed faculty salary comparison groups earlier; since then a survey has been sent to departments to gather information on which institutions should be in an appropriate peer group. The Committee would be taking up at its next meeting proposed principles to govern Indirect Cost Recovery fund allocations; it will also consider again a resolution which would call for expenses of an athletic investigation to be charged against the athletic departments.

Professor Ibele urged that the Committee hear from Senior Vice Presidents Donhowe and Kuhi about budget principles for next year before they are too far along in development.

Student Senate Consultative Committee Mr. Huang reported that the students have added the Recreational Sports facilities to the list of capital projects they have endorsed. He reviewed for the Committee the projects which they had endorsed. Several faculty members of the Committee inquired about the principles guiding the endorsement; they were told that these endorsements were an indication of student need as seen by the students. The list consisted of the projects from all four coordinate campuses plus the top four items for the Twin Cities campus. It was suggested that while politics should be considered, the overall needs of the University ought to take precedence--and the needs on the Twin Cities, where the average building age is 65 years, are greater. Coordinate campus requests of course have merit, but it does not necessarily follow that every coordinate campus will, every year, have an item which outranks needs for students on the Twin Cities campus. A concern was also expressed that for the students to endorse only part of the University's request will weaken the presentation to the legislature; the students, however, did not believe they had to accept the administration list completely. If the legislature does not fund the entire request, the students want to have their priorities identified as choices are made.

Mr. Huang also reported that the SSCC is addressing the question of students on search

committees, improvement of Greater Minnesota representation in the Student Senate, a constitution for the Student Senate, and treatment of students with learning disabilities (which subject will come before this Committee on March 1).

Faculty Consultative Committee Professor Ibele reported for FCC that its members had met with the candidates for Vice Provost for Arts, Sciences, and Engineering and with candidates for Vice President for Agriculture, Forestry, and Home Economics. Comments will be provided to the Senior Vice President for Academic Affairs. The Senior Vice President for Finance search is in process; they received over 200 applications and the pool has been narrowed to six. The ad hoc committee on athletics will be appointed; it will include faculty and students. There will also be a discussion of intercollegiate athletics at the next Regents' meeting. Finally, the Task Force on Liberal Education is about to be launched; the Task Force members have been selected and the letter of charge is drafted.

Mr. Huang asked why there were no students on the search committee for the Finance Vice President; it was agreed to defer the question to the discussion with the President.

## **2. Resolution on Scheduling of Senate Meetings**

Mr. Johnson explained that the resolution, which called for Senate meetings to be scheduled only when none of the five campuses are in finals or on break, was a response to the one or two meetings each year which take place when Duluth is on break or in finals. To schedule meetings when all can attend would encourage University-wide participation.

It was agreed that rather than adopt a resolution it would be recorded as the sense of the Committee that Senate meetings should not be scheduled when any campus is in finals or on a break, subject, however, to the need of the Senate to be able to hold two meetings in the Spring to accomplish its business. Professor Ibele agreed to carry the sense of the meeting to Marilee Ward.

## **3. Students on Search Committees**

Mr. Huang recalled for the Committee the report of the subcommittee which had examined the issue of students on search committees. It had set forth seven policy recommendations; this report from MSA constituted their response to those recommendations. Briefly, they are: Students need not be on every search committee; those searches for positions which affect or involve students should include students on the committee; appropriate representation rather than broad representation is the goal, the Form 16 should be modified to include a line noting whether or not there are students on the search committee and an explanation if there are none, and the SSCC would serve as the referral body when students are being sought; student roles, responsibilities, and expectations will be set out in a handbook and nominees will be informed about the responsibilities and time commitments.

Faculty members of the Committee voiced reservations about using SSCC as a referral body for searches at the professorial level; most departments know their own students best and can make appropriate choices. It was agreed that if the Form 16 indicated that students were appointed to a faculty search committee that would be the end of the matter.

It was noted that the Form 16 will be modified next year and that this change is a good one.

Meanwhile, the students should begin to collect data from the Form 16s and bring back to the Committee whatever modifications it wishes based on those data.

Mr. Huang agreed to incorporate these suggestions in a revised set of recommendations. Professor Phillips, who chaired the subcommittee which wrote the initial report, thanked the students for carrying through to completion the work of the subcommittee.

#### **4. Discussion with President Hasselmo**

Professor Ibele welcomed the President to the meeting. President Hasselmo said he had four items he wished to discuss with the Committee.

