



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee
164 Food Science and Nutrition
1334 Eckles Avenue
St. Paul, Minnesota 55108
Telephone (612)373-3226

SENATE CONSULTATIVE COMMITTEE
Thursday, June 16, 1983
B-16 Morrill Hall
10:00 a.m. - 3:00 p.m.

AGENDA

- 10:00 - 1. "International" reports. (Committee discussion).
11:00
- 11:15 - 2. 1984-85 Twin Cities Calendar (with President Magrath,
11:45 Donald Vesley of the Calendar Committee, Michael Root
of Educational Policy Committee).
- 11:45 - 3. Lunch break. Box lunches provided.*
12:30
- 12:30 4. Approval of minutes: May 12 and 14 (sent previously,
corrections enclosed), May 19 (enclosed) and
May 26 if available.
- 12:35 5. Reports:
 - A. Student chair
 - B. Finance Committee
 - C. from Regents' meetings (written or oral)
 - D. Other?
- 6. Discussions with vice presidents on retrenchment and
reallocation in the support services:**
 - 1:00 A. Vice President Bohlen (Finance and Operations)
 - 1:40 B. Vice President Hasselmo (Administration and
Planning)
 - 2:20 C. Associate Vice President Zander (Student Affairs).

* Please let Meredith know by Tuesday a.m., June 14, if you will not attend, or will not want a lunch.

** Materials for (A) to be sent when available, for (B) already sent directly to SCC and enclosed for new members, and for (C) enclosed.



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June 14, 1983

To: Senate Consultative Committee
From: P. Swan
Re: Report of the Chair - June 16th (my last)

GUIDE TO OUR MEETING

International Reports.

We have read several this year. We'll ask for specific comments on the OIP report, the Pazandak report and the Krueger report. Call Meredith if you have questions about which ones these are.

It would be good if we would go on record with some advice on handling the International Planning Theme. Last time we talked with the President, the consensus seemed to be that we should divide it up and perhaps start with the International Students Issues (could be started this summer). SCEP could start on some of the Educational Policy Issues in the Fall (as they have agreed) and perhaps by October they could be sub-divided somewhat. There are curricular issues, American students abroad issues, faculty development issues, and others.

Calendar.

You are no doubt surprised to see this one again. It's all due to me. I was uneasy about not consulting with our own committees. Thus, I called Don Vesley, discovered they had a well-reasoned, responsible discussion and that SCEP had a related discussion. The issues are not simple. I continue to believe that if we start on Rosh Hashanna we would penalize faculty who couldn't meet their first class. I believe our policy is one of no penalties for absences due to religious holidays. Thus, I am in agreement with the action we took in May, but I think we should hear our committees and at least get Don's practiced advice on alternatives. O.K.?

Retrenchment of Vice Presidents.

We are losing two V.P.'s this year. Maybe that is retrenchment enough. Nonetheless, they have agreed to talk about changes occurring in their shops. We will want to look for evidence of planning, of evaluation of the functions involved and the quality of the work, for budgeting efficiency and other criteria (to ascertain that we agree with criteria being employed). I don't believe Finance has had an opportunity to talk with these V.P.'s lately. Please READ V.P.'s materials before Thursday so that we can make good use of the short time with each.



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MINUTES

SENATE CONSULTATIVE COMMITTEE
June 16, 1983
10:00 - 3:55
B-12 Morrill Hall

APPROVED 7/28/83
Additional correction
approved 8/23/83.

Members present: V. Fredricks, P. Freier, J. Howe, A. Hunt, J. Iverson, M. Mattson, D. Lenander, D. Pratt, P. Quie, W. D. Spring, W. B. Sundquist, P. Swan (Chr.), J. Turner.

Members-elect present: C. Farrell, L. McDonell, J. Merwin, P. Schulte, S. Singer, D. Stuthman.

Guests: C. Pazandak, M. Smith, R. Bale, Mark Kimball. For portions of meeting: President Magrath, Vice Presidents Bohlen and Hasselmo, Associate Vice President Zander, Michael Root, Donald Vesley.

1. International reports.

Swan introduced the item as follows: SCC members have acquainted themselves with, among others, the Pazandak report on International Students, the Kreuger report for SCEP to the Senate regarding international agreements, and the Wynia CLA report. The SCC in its May 19 conversation with President Magrath recommended dividing the many aspects of international education, assigning educational policy items to the Senate Committee on Educational Policy (which is willing to take them) and designating the area of international students for immediate inquiry because of the substantial background material already developed. SCC would now like to submit its recommendation to the President in writing.

Lenander suggested standing committees (Senate Committee on International Education, Assembly Committee on International Students) or expanded versions of those committees might play a useful role in overseeing progress on the various aspects of the international education theme. Swan said that often the people we appoint to those committees (for their interest and expertise) have a very specialized focus on the international aspect and tend not to be in touch with the Senate's and the University's broader concerns.

Howe recommended asking people who are related to various parts of the international education theme to meet with Carol Pazandak and to establish out of this large array an agenda that might go to the Senate. Spring called attention to the governance issue at hand.

Swan inquired if Carol Pazandak could be the focus of a four-person steering committee/planning group to begin work while Vice President Hasselmo is still

at the University. SCC might coordinate with Pazandak in forming the committee. It would identify the special tasks to be done and turn those over to small groups.

Swan recommended the steering committee include at least one member from the Senate Committee on International Education or the Assembly Committee on International Students, but also people who have another primary focus (such as graduate education and research) as well as relation to international education.

Stuthman (as a member of the Committee on International Education) told SCC that some of those committee members believe the international education issues should not be isolated but should be dealt with in their integration with the rest of the University.

The SCC identified some aspects of the theme:

- Language regarding evaluation of faculty in terms of their international involvement;
- Recruitment of foreign students;
- Extent to which the various colleges have explored suggestions made so far;
- Foreign language training. This has aspects of a University-wide problem because of different perspectives and need, and the desirability of avoiding duplication which comes when individual colleges develop special programs.*

Foreign exchange programs. Swan noted that the University had three or four international agreements in 1977 when the Senate adopted a policy and set of procedures for approving subsequent agreements. About 30 more have been undertaken, none following the Senate process, whose mechanism seemed cumbersome. She called this a probably difficult problem that needs to be tackled by a group. Freier suggested SCC could ask central administration to report to the Senate for information on the agreements which have been signed.

Spring moved the SCC identify to the Senate Committee on International Education a concern about the foreign exchange agreements with the proviso that the committee request an informational report from central administration to the Senate Consultative Committee.

The motion was carried without dissent.

Fredricks moved that the Consultative Committee request the President to name a four-person steering committee, consulting with the chair of the SCC in establishing the group, to identify areas within the international education realm for study groups; to observe that SCC finds the topic of international students now ready for further study; to report that the Educational Policy Committee has indicated its willingness to study some of the educational policy issues of international education; to state that the SCC stands ready to cooperate; and to note that there might be some concrete recommendations flowing out of these study groups starting now and going on into next year.

The motion was carried without dissent.

*Freier reported the publication this month of a CLA task force report on foreign language instruction regarding the language requirement and the responsibility for providing service.

2. Tenure Code Revision. Faculty Consultative Committee business. John Howe.

The Senate Committee on Faculty Affairs has received parts of the proposed new version of the Tenure Code and Professor Morris has introduced it, commented upon it, and given SCFA a general orientation to the draft. On June 23 SCFA is scheduled to receive the remaining sections, including those dealing with financial exigency and with moving faculty for programmatic reasons.

