

Minutes*

**Senate Consultative Committee
Thursday, January 20, 2004
3:00 – 4:00
Room 238A Morrill Hall**

Present: Mary Jo Kane (chair pro tem), Jean Bauer, Susan Brorson, Charles Campbell, Carol Chomsky, Emily Hoover, Dan Feeney, Rubens Feroz, Scott Lanyon, Jamie Larson, Jeff Ratliff-Crain, Teresa Wallace, Nathan Wanderman

Absent: Marvin Marshak, Tom Clayton, James Kanten, Taquee Khaled, Seyon Nyanwleh, Tom Pielow, Catherine Popp, Colin Schwensohn, John Sullivan

Guests: Judith Martin (Faculty Consultative Committee); Lynn Holleran (Office of the Chief of Staff); Vice President Kathleen O'Brien, Executive Associate Vice President Alfred Sullivan; Morris Kleiner (Senate Committee on Faculty Affairs)

Others: none

[In these minutes: (1) Twin Cities campus athletic philosophy statement; (2) strategic planning task force for administrative units]

1. Twin Cities Board of Regents' Athletic Philosophy Statement

Professor Kane convened the meeting at 3:10 and welcomed Ms. Holleran to discuss the Board of Regents' philosophy statement for athletics for the Twin Cities campus.

Ms. Holleran explained that the Board of Regents is reviewing all of its policies to be sure they are consistent with the delegation of authority and consistent with the policy format they have adopted. In the course of conducting the review, they also are reviewing the content of the policies; one of them is the athletic philosophy statement for the Twin Cities campus. The proposed revision incorporates recommendations about oversight and reporting lines from the academic misconduct investigations a few years ago, but otherwise all of what was in the previous version remains in this one. The draft has been reviewed by the Advisory Committee on Athletics, the athletic department, the Faculty Representatives, and will be reviewed by the Faculty Academic Oversight Committee for Intercollegiate Athletics next week.

Professor Morrison noted a difference in language in the two versions concerning faculty oversight. He maintained that the change in the proposed version backs away from faculty involvement and suggests athletics will be run as an administrative unit with occasional consultation with the faculty. Ms. Holleran said that was not the intent but that she understood the point. It was agreed that Professor Morrison would provide suggested language to Ms. Holleran.

* These minutes reflect discussion and debate at a meeting of a committee of the University of Minnesota Senate or Twin Cities Campus Assembly; none of the comments, conclusions, or actions reported in these minutes represents the views of, nor are they binding on, the Senate or Assembly, the Administration, or the Board of Regents.

There were no other comments, so Professor Kane thanked Ms. Holleran for joining the meeting.

2. Administrative Strategic Planning Task Force

Professor Kane now welcomed Vice President O'Brien and Executive Associate Vice President Sullivan to discuss the strategic planning task force that is dealing with the administrative side of the University (the companion to the academic task force considering the academic side).

Dr. Sullivan began by saying there are three pieces to the process. There is the big piece, the strategic directions work that is being led by Provost Sullivan that includes the materials that have been posted on the web, the town hall forums, and so on. Underneath that there are two branches, the academic and the administrative strategic planning task forces, the latter of which is co-chaired by Vice President O'Brien and him. He distributed copies of the membership and charge letter to the task force.

The basic charge is look at the administrative side of the University for effectiveness, efficiency, and alignment with the academic mission. Dr. Sullivan related that he told himself, when he was a dean, that at the end of the day it is only the teaching, research, and outreach by the faculty that matters, "with support from the rest of us."

Before the holidays, Vice President O'Brien said, she and Dr. Sullivan talked with the President about the desired outcome of the work of the task force. The President said he wanted a transformation of the University. Vice President O'Brien said that task force members recognize they cannot achieve a transformation by mid-March but that they can begin to take steps in that direction. The President understands that with the strategic planning documents, there is an opportunity for change in the organization; if the University does not take advantage of the opportunity, "shame on us."

Given strategic planning and its objectives, they can try to ensure that what is under way aligns with the strategic plan, they can evaluate activities they might have been thinking about for such alignment, and they can think about what they should take on as a "charter for change" on the service and support side of the University to be sure it is supporting the teaching/research/service mission, Ms. O'Brien said.