- He brought greetings from the many alumni in Thailand and Indonesia and reviewed the results of his trip. The University graduates appear to have responsible positions in their countries and remain strong supporters of the school. He also discussed a number of projects in which the University is involved.
- On the searches, he hopes to have a recommendation for the Vice Provost at the Regents' meeting next week. The interviews of the candidates for the IAFHE Vice President are being completed and a recommendation will be made to the Regents at their March meeting. Candidates are being interviewed for vice presidents for Health Sciences, Student Affairs and for General Counsel; he did not know the schedule of those searches. The search for the Finance Vice President is underway.

The President noted that Donna Peterson had been appointed without a search, a step which raised questions about the process. There are, he said, fundamental questions about how to do affirmative action and how opportunistic the University can be. In the case of lobbyist, he pointed out, there would have been a limited pool of qualified applicants and there was a leading candidate who was a sitting member of the Senate; a public search might have made it impossible to hire her. This was an opportunity to recruit a woman who had all the necessary qualifications into an important position. So, after admittedly hasty consulting, he recommended Ms. Peterson's appointment.

The President told the Committee he felt it was important that the University be able to be "opportunistic"--he knows of too many occasions when a minority or female candidate was lost because of a prolonged search. On the other hand, he recalled, he was given the names of two white males in January, 1989, for the position of Vice President for Finance and he had concluded that neither met the special needs of the University. He had then appointed Gus Donhowe with an understanding that he would conduct another search. The President reported that he had consulted on the possibility of seeking an exemption for this position as well, and had received support for doing so, but he had decided to conduct a search anyway. This situation raises other questions having to do with the credibility of a search when there is a strong incumbent. He concluded that in this case he would try to do things in as straightforward and honest a way as possible in evaluating all candidates.

One Committee member said that there is considerable concern among women about integrity of the search process when such exemptions are sought. There is, however, a committee looking at revision of search procedures and doing so with an eye to meeting the needs of the University. The

President agreed that the integrity of searches must be maintained and that there needs to be continuing communication on how to meet the needs of the University.

Another Committee member expressed reservations about the differing rationales used in seeking exemptions. The President, it was argued, should have wide latitude in choosing his administrative team. The need to move quickly and the fact that this one involved a sitting Senator are less satisfying reasons than the prime directive of equal opportunity; either one hires on an exemption because of special qualifications or one should do a full search. One question which arises is whether an exemption would have been sought if it had been a male Senator. The President responded that searches are done under a hierarchy of values, including, first, finding the best qualified candidate and two, meeting affirmative action goals. If one can accomplish both at the same time the rationale for an exemption is more compelling than if only one of those factors is present.

What then, it was asked, about a department which believes it has an emergency? At Berkeley, it was noted, such appointments of women can be made. Other underrepresented groups, however, can claim the search was not open. The President said he has been wrestling with these questions; it is his view, however, that affirmative action goals will never be met unless the University can be opportunistic in its hiring of women and minorities. Maybe, in the right circumstances, an exemption for a white male could be made--but only to meet major institutional goals and not in order to cover up for arbitrary hires or reliance on the old boys' network. The President concluded that he despaired of progress on affirmative action if the hiring process is not made more flexible.

Several Committee members insisted that their concerns about exemptions did not in any way reflect on the candidates; those who spoke all expressed support both for Ms. Peterson and Mr. Donhowe.

- The third item the President brought to the Committee was the appointment of the committee on athletics. Its first responsibility will be to take stock of what has already been done, including drawing on the recommendations of past task force work. It will also be asked to look at the agenda developing in the Big Ten and from the presidents; the emphasis will not be on re-studying the problems but rather the seeking of advice on action which should be taken both with respect to the NCAA and at the University. The committee will be co-chaired by a regent and a faculty member; the likely composition will be three regents, three faculty, and two students. It will be asked to report to the Board of Regents in May.
- The Initiative on Excellence in Undergraduate Education will continue to be the subject of presentations to the Board of Regents; upcoming subjects will be student preparation, recruiting and admissions, the single point of entry, and advising. The financial implications of the Initiative are being injected into the development of the budget, such as upgrading advising. In addition, the Council of Undergraduate Deans is doing all it can to forward issues to the appropriate governance and administrative units; there will be no new bureaucracy to deal with the Initiative but the pressure must be kept on.

On the subject of admissions, it was suggested, the institution must abandon its historically passive stance and instead be forthcoming about the special kind of undergraduate education it offers.