Craig Swan, SCFA Chair, and John Howe have agreed to discuss managing faculty consideration of the subject in the fall. The Consultative Committee must think early in the fall about this important issue. Howe anticipates a series of Faculty Senate meetings before the document goes to the University Senate. The Faculty Affairs Committee presumably will present the document to the University Senate.

Pat Swan noted that it is SCFA's expectation to forward to the Faculty Senate about one month into the Fall Quarter the Tenure Committee's draft together with SCFA's report/commentary. Howe remarked that should SCFA and the Tenure Committee differ widely, their recommendations should probably not go to the Senate without some further working out. But Freier remarked the faculty would want to know of the divergent views in time to meditate upon them.

Spring recalled that the 1973 Tenure Code was essentially re-written on the Senate floor, item by item, as the Faculty Senate directed the Tenure Committee.

Swan reported that Rick Purple (Business and Rules) and John Turner, Senate Vice Ch., are preparing formal rules to structure the anticipated debate/fora/hearings, including a provision for putting formal motions into the hopper during the course of a forum.

FCC members made it plain they want the faculty to have the opportunity to be informed and to speak to their senators before the Faculty Senate meetings begin. Everyone is called upon to forward their thoughts and suggestions now and during the summer on ways to achieve this.

3. Committee appointments. Wrap-up FCC's task.

Student Services Fees Committee.

FCC chose to accept the recommendations of Steve Feig, chair of the Fees Committee, and request Robert Eyestone and Larry Conroy to continue serving, and Archie Lyesmeyer to begin a term.

Recreational Sports Board.

Ellen Betz or, alternatively, Diane Kjervik, and Charles Walcott or, alternatively, Martin Snoke.

4. 1984-85 Twin Cities Calendar. Assembly Steering Committee business.

Guests: Donald Vesley (Calendar Committee), Michael Root (SCEP), Pres. Magrath.

Background: The Calendar Committee brought to the Assembly this spring, and the Assembly approved, the uniform calendar for the University to begin in

academic year 1984-85. President Magrath later called SCC's attention to the fact that Fall Quarter 1984 was to start on the first day of Rosh Hashanah. SCC supported his position that the starting date should be changed and instructed Professor Swan to so inform the Calendar Committee.

Swan talked with Calendar Committee chairman Don Vesley and also read this year's SCEP minutes on the related question of how the University protects or accommodates people who need to be absent for religious observances. Vesley told Swan the Calendar Committee believes the President's annual letter to deans, directors, and department heads protects those people.

Discussion in SCC: Vesley told the SCC meeting that the Calendar Committee could accommodate a change for the 1984-85 year but that its concern is for the future and protecting the uniform calendar practice with all its academic and monetary advantages (e.g., equal number of class and lab days, a more compact Welcome Week, ability to plan conferences far into the future). The committee faces the dilemma of either appearing to favor a particular religious group by accommodating to it, or of appearing to be insensitive to it. The committee reviewed the President's 1980 memo which set the policy that academics are primary in establishing the calendar. Vesley would certainly like to think, he said, that we can accommodate people who must miss the first day of class.

Root explained that SCEP had not been directly interested in the calendar question, but rather in the issue of a proposed University policy regarding student absence for religious holidays which was forwarded by the President's Religious Affairs Advisory Group. SCEP recognizes the difficulties in establishing policy (in this case that absence for religious observance be an excused absence) and concluded that all efforts to provide protection without writing a policy would be preferable.

SCEP studied the President's communications to dean, directors and department heads on rights and responsibilities on both the faculty and student sides, including a student's right not to lose his/her place in class. These communications included the President's August, 1981 memo in a year when the first day of class was also the first day of Rosh Hashanah. SCEP wondered whether an annual letter of that sort, plus notice in the Daily and elsewhere, would not be sufficient notice; in addition the grievance system should provide for a student who believed his/her rights had been abridged. If the administration were conscientious about sending out its letters and if the message were also publicized in course information books and similar bulletins going to students, the purpose of information and protection would be served in absence of a policy.

SCEP met during the past year with the Religious Affairs Advisory Board and with the Anti-Defamation League and all agreed to this plan. The Religious Affairs Advisory Board is to work with central administration in developing the letter and to serve as a lightning rod if any students have complaints.

Still, Swan told the SCC, a conscientious faculty member who would prefer to attend a religious observance on the first day of class would have to miss the observance in order to meet the class.

President Magrath told the committees he believes there is a symbolic significance to the first day of the school year and starting the academic year on an important Jewish holiday is not the right symbol. The University

has accommodated the Regents' meetings to religious holidays.

Freier proposed beginning and ending the Fall Quarter 1984 one week earlier than planned, which would preserve the concept of the uniform calendar. There followed discussion on advantages and disadvantages.

Freier moved that the SCC recommend to the President that the uniform calendar set forth by the Calendar Committee and approved by the Assembly be maintained with the exception that the Fall Quarter of the 1984-85 academic year will start on September 20, 1984 (and the final examination period will likewise be moved forward by one week).

The motion was carried without dissent.

The President accepted the recommendation. It was noted that Room Scheduling should be apprised of the change.

John Turner moved the Consultative Committee express a vote of thanks to the Calendar Committee and its chair for all its work and for arriving at a uniform calendar for the University. There was a hearty round of approving calls.

Swan told Vesley that the whole community has a trust in the Calendar Committee.

The meeting adjourned briefly for lunch at 12:15 and reconvened at 12:40.

5. Reports.

A. Student Chair. Lenander.

(1) Committee appointments. Student SCC proposes for the Recreational Sports Board Steve Feig, Jim Anderson, and Kevin Keikkala. SCC tacitly approved the roster.

The slate for students to serve on Senate and Assembly committees is full except for All-University Honors. Student SCC has finally passed a policy regarding selecting the student representatives to the Board of Regents. The system will simplify the work of the Student SCC.

(2) Recruiting committee members. Women students are not applying for service on certain committees, including ACIA and the Rec. Sports Board.

Freier urged the students to actively seek out women who would have an interest. Turner said a special effort at recruitment is needed. There are lonely people at the University who would like to be involved. Student government is not living up to its responsibility when it does not make a wider effort. Watson spoke of the enormous frustrations student leaders feel as they work hard to recruit.

6. Minutes of May 19 and May 26. No corrections have been submitted so far. Fredricks moved approval of these sets of minutes with the proviso that if anyone has corrections to make they get them to the secretary by June 17. Motion approved.

B. Finance Committee. Sundquist.

SFC has met once in June. SFC has met several times with V. P. Keller relative to the legislative budget decisions and the development of the University's budget for 1983-84. Committee has

- Reacted to various plans as to how central administration will spend the Legislative appropriation, to the retrenchment and reallocation plans, and to a document of June 2;
- Looked at the proposed tuition schedule which went to the Regents last week;
- Approved a faculty salary increase of 6% plus a \$900,000 retention fund. SFC voted by a majority that distribution be based entirely on merit.

Sundquist expects SFC will need another meeting later in June.

Howe asked if the Finance Committee would be consulted in advance on how the special retention money is to be distributed, and who will be involved in making those decisions. Sundquist said that he would propose the Finance Committee be involved. Some of that money is already committed, he noted.

Howe commented that the Consultative Committee as well as the Finance Committee should be in general concurrence with the design of retention money distribution.

Freier expressed the hope that graduate students will not have to apply individually for the added financial aid made available. She said her department (Physics) doesn't think the Budget Executive and Finance Committee thought through thoroughly the costs to departments of paying the higher tuition for their graduate students.