They are asking six of the task force members to pull together working groups that will include faculty and staff to identify what is under way and hurdles to better performance. Some of the members of this Committee will likely be tapped for service on the working groups, Ms. O'Brien promised. Much of the work will take place outside the task force meetings, in the working groups, because the report is due by the end of March.

Some of the work they are doing includes analysis of the internal structure and responsibilities, expenditures by function, and review of the work of the recent task force on support and service units, Ms. O'Brien said. They are also retaining a graduate student in higher education administration to gather information from the University's peers and professional organizations. They are doing an assessment of the trends, opportunities, and threats to University Services, and are conducting a "blank page" analysis (if University Services were not here, how would one set them up?). These steps move toward the end of determining how to measure service and setting benchmarks for progress and success. What they learn from the process they will share with the President and the Committee.

Professor Martin asked how this effort would build on the report that came from the task force that she (Vice President O'Brien) and Professor Clayton recently chaired. In that report there was good work done analyzing the relationship between the units and the constituents they serve, Ms. O'Brien said, and they believe that re-reading the report will help in the current effort. She said she also believed it important to implement the recommendations of that report (which have been on hold). The report will help inform the work of the subcommittees as well. Dr. Sullivan recalled that he had been asked last year to chair a subcommittee of the budget working group to look at support and service units, which supported the work of the Clayton/O'Brien task force; they very much support the task force recommendations.

It is worth repeating, Ms. O'Brien said: the service and support units provide the platform for the institution to do its work and they need people to tell them if they are doing the right thing and how well they should do it. Are the units doing the right things? At the right level? The support units cannot decide that themselves; they need an iterative process to help. For example, she said, the events of 9/11 created a need to pay attention to security.

Professor Morrison observed that the task force being chaired by Vice President O'Brien and Executive Associate Vice President Sullivan is composed entirely of support service unit individuals, which he said is troubling. They will not look at questions with the same view as those outside the units would. Some of the units are ISO's (internal service organizations); some can charge cash for outside work. They are unlike academic units, which must work within the budget they are given; the support and service units decide what they will do and then what they will charge in order to do it. Since the units are in a monopoly position, they can push costs to users (e.g., Parking and Transportation) or departments (e.g., Facilities Management). What mechanisms have been put in place so that units only do or charge for things that are essential, not just "quite proper"? When the rest of the University is starving, there is a sense that the support units are doing better. One question is about pricing; another is whether the units are doing some things completely wrong. If one asks the units, however, of course they will say that what they are doing is right.

Vice President O'Brien commented that she would need a semester to address all the issues that Professor Morrison raised (he suggested the issues be addressed in the report, not at this meeting). She said she believed the President established the task force because he is charging members of the executive team to be change agents while developing good working relationships with those they serve, faculty, staff, and students. If they do not identify improvements, they are not doing their job. Part of her job is to identify changes that need to be made.

Beyond that, Ms. O'Brien said, they have discussed how to get information they need to ensure that their ideas are legitimate; the subgroups are being appointed in order to bring others into the process. If people believe that support and service units are not under pressure to control costs, they have not heard the presentations to the Board of Regents and the discussions with the Senate Committee on Finance and Planning. During the last biennium University Services cut more positions than others in the University. Services and support units monitor the cost of attendance and set fees such as dining and parking to balance their charges against that total. She assured the Committee that a major element of her job is to control costs and determine quality.

Dr. Sullivan said that Professor Morrison raised a fair point. He repeated that that is why the working subgroups will be created. They will offer guidance on the composition of the groups in order to

be sure that the necessary views will be heard. They are present at this meeting to get publicity for the work of the task force and to receive suggestions from Committee members and those who read the Committee's minutes. The working groups will include faculty and P&A staff, Dr. Sullivan assured Ms. Wallace.

Professor Ratliff-Crain asked about the goals and objectives of the task force vis-à-vis the coordinate campuses. Will it look at central administrative issues, the University at large, or more at the Twin Cities campus? What will be the level of analysis? Ms. O'Brien said the task force has a system charge; there will be a subgroup on the coordinate campuses led by Senior Vice President Robert Jones. It is too early to say how he will conduct the work of that group. They are trying to figure this out quickly, Dr. Sullivan added, and have asked Dr. Jones to pull the coordinate campus group together. Many of the task force members have system responsibilities, Ms. O'Brien observed.

Professor Kane thanked Ms. O'Brien and Dr. Sullivan for joining the meeting, which she then adjourned at 4:05.

Gary Engstrand

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