There is anecdotal evidence that many bright students are never contacted by the University but then the Committee hears from Student Support Services that contacts are being made; the discrepancy is bothersome. The University must, in any event, be energetic about bringing its programs to the attention of high school students.

The President concurred. He noted that the Initiative is not a set of new ideas but rather an institutional framework for putting together a set of pieces which already exist. There are a lot of programs which are very good; there is a need to give them visibility and to coordinate them. The discrepancy between the anecdotes and the existing efforts is puzzling, he added, and it is unfortunate that reality is driven by the perceptions.

Concern was expressed that the University might consider the problems mostly solved if it can put more money into advising at the same time the increased preparation standards take effect. There is a need for additional resources in order to improve instruction as well. The President told the Committee, in response, that teaching will be the subject of the March presentation to the Board of Regents.

The President cautioned, however, that there are limits to the burdens which the faculty can take on. The work of obtaining grant funding has increased as the number of grants awarded per application has dropped; the faculty are also being asked to increase student contact in order to help improve the retention rate. The research environment of the University must also be maintained. Making the situation worse for Minnesota is its undersized faculty (given the numbers of students it serves); Michigan, for example, has a Psychology faculty more than twice the size of Minnesota's--with the same number of students. Some improvements can be accomplished with reallocation, and he is putting these issues in front of the legislature, but consideration of how much the faculty can take on must be kept in mind.

One Committee member contended that in assessing the need for faculty the first measure is the number of graduate students; what about undergraduates? The priorities for faculty are 1) funded research, 2) graduate education, and, if there is time left over--which there usually isn't--3) undergraduate education. If this imbalance is not addressed, it was said, nothing will change. The President agreed that the balance does need to be redressed; that is why he chose undergraduate education as the topic of the Initiative. (Professor Ibele also commented that in graduate program reviews the overloading was often found to be due to the number of undergraduate students.)

- Another item the President brought up with the Committee was the Tuition Task Force, which, he said, appears to have developed a judicious and well-balanced approach to tuition. The student participation on the task force has been extraordinary. It seems that the task force will recommend a uniform undergraduate tuition rate, which should help to ensure that there are no financial disincentives to pursue the education each student wants. The report will be brought to the Senate Committee on Finance and Planning as well as to the Consultative Committee.

It was suggested that one problem which needs to be addressed is the non-resident tuition rate charged to international students--at the same time the University wishes to "internationalize" its education. International students are a valuable resource and help increase the diversity of the

University. The President replied that he was uncertain that rate could be changed but wondered if financial aid could be structured to recognize the dilemma.

A question was raised with the President about a policy on student employment brought to the central administration by one of the coordinate campuses which was characterized as arbitrary. The President promised to look into the matter and speak with the Chancellor about it.

##### **5. Representation of Graduate and Professional Students in Governance**

A question was immediately raised by some Committee members about why this item was on the agenda if the mediation process between the graduate/professional students and MSA was not completed. Mr. Prince responded that they were also surprised to see it on the agenda.

The Committee was informed that the most recent mediation session had led to the signing of an agreement to draw up articles of cooperation; it was the understanding of the graduate and professional students that there would be two assemblies. As the lengthy discussion proceeded during this meeting it became clear that the undergraduate and graduate students had not reached a meeting of the minds. The MSA representatives believed that their counterproposal (to the original graduate/professional student proposal) had met the objections; the graduate and professional students argued that they did not.

Committee members deliberated whether or not additional mediation should be encouraged; there were views on both sides about the usefulness of pursuing it. The MSA representatives contended that the graduate and professional students would not have to mediate in good faith because no agreement would mean that the Consultative Committee would act on its preference to ensure graduate and professional student representation on committees; some Committee members believed that MSA had no reason to go to mediation because it opposed the proposals from the graduate and professional students.

A motion was made that if no resolution was brought to the Committee by April 1 then a resolution calling for two separate assemblies would be brought to the Senate. An amendment was proposed which would limit the Senate debate to graduate student representation on Senate committees; after discussion, the amendment failed by an 8-9 vote.

After additional discussion the original motion was withdrawn and the Committee adopted unanimously a resolution declaring, in substance, that SCC wished to have, no later than its meeting of March 29, 1990, a proposal to ensure graduate and professional student representation on committees and, with the permission of both parties, a report from the mediator on the issues and that both sides bargained in good faith, and that if no such recommendation was forthcoming SCC would then act on its own to bring such a proposal to the Senate.

The Committee adjourned at 12:30.

-- Gary Engstrand