She also expressed the wish that central administration would assemble the data on women's salaries in advance of any court order.

C. From Regents meetings.

Committee of the Whole. Pratt.

(1) Contribution to retirement system. Although the legislature has decided that the faculty do not have to pay their 2% into the retirement fund for this year, the funds to compensate for the state's not having paid that portion this year have not been appropriated.

(2) Salary increase distribution. Reservations regarding merit as the sole criterion were voiced by Regent Schertler and student representative Shawn Mahoney.

Swan observed that a portion of the FCC discussed the basis for salary increase determination, and that conversation strongly favored 100% merit pay. However, they reminded central administration that advising on salaries was primarily the job of the Faculty Affairs and Finance Committees.

Lenander expressed his hope that outstanding teaching not be forgotten in the awarding of merit increases, based on his concern that teaching is very hard to evaluate and that faculty tend to be lured away on the basis of their research achievements.

Because student members inquired, Swan explained briefly how merit is determined within a department (by faculty as a whole, or a faculty committee, or by the faculty delegating the responsibility of assessment to the department chair).

Turner reported that the Political Science department pays close attention to the student evaluations of teachers plus a lot of other sources of evaluation of teaching, and evaluates all of each faculty member's record every year. That teaching is disregarded wholesale is a myth, he said.

Turner moved that there be a conscientious effort for the SCC's secretary to write a letter to the Editor of the Daily each time we detect an error of fact (as in the reporting of the source of the recommendation on the distribution of salary increase money) which the chair would then read and have either the chair or another colleague send to the Daily. Motion was seconded.

The press has reported our committee as doing something it didn't do, Turner emphasized. The faculty are misinformed and should know which committees actually took the action. Moreover, the press should be informed, which they have not been in this instance, of their mistake.

Pratt remarked that it is easy to understand how the reporter got the wrong impression from the administration within the Regents' meeting.

Swan explained that she has not called or written corrections to the Daily this year because her experience on the Finance Committee of routinely sending corrections taught her that the original story made the impression.

The vote on the motion was 9 yes, 2 no, and 3 abstention. The motion carried.

(3) Budget plan. F.I.R.E. Center. The Regents appear to have overridden central administration's recommendation to give \$200,000 more to agricultural research instead of the same amount to the F.I.R.E. Center, Pratt reported.

Swan told SCC that conversation in meetings of last year's Finance Committee revealed that the F.I.R.E. Center was rated lowest priority because it scored zero on the two criteria for Legislative specials: it did not contribute to research, and it did not use faculty expertise. Turner reported that the President had described the issue of whether to spend \$200,000 on the F.I.R.E. Center or on agricultural research a "close call," and that the presentation of the options to the Regents was a nadir in academic leadership. Swan added, "If this type of politics is going to keep invading the planning process, we have problems."

Howe said there was also a political discussion in the Regents' meetings regarding the size of a reduction in the Family Practice Department, including a reminder from a Regent that the Legislature had created that department and would be sorry to have its support reduced.

Sundquist said it would be consistent with our planning process for us to say the F.I.R.E. Center should be in the University only if on a user fee basis, rather than funded by appropriations to the University made on a highly competitive basis. He said he would undertake to have SFC state that position.

Lenander recommended the SCC write the Regents SCC's reasons to protest the F.I.R.E. vote.

Howe reported that the programs designated for severe cutting or termination had made their cases to the Regents. One hopes, he said, that ad hoc decisions outside of the planning/decision-making process do not come to be made. Because the agenda of the Educational Policy and Long Range Planning Committee was full and Professor Swan had to leave at 5:15 to catch a plane, she was not able to speak about the planning process. Written copies of the SCC statement, however, were distributed to the Regents.

6. Conversation with Vice President Bohen. Finance and Operations.

Vice President Bohen told SCC he is recommending to the Regents a 6% reduction in Finance and Operations for 1983-84 and a 3% reduction for 1984-85. That office has cut \$4.4 million in expenditures over the last 18 months, \$3.1 million of it from Physical Plant Operations (skilled tradesmen, custodians).

Because they could not therefore cut significantly more from this part of the budget, they have had to take heavily from support services which the Legislature has been subsidizing. 40% of the cuts are in that area. They have the most direct effect on the University as a whole. The cuts shift costs from central subsidy to the departments. Bohen and his staff reasoned that they have been providing a selective subsidy to selected departments. A possible consequence of the shift is that some of the central shops may fail. Overall the shift makes the true costs of an activity more apparent than they have been. The subsidy is being withdrawn in two stages.

He noted that the shift in housing services would mean that the student residents will come to pay the majority of the resident leaders' salaries, putting house intellectual leadership at the behest of the student residents. It will raise dorm fees by 0.3%. Iverson asked if students will be aware this is a part of what they are paying. Bohen said he has the impression the resident councils have a pretty good awareness of what is going on.

Lenander said that while he agrees with the underlying philosophy of the transfers, he wonders whether some resultant costs will not actually increase. For example, closing the Coffman Union post office means employees will have to take more time to go to Dinkytown. Moving book repair off campus could also be more costly. Bohen said he thinks the technical shops, given good management, will endure. (They are the shops for scientific apparatus, glass blowing, and electronic instruments. Each of these shops may have scattered shop sites as well.)

Turner asked Vice President Bohen what advice he would give to his successor regarding monitoring excessive and wasteful costs in Physical Plant Operations projects--the examples faculty personally see of a project consuming many hours and some employees idle.

Bohen said the single most important element in achieving a change is to have a department leader who is a highly qualified manager. Warren Soderberg is stepping aside as director and remaining as the technical advisor for the heating plant conversion. The University now has a major opportunity. It needs to be willing to find and to pay the person with the right experience.

The second aspect of the productivity problem concerns the unionized work force. In such a case it is essential that the working level supervisors (those people who see how the workers spend their eight-hour day) be very good. Ours are not good. To build a case to replace those highly protected supervisors would be a full-time job for someone, he said.

With Vice President Hasselmo's leaving there will be administrative rearrangement. Personnel will be shifted to the Office of the Vice President for Finance. If he, Bohen, were staying, he would push the personnel/management issues much higher on the University agenda.

Bohen said he thinks many middle management people at the U are hard-working supervisors who make it clear they expect real performance. But the system is overloaded to protect the individual whether the person's performance is good or indifferent.

Swan asked whether the one percent charge on accounting will cost the budget units a lot. Bohen said the impact is limited to a subset of University activities. (Research funds are not included in the following figures.) Thirty percent of University accounts are on 0100 budgets, but the Accounting Department has been performing central accounting for almost all the University's accounts. The thinking now is that the user should pay when its support is not 0100 money. University Hospitals, for which Accounting provides service on final action and payroll only, will pay a flat charge of \$100,000.

Freier asked about University computing. Bohen said there are two areas of concern. One is that purchase of computing equipment is dispersed; some equipment is inferior and some is not compatible with any University network. The other is that since University computing is a monopoly, we have no idea if it is competitive or not. Our broad concerns seem to be confirmed by our outside consultant who reported yesterday. Our aim is to get information and guidance out so individuals will have a better basis on which to act. Bohen said he is convinced the University needs a full-time person to oversee this area.

Swan asked whether we can understand Dean Lilly is actively becoming involved in the management-type charges of Finance and Operations. Bohen told SCC he has taken a lively interest but has his own ideas about how to deal with them. He advised SCC to talk with Lilly directly.

Swan expressed the Committee's great appreciation to Bohen for what he has done during his time at the University.

7. Conversation with Vice President Hasselmo. Administration and Planning.

We have looked very carefully for savings in Administration and Planning over the past two years both because it is a support unit rather than a academic unit and because changes can be made there more suddenly. Personnel has been retrenched 6.6% of its base, the Police Department 5.7%. Further significant retrenchment, beyond what is already planned for next year, would be very detrimental. Already retrenchment will have an adverse impact on affirmative action.

At Bill Thomas' initiative, he said, we have proposed a Personnel reorganization for more efficient service; the net effect is softened by reallocation. Human Services will drop training courses which are available elsewhere. We have not worked out who will pay for non-credit courses employees will now be able to take only in CEE.

We are trying to strengthen career development. There will be three or four satellite personnel centers, each with a personnel manager to work directly with deans, directors and department heads in personnel development, assisting in organization and management.

Freier asked if there was no retrenchment for Intercollegiate Athletics. Hasselmo said Women's Intercollegiate Athletics was retrenched by the Legislature, as were all state specials, by about 3%, but got a 5% salary and S&E increase. Men's Intercollegiate Athletics income is all self-generated.

Howe inquired what other administrative reorganization will occur. Hasselmo said his office is known to be a fairly accidental conglomerate of activities. The President wants to fill the office of Vice President for Finance and Operations first and then sort out the reorganization of Administration and Planning.

Howe asked if there are some opportunities and problems this reorganization might pose that SCC should be thinking about. Hasselmo said that as far as planning is concerned, he thinks there is a benefit to having the planning staff report directly to the President and the other vice presidents. The staff capability for planning is important, but the planning officer doesn't necessarily have to be a vice president.

Howe asked whether a planning officer could have the necessary status and serve on the Budget Executive while holding a rank lower than vice president. Hasselmo commented that he thought it very important to be on the Budget Executive, particularly in these early stages. He described his role as that of a prodder, reminding people to stick to the planning process.

Lenander asked about the effects of retrenchment on the coordinate campuses. Hasselmo said retrenchment has removed some coordinate campus liaison with the Personnel Department but that the reorganization will correct that.

The future of the planning process; evaluation.

Turner said some members of SCC are very worried about the future. Tremendous effort has gone into planning. Budgetary expenditures reinforce planning decisions. Long-term monitoring is required. With Hasselmo and Bohem leaving the Budget Executive, we are very concerned about the next stage. What dangers and problems should we look out for, he asked Vice President Hasselmo?

Hasselmo said he could only express his personal views and speculations. He is delighted with the accumulative process. The Budget Executive has provided for the funding of everything that came out of the planning process and wasn't funded by the Legislature. President Magrath is totally committed to the process.

Assessment requires standing back to see if the University is moving toward the objectives it set. We need more of a timetable for that. Hasselmo urged the SCC to support the notion of a biennial assessment which would ask to what extent the goals of the first and second cycles, including the planning themes, have been implemented. Perhaps there should be a biennial retreat for such assessment. The planning process will lose its credibility if we can't demonstrate what has come out of it.

Revising the Institutional Planning Document.

Turner asked if Hasselmo is satisfied with the 1981 Institutional Planning

Document. Hasselmo said he is not, and that we are now trying to modify it, to set out some goals and some objectives for trying to reach those goals. We are trying to lay the groundwork for some revision. The two bases for the revision are to be (1) environmental (the economy) and (2) the mission of the generation and transmission of knowledge. John Adams and Robert Holt are contributing, respectively, to these two thrusts of the revision. The revision should go to the faculty in the fall and then to the President.

Turner asked if the revision will contain a very solid statement about the liberal arts being the core of the University. Hasselmo said such a statement presently is in and he thinks it will be reaffirmed and strengthened. The controversial issue is over the emphasis on the University's being primarily an upper division and graduate institution.

Spring asked whether Hasselmo's report that the support services have retrenched as far as they can means that next time academic areas will have to bear the brunt? Hasselmo said that even if we simply follow current plans that will happen because of what time will allow.

Howe stated that he hopes there will be discussion with the SCC when the President turns to reorganization of the vice presidencies and their tasks, because of SCC's concern with planning. He asked whether Hasselmo would meet with some of the SCC this summer to discuss how the Senate can follow up on how the planning has gone, and the vice president said he would be glad to.

Stuthman said that because there is a lot of cost shifting in place of retrenchment in the current plans, a lot of the cost will go to academic units; net costs are not always as they first appear. Hasselmo said he is aware some changes bring increased workloads.

Freier asked whether Hasselmo believed there should be an internal or an external search for the best person to replace him in the planning aspect of his job. Hasselmo answered that what is needed is someone interested enough in the conceptual aspect of planning but primarily interested in getting a process with some prospect of success.

Professor Swan for the SCC wished Vice President Hasselmo well in his new assignment.

8. Conversation with Associate Vice President Donald Zander, Office of Student Affairs.

Student Affairs has taken a 6% reduction except in student financial aid. Student Affairs established their criteria then defined four levels of priority. The lowest two are those activities which are to be discontinued with hopes someone will pick them up, and those which are simply to be discontinued.

Howe asked whether warnings were sent out and if there are any indications the functions OSA drops will be picked up by others. Zander said the deans knew one month before their own plans were due what OSA was cutting.

Merwin and Swan asked whether OSA had considered providing some of the non-student-related services (assisting foreign faculty with immigration, providing faculty and civil service I.D. cards) on a fee basis, and Zander said OSA was willing to consider that. They are steadily moving in the direction of user fees, he said. Fredricks said it would be helpful if the plan could

show that OSA will continue to provide certain services but on a fee basis.

McDonnell asked if Zander foresaw students having to pay in the future to get back services which have been cut in recent years. Zander said we do not foresee starting these things up again. If we have more money again, we would be inclined to improve what we are now doing rather than add new services.

Lenander spoke favorably of the early availability of information and consultation with student leaders on the currently proposed OSA changes.

Howe asked what would be the impact on students in terms of services which really matter to students. Zander said OSA has been moving from a counseling mode into a processing mode, which is not a good change. Seventy percent of our funds are in Admissions and Records. OSA has made a big investment in computerized registration. We don't like the trend to processing but we have no choice.

Howe noted we can also discuss using the resources we have more efficiently. The staff-to-student ratio has declined, Zander told SCC. We are working to provide the same service or better at less cost. As financial aid has gone from one million to one hundred million, OSA's staff has only doubled.

Spring said it has been his impression that in the last few years OSA has increased its recruitment of high-ability students, and he asked whether any of the cuts affect that effort. Zander said the only service which has been dropped in that area is a spring banquet for high school seniors who are presidential scholars, and their parents.

Swan asked whether OSA uses the Alumni Society and even faculty to help in recruiting. Zander said OSA is gearing up now to involve alumni in recruiting the best high school students. National Merit Scholars (there are 26 this year) receive a token scholarship of \$500.

Freier put in a plea for not changing the rules on student employment which would allow student employment only for students on financial aid, where a faculty member's research funds are involved.

Swan asked what OSA does annually to assess performance in Admissions and Records. That office has very visible aspects, such as the turn-around time on inquiries from prospective students, on which we have heard complaints. Zander said a new admissions procedure is going on the computer. Once it is all on, processing should speed up.

Lenander and Howe inquired about the effect of cuts on recruitment and retention of minority students. Zander said none of the recruiters who are members of a minority group have been cut.

Salute to outgoing SCC members. Professor Turner moved the SCC extend a vote of thanks to the people on this committee who are becoming ex-members and to the executive assistant. There was approval by acclamation.

The meeting was adjourned at 3:55 p.m.

Respectfully submitted,

Meredith Poppele
Meredith Poppele,
Executive Assistant



UNIVERSITY OF MINNESOTA

Office of the President
202 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455

JH

July 5, 1983

Regents' Professor John Turner
Department of Political Science
1425 Social Science
West Bank

Dear John:

On the subject of the National Council on International Research and Manpower, your communication to me and mine to you, of course, crossed. In view of a related communication from Pat Swan, still written in her role as Chair of SCC, I believe it would be appropriate for me to join the National Council on International Research and Manpower on behalf of the University of Minnesota -- but on an explicitly tentative and provisional basis pending a review and advisory recommendation by our University Senate at its fall meeting.

If you concur with this, I will send the necessary communication. I do agree that Senate discussion of this matter is totally appropriate and healthy, and that University of Minnesota participation in the Council would be ill-advised unless there were a Senate endorsement and understanding of the issues involved. Relatedly, however, I believe that the University of Minnesota should be in at the beginning of this venture, if we are going to be involved, so that we can influence outcomes and judgments in ways that reflect our fundamental interests and commitment to academic freedom.

✓ Finally, Phil Porter, in his capacity as Director of OIP, has suggested that there should be consultation as well with the Senate Committee on International Education. This, too, seems to me healthy, and I wonder if you would be willing to initiate the process of such consultation when it is convenient. Needless to say, I would be happy to participate if you think that is desirable.

Cordially,

C. Peter Magrath
President

CPM:kb

cc: Vice President Kenneth Keller, Academic Affairs
Professor Pat Swan, Former Chair, SCC
Professor John Howe, Chair, SCC
Professor Philip W. Porter, Director, OIP
Professor Michael Root, Chair, SCEP
Professor Karen Olness, Chair, SCIE



UNIVERSITY OF MINNESOTA

Office of the President
202 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455

June 24, 1983

Professor Patricia B. Swan
166 Food Science and Nutrition
St. Paul Campus

Dear Pat:

I like the recommendation of the Senate Consultative Committee concerning the international education planning theme. This theme does encompass a very wide-ranging and complex set of issues, and some facets have been given fuller and more recent attention than others. A small steering committee to set the agenda and to coordinate consideration of the theme by various other groups seems quite appropriate to me. I think this kind of coordination is also essential in order to address the international theme with the kind of visibility and coherence it warrants.

I will be in touch with John Howe shortly to discuss the composition and specific charge to the steering committee so that we can get started to work this summer on the various issues.

Thank you for your help with this, as with all of the other matters you and your colleagues have given such thoughtful attention over the past year. I do expect that the other two planning themes will also be moving ahead in the next few months.

Cordially,


C. Peter Magrath
President

CPM:pln

cc: Vice President Nils Hasselmo, Administration and Planning
Professor John Howe, Chair-Designate, Senate Consultative Committee
Dr. Carol Pazandak, Assistant to the President



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee
164 Food Science and Nutrition
1334 Eckles Avenue
St. Paul, Minnesota 55108
Telephone (612)373-3226

June 20, 1983

President C. Peter Magrath
202 Morrill Hall
Minneapolis Campus

Dear Peter:

On June 16th the Senate Consultative Committee held a brief discussion on the International Education planning theme. I am writing to pass on to you specific suggestions endorsed by the Committee during that discussion. You will recognize that some of the suggestions are similar to ones made when you talked with the Committee in May.

1. We suggest that the planning theme should be divided into several discernably separate subjects. In order to do this, we suggest a four-member steering committee, including Dr. Pazandak, to oversee the division of the theme and to coordinate efforts undertaken by different groups. The steering committee should include people who have a relation to international education, but whose primary focus is elsewhere, such as on graduate education and research. The official action of SCC reads as follows:

"To request the President to name a four-person steering committee (consulting with the chair of the SCC in establishing the group) to identify areas for study groups within the theme of international education."

2. We agree with the Senate Committee on Educational Policy that they are the logical group to work on University-wide educational policy issues. They may wish to create certain sub-committees of SCEP to handle specific issues. Policy recommendations flowing out of this study should go to the Senate.

3. We believe that the special steering committee could get work underway this summer on the issues surrounding International Students. There is already considerable information available about the current status in this area. Further, the report made to you last winter delineates several issues that should be explored. Some of these are organizational and administrative in nature, others are policy matters.

4. Other areas that might be investigated include (but certainly are not limited to) evaluation of faculty members who provide service in other countries, and the whole business of foreign language training.

C. Peter Magrath
June 20, 1983
page 2

5. The Consultative Committee also passed the following recommendation:

"That we identify to the Committee on International Education a concern about foreign exchange agreements, with the proviso that they request information from central administration and make a report to the Senate Consultative Committee."

We hope that we can proceed on this planning theme as well as on the other two that are yet to be implemented. Professor Howe and the Consultative Committee stand ready to help or provide advice as requested.

Sincerely,



Patricia B. Swan, Chair,
Senate Consultative Committee

PBS:mbp

c: ✓ Nils Hasselmo
John Howe
Carol Pazandak

6/2/83

ALL UNIVERSITY HONORS (3) SCC

1. Julie Bates
2. Dick Schwartz

APPROVED STUDENT MEMBERS OF
SENATE AND ASSEMBLY COMMITTEES FOR
1983-84, NAMED BY SCC AND ASSEMBLY
STEERING COMMITTEE STUDENT MEMBERS.

PLANNING (2) SCC

1. Daniel Priebel
2. Paul Reichow

FINANCE (2) SCC

1. Restor Johnson
2. Doug Melby

BUSINESS & RULES (2) SCC

1. David Lenander
2. Bill Meyer

INTERCOLLEGIATE ATHLETICS (5)

1. Jim Anderson
2. Ellsworth Harpole
3. Daniel Holte
4. Daniel Priebel
5. Dick Schwartz



UNIVERSITY OF MINNESOTA

Office of the President
202 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455

June 22, 1983

Professor Patricia B. Swan
Chair, Assembly Steering Committee
164 Food Science and Nutrition
St. Paul Campus

Dear Pat:

Thank you for your June 17 communication on the Twin Cities calendar question. As we discussed at the meeting, I do accept the recommendation that the calendar be changed as recommended by the Twin Cities Campus Assembly Steering Committee for 1984-85.

I am pleased that the change was made, and equally pleased that a way was found to maintain the uniform calendar so carefully developed by Don Vesley and his colleagues on the hardworking Calendar Committee.

Cordially,

A handwritten signature in dark ink, appearing to read 'C. Peter Magrath', written over a faint circular stamp.

C. Peter Magrath
President

CPM:kb

cc: Professor Don Vesley
Ms. Marilee Ward
Professor John Howe

cu SCC



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee
164 Food Science and Nutrition
1334 Eckles Avenue
St. Paul, Minnesota 55108
Telephone (612)373-3226

June 17, 1983

President C. Peter Magrath
202 Morrill Hall

Dear Peter:

This is to convey to you the action of the Twin Cities Campus Assembly Steering Committee on June 16th with regard to the 1984-85 Twin Cities Calendar.

We voted, without dissent, to recommend to you that you modify the calendar approved by the Assembly for 1984-85 by starting the academic year on Thursday, September 20, 1984 instead of September 27th as originally recommended. Thus, the last day of final examinations for Fall Quarter, 1984, will be Saturday, December 8th.

This alteration will allow us to avoid starting the 1984-85 academic year on Rosh Hashanah. Thank you for calling this matter to our attention.

Sincerely,

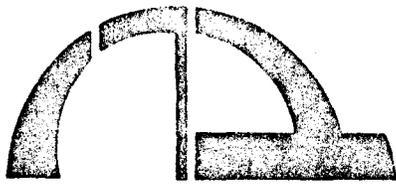
A handwritten signature in cursive script that reads 'Pat'.

Patricia B. Swan, Chair,
Assembly Steering Committee

PBS:mbp

cc: Don Vesley
Marilee Ward

Pat Susan wire Sec
6-16-83



בית הלל

THE JEWISH STUDENT CENTER

June 2, 1983

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Kathi Isserman

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C. Peter Magrath, President
University of Minnesota
202 Morrill Hall, 100 Church St. S.E.
Mpls. MN. 55455

Dear Peter:

I've just read in U of M Brief (vol. XIII, no. 20, May 25, 1983) about your intercession in the matter of calendaring the start of school for Fall, 1984.

Thanks to your characteristic sensitivity, school will start two days before Rosh HaShanah instead of on the holiday itself. On behalf of the many students and faculty who will benefit from the fairness of this action, as well as in my own behalf, I want to express appreciation to you.

The Senate Consultative Committee, too, is to be commended for following your counsel.

Warmest personal regards and best wishes, now and always.

Cordially,

Rabbi Moshe Adler

*Ken: Susan
Heller
Pazandoff*

F.Y.I. CP17

cc: Michael Reich, Hillel Board President
Stewart Bernstein, Hillel Student Board President
Morton Ryweck, Executive Director, Jewish Community Relations Council - ADL

MA:hl

EXECUTIVE DIRECTOR
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THE B'NAI B'RITH HILLEL FOUNDATION

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SUPPORTED BY B'NAI B'RITH AND A BENEFICIARY OF MINNESOTA JEWISH FEDERATION AND WELFARE FUNDS

Pat Swan

UNIVERSITY OF MINNESOTA
TWIN CITIES

Department of Psychology
Elliott Hall
75 East River Road
Minneapolis, Minnesota 55455

June 3, 1983

Dear Mr. Magrath,

This is just to express my
thanks for your decision to revise the
University calendar so as to
accommodate the Jewish holiday.

Sincerely,

Nancy L. Segal, Ph.D.

Nancy L. Segal, Ph.D.



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee
164 Food Science and Nutrition
1334 Eckles Avenue
St. Paul, Minnesota 55108
Telephone (612)373-3226

June 30, 1983

President C. Peter Magrath
202 Morrill Hall

Dear Peter:

Several occurrences at the June meeting of the Board of Regents have generated a great deal of concern among the faculty and among the faculty members of the Consultative Committee. It is important that you know what these concerns are.

Our uneasiness derives from the Regents' apparent decision to support the F.I.R.E. Center over additional funding for agricultural research. We share with you and the Regents the frustration of having the Legislature present us with such an odd choice. But we do not share the belief that the choice, once required, is a difficult one. Our planning decisions of the past several years have made it quite clear that on programmatic grounds agricultural research ranks very far above the F.I.R.E. Center. It's just as accurate to say that minority fellowships stand far higher than the environmental pathology laboratory--that other "odd couple" that was presented to us. We find it difficult to understand why either of these planning decisions should now be reversed.

In the context of the University's total budget, the dollar amounts involved are not large. But the issue they represent looms large indeed. We have asked the faculty and administrators in our colleges to make very difficult planning decisions. On balance, they have done so. It is important now that we not set those decisions aside and allow them to be reversed by different processes and a different set of criteria.

President Magrath
June 30, 1983
page 2

We are all aware of how difficult it has been to build the planning process, and of how new and vulnerable it still is. It is essential that we continue to support it and build its credibility. That means that we must see the process through to completion and implement the decisions that we have made. We know that you agree. We hope that you will urge this general position upon the Regents and we ask that you recommend that they support agricultural research and minority fellowships at their July meeting.

Sincerely yours,



John Howe, Chairperson,
Senate Consultative Committee

JH:mp

xc: Vice President Keller
Vice President Hasselmo



UNIVERSITY OF MINNESOTA

Office of the President
202 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455

July 5, 1983

TO: The Honorable Charles H. Casey
The Honorable William B. Dosland
The Honorable Willis K. Drake
The Honorable Erwin L. Goldfine
The Honorable Wally Hilke
The Honorable Lauris Krenik
The Honorable David M. Lebedoff
The Honorable Verne E. Long
The Honorable Charles F. McGuiggan
The Honorable Wenda W. Moore
The Honorable David K. Roe
The Honorable Mary T. Schertler

Dear Ladies and Gentlemen:

I received the enclosed letter the other day from Professor John Howe, the new Chair of the All-University Senate Consultative Committee. It is self-explanatory and reflects a concern and point of view strongly held by SCC.

I telephoned John and we discussed this matter at some length in which I pointed out all of the various considerations that had gone into the Regents' June judgment with regard to the F.I.R.E. Center/Agricultural Research issue. Professor Howe did not wish to jump the normal channels of communication and, for that reason, wrote and communicated directly with me. Following our discussion, I concluded -- John has no objection to this -- that his statement of SCC's views should be passed on directly to you, and I am doing so. I am sure that Professor Howe or other members of his Committee would be more than willing to comment further to Regents with regard to their concern on this matter.

Cordially,

C. Peter Magrath
President

CPM:kb

cc: ✓ Professor John Howe, Chair, Senate Consultative Committee
Mr. Duane A. Wilson, Secretary of the Board of Regents
University Vice Presidents

Enc: Howe Letter



UNIVERSITY OF MINNESOTA
TWIN CITIES

Department of Agricultural and Applied Economics
231 Classroom Office Building
1994 Buford Avenue
St. Paul, Minnesota 55108

Copy

July 1, 1983

President C. Peter, Magrath
202 Morrill Hall
University of Minnesota
Minneapolis Campus

Dear President Magrath:

I am writing in protest of the action taken by the Board of Regents at its' June meeting in which it reportedly voted to allocate \$100 thousand to the F.I.R.E. Center rather than to Agricultural Research. The Senate Finance Committee believes this action:

- (1) Is at variance with the earlier action taken by the Board to retrench (as a low priority activity) the F.I.R.E. Center item for 1981-82 on the recommendation of Dean Miller and your office.
- (2) Is in direct conflict with the 1983-85 biennial budget priorities recommended by the University Senate committees in which were consulted on the biennial budget proposal, and
- (3) Sends the faculty and student body of this University a signal that our broad based (and time consuming) efforts at planning and priority setting are not to be taken very seriously.

If the Board of Regents proceeds to implement the above mentioned action, it will, in effect, be telling us that the guidelines under which we have been conducting the University's planning process just plain "don't mean much"! Certainly if one applies the enunciated priority guidelines, the choice is clear to allocate funds to Agricultural Research in preference to the F.I.R.E. Center activity. The former is programmatically much more central to the Mission of this Land Grant University!

President C. Peter, Magrath

Page 2

July 1, 1983

I have personally received numerous phone calls from faculty members protesting the Action of the Board of Regents on the Agricultural Research - F.I.R.E. Center issue. Most have come from faculty outside of the College of Agriculture. I have also received several calls suggesting that the recommendation of your office should, in this case, be very decisive in support of the higher priority budget item. The Senate Finance Committee concurs in the judgement of these callers that the choice here is not a "close call" and that every effort should be made to reverse the earlier action taken by the Board of Regents. There is both an important principle and a significant issue at stake. In the hope of reversing the earlier action, we are contacting individual Regents with a similar message.

Sincerely,



W. B. Sundquist, Chairman
Senate Finance Committee

WBS:dg

cc: Vice President Kenneth Keller



UNIVERSITY OF MINNESOTA
TWIN CITIES

Department of Agricultural and Applied Economics
231 Classroom Office Building
1994 Buford Avenue
St. Paul, Minnesota 55108

Copy

July 1, 1983

The Honorable Mary T. Schertler
875 E. Clear Avenue
St. Paul, MN 55106

Dear Regent Schertler:

I am writing with strong concern about the action taken by the Board of Regents at its' June meeting in which it reportedly voted to allocate \$100 thousand to the F.I.R.E. Center rather than to Agricultural Research. The Senate Finance Committee believes this action:

- (1) Is at variance with the earlier action taken by the Board to retrench (as a low priority activity) the F.I.R.E. Center item for 1981-82 on the recommendation of Dean Miller and President Magrath.
- (2) Is in direct conflict with the 1983-85 biennial budget priorities recommended by the University Senate committees which were consulted on the biennial budget proposal, and
- (3) Sends the faculty and student body of this University a signal that our broad based (and time consuming) efforts at planning and priority setting are not to be taken very seriously.

If the Board of Regents proceeds to implement the above mentioned action, it will, in effect, be telling us that the guidelines under which we have been conducting the University's planning process just plain "don't mean much"! Certainly if one applies the enunciated priority guidelines, the choice is clear to allocate funds to Agricultural Research in preference to the F.I.R.E. Center activity. The former is programmatically much more central to the Mission of this Land Grant University!

The Honorable Mary Schertler
July 1, 1983
Page 2

I have personally received numerous phone calls from faculty protesting the Action of the Board of Regents on the Agricultural Research - F.I.R.E. Center issue. The Senate Finance Committee concurs in the judgement of these callers that the choice here is not a "close call". We urge you to help rescind the earlier action taken by the Board of Regents. There is both an important principle and a significant issue at stake.

Sincerely,

W. B. Sundquist

W. B. Sundquist, Chairman
Senate Finance Committee

WBS:dg

Same letter to all regents.



UNIVERSITY OF MINNESOTA
TWIN CITIES

Department of Horticultural Science
and Landscape Architecture
305 Alderman Hall
1970 Folwell Avenue
St. Paul, Minnesota 55108

July 7, 1983

President C. P. Magrath
Morrill Hall
Minneapolis Campus

Dear President Magrath:

As chairman of the Senate Planning Committee, I wish to strongly support the allocation of the funds for the cell transformation position on the basis of the planning process. Though the fire center program represents a necessary service function for the people of the state, it has no connection to the teaching or research activities of the University. The cell transformation position on the other hand adds a unique component to an important and successful research program. This program is on the use of biotechnology to improve the quality and productivity of agriculturally important plants. The goals of this program match the Institutional Planning Statement that you prepared this past year, and the specific objective of adding a cell transformation position represents the highest program objective for the Department of Horticultural Science and Landscape Architecture. It is also one of the highest for the Agricultural Experiment Station. Thus, the cell transformation position matches the planning goals of the University.

Through the planning process, we within the University have carefully, and at times painfully, established program priorities. I totally support the concept that the process has the potential to strengthen the University. In these times of limited support for our many excellent programs, the faculty recognize that certain hard decisions must be made. I believe one reason they have accepted some of the changes in programs is that there has been an overall plan rather than an arbitrary series of cuts. Equally important, the faculty has had increasing opportunities to participate in the planning process. As aspects of the planning process are implemented, the faculty is being asked to make sacrifices. If faculty is expected to continue to believe in and support the planning process, then it is only rea-

C. P. Magrath
July 6, 1983
Page 2

sonable that our administration be equally committed toward following the goals established by the planning process. To do otherwise, may permanently jeopardize the credibility of the process. It would be a travesty to allow outside interest groups to realign our carefully established program priorities. If we allow political pressure to dictate our planning, I doubt we would ever obtain faculty support for future planning efforts.

Respectfully,



Mark L. Brenner
Chair, Senate Planning Committee

cc: V.P. K. Keller
V.P. N. Hasselmo
University Board of Regents

Howe



UNIVERSITY OF MINNESOTA

Office of the President
202 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455

July 14, 1983

Professor Mark L. Brenner
Chair, Senate Planning Committee
Department of Horticultural Science
and Landscape Architecture
305 Alderman Hall

Professor W. B. Sundquist
Chairman, Senate Finance Committee
Department of Agricultural and
Applied Economics
231 Classroom Office Building

Dear Professors Brenner and Sundquist:

I have read with care, and appreciation, your communication with regard to the planning process, the F.I.R.E. Center, and the Legislature's instruction that the Regents must "choose" between putting \$100,000 a year into the F.I.R.E. Center during the new biennium so that it can continue allocating that increment of money to research through the Agriculture Experiment Station. Your letter and concern is similar, as I am sure you know, to a communication I received from Professor John Howe on behalf of the All-University Senate Consultative Committee.

As a general statement, I want to reinforce that I and my colleagues in the Central Administration, no less than you and other faculty leaders concerned with our governance and planning process, are absolutely committed to the planning process and to tough, inescapable, budgetary choices out of that process. In fact, I was instrumental in initiating the planning process here, and am totally committed to it despite its discomfort and pain. As you rightly point out, this has been a very difficult process for faculty and collegiate and departmental units. Without the kind of support that the Senate Finance Committee and other critical faculty and administrative groups have given, it could not and would not work. All of us, and most certainly the faculty, have had to pay a psychological and in some cases a practical price to make this process a reality.

I think it's fair to say that if the Legislature had not unexpectedly and irrationally paired the F.I.R.E. Center with an increment of potential support for the Agricultural Experiment Station and had simply appropriated \$200,000 less to the University for the biennium, we would not have an issue or a concern -- though certainly there would be disappointment that agricultural research had not received as much increased incremental funding as we all sought.

Nevertheless, the Regents were confronted with this odd-couple choice. I recommended both openly and officially, and privately, that our planning

Professor Brenner and Sundquist
July 14, 1983
Page Two

process and our priorities made it clear that the proper choice was for the money to go to the Experiment Station. It is true that in public colloquy with Regents at the June meeting I indicated that it was a tough choice, but I also indicated that it was a clear choice in my mind. Nevertheless, I believe I was mistaken in using the word "tough." I cannot undo that, though I doubt that it would have made a difference if I had used different language, because the Regents approached this issue as a special one thrust upon them by the Legislature for a decision. They were confronted (from their point of view) with the reality that the F.I.R.E. Center, while not a mainline University activity, is a good operation, and the feeling that the Experiment Station was reasonably well supported in the total context of University appropriations. Rightly or wrongly the Regents did not approach this issue as a choice arising from the planning process.

Perhaps the original mistake was that we asked the Legislature to consider the F.I.R.E. Center. We did that because, in the past, everytime that we had proposed eliminating it the funds have been restored by the Legislature. It was the Regents' and the Administration's intent in submitting the biennial budget that the Legislature make an up or out decision with regard to the F.I.R.E. Center. Instead we were confronted with an absolutely incompatible choice, pairing it with something totally different -- something that is a mainline activity.

While I urged support for the funding going to the Experiment Station, I did not insist that it was an absolutely critical or so-called "barricades" issue with regard to the budgets. I reserved my comments on that type of issue for the general reallocation and retrenchment and the faculty salary (merit pay) issue and the new tuition schedules. I sincerely believe that while a mistake has been made, it is important to note that a \$366 million budget plan has just been adopted by the Regents, a plan that conforms to the University's sense of priorities and planning in a very dramatic way -- and I believe that we should place in context your feeling and that of many that \$100,000 of this \$366 million budget plan does not conform to our ultimate priorities.

The Regents are aware of the strong feelings of many faculty on this issue, which have been expressed both in writing and in informal conversations between members of the Faculty Consultative Committee and members of the Board of Regents. Although I believe the judgment made was wrong, there are reasons that explain it, and I do not believe they are in the arena of narrow political pressures. Instead, they have to do with the Regents' own perception of the role of a land-grant university that has to serve many parts of our State's population. The Regents, I am convinced, fully support the planning and priority-setting process, and the budget plan for 1983-84 is replete with illustrations of this -- some of which were very difficult for the Regents to accept.

I will be more than happy to review this matter further with appropriate Senate committees, perhaps most obviously SCC, at any time in the future.

Cordially,


C. Peter Magrath
President



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee
164 Food Science and Nutrition
1334 Eckles Avenue
St. Paul, Minnesota 55108
Telephone (612)373-3226

June 20, 1983

President C. Peter Magrath
202 Morrill Hall
Minneapolis Campus

Dear Peter:

On June 16th the Senate Consultative Committee had a good conversation with Vice President Bohlen. We discussed retrenchment and reallocation within his part of the University and explored anticipated budgetary changes and their effects on the academic departments.

Of particular concern to us is the quality of management within the Finance and Operations areas and especially we are concerned about management of Physical Plant Operations. As you know, faculty groups have continued to raise concerns in this area and we had an initial conversation about possible improvements when Vice President Bohlen talked with us in March. In continuing this conversation last week, we learned that Mr. Soderberg, Director of Physical Plant Operations, has been given an important special assignment, that of completing the conversion of the heating plant. Thus, he is vacating an extremely critical position within University operations.

We urge that you assure selection of an excellent manager for this position. We believe that it is likely that you will need to go outside the University to find the right person. Unless management in this area becomes a matter for careful attention by you and Dean Lilly, we are afraid that there will be a ground-swell of unhappiness from the faculty. We may be already living on borrowed time in this regard. The opportunity to bring in a first-class manager should not be allowed to go unexploited.

Vice President Bohlen assured us that you are already aware of this opportunity for change in Physical Plant Operations. However, we are not sure that you are aware of our strong concerns regarding good management of Physical Plant Operations. Hence, I convey them to you now. I am sure that Professor Howe and other members of the SCC would be quite willing to consult further on this issue.

Sincerely,

Patricia B. Swan, Chair,
Senate Consultative Committee

PBS:mbp

c: Vice President Bohlen
Professor John Howe



UNIVERSITY OF MINNESOTA

Office of the President
202 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455

cc: SCC 7-28

June 24, 1983

Professor Patricia B. Swan, Chair
Senate Consultative Committee
164 Food Science and Nutrition
West Bank

Dear Pat:

Since I won't have the pleasure of writing you often in the future in your role as Chair of SCC (and you won't have the pleasure or displeasure of receiving all the mail that has been coming your way!), I thought I would send this letter to you, though it also of course goes to John Howe.

This is in response to your June 20 communication with regard to the area of Physical Plant Operations, which has been a concern of SCC and the faculty and which was covered in your discussion on June 16 with Vice President Bohlen. I have shared your letter with Acting Vice President-Designate Lilly and am suggesting that John Howe be in direct contact with Dave Lilly so that a meeting can be arranged between Mr. Lilly and two or three representatives of SCC (or however many are available) to discuss the concerns in the Physical Plant area. I know that Dave Lilly intends to follow through, though of course perhaps with somewhat different tactics and emphases, the initiative that Fred Bohlen was starting to look for improvements in the Physical Plant area. Dave Lilly is eager to receive comments and suggestions and advice from SCC on these matters, as well as to review his own thoughts.

Relatedly, John Howe and I discussed the desirability of a discussion involving directions and emphases of the Finance and Operations area in general, and it is my suggestion that this could be covered at such time as John Howe and others from SCC meet with Dave Lilly. By carbon of this letter I am asking Dave Lilly to arrange a mutually convenient time in the weeks ahead for a meeting on these matters with such SCC representatives as Professor Howe designates.

Cordially,

C. Peter Magrath
President

CPM:kb

cc: Professor John Howe, Chair-Designate, Senate Consultative Committee
Vice President Fred Bohlen, Finance and Operations
Acting Vice President-Designate David Lilly, Finance and Operations

ORGANIZATION CHART: DEPARTMENT OF FINANCE & OPERATIONS

JULY, 1983

VICE PRESIDENT FOR FINANCE AND OPERATIONS
D.M. LILLY

DIRECTOR, DEPARTMENT OF INTERNAL AUDIT
PATRICK SPELLACY

DIRECTOR, MPIS
DAVE BERS

ASSOCIATE VICE PRESIDENT FOR PLANNING SPACE, AND PHYSICAL PLANT OPERATIONS
CLINTON HEWITT

ASSOCIATE VICE PRESIDENT FOR DEVELOPMENT & ALUMNI
ROBERT COEGARD

ASSOCIATE VICE PRESIDENT FOR FINANCE AND BUSINESS OPERATIONS AND TREASURER
MARY DES ROCHES

ASSOCIATE VICE PRESIDENT FOR PERSONNEL
WILLIAM THOMAS

DIRECTOR, OFFICE OF RESEARCH ADMINISTRATION AND PATENTS
TONY POTAMI

BUDGET OFFICER FOR THE UNIVERSITY
CHET GRIGOR

ASSISTANT TREASURER
KENT JONES

DIRECTOR, ADMINISTRATIVE DATA PROCESSING SERVICE
RON ZILGITT

DIRECTOR, UNIVERSITY ACCOUNTING RECORDS AND SERVICES

DIRECTOR, OFFICE OF PURCHASING
BOB JAMES

ASSISTANT VICE PRESIDENT FOR AUXILIARY AND SUPPORT SERVICES
G. LIVERNE CARLSON

OFFICE OF BURSAR AND ACCOUNTS RECEIVABLE
MARY KAYE BUTLER

OFFICE OF INSURANCE
O'VILLE HANBE

TREASURER'S OFFICE
KATHY LAMBERT

OFFICE OF INVESTMENTS
DAN BENDA

OFFICE OF TECHNICAL SERVICES
DAVID LOVINGER

OFFICE OF TRANSPORTATION

DEPARTMENT OF UNIVERSITY BOOKSTORES
JAMES DUFFY

DEPARTMENT OF UNIVERSITY HOUSING
NEIL BARKENIST

DEPARTMENT OF PRINTING & GRAPHIC ARTS
LES METZ

DEPARTMENT OF UNIVERSITY FOOD SERVICES
ROBERT LEDGER

Department of Finance and Operations

Retrenchment Planning for
1983-85 Period

Prepared by Frederick M. Bohen
Vice President for Finance and Treasurer

Introduction and Overview

As part of the University's budget planning and reallocation process, the Department of Finance and Operations has been planning for permanent reductions in its 0100 budget support base of \$1,942,415 in 1983-84, and \$921,208 in 1984-85. These reductions respectively constitute 6% and 3%, or a total of 9%, of the Department's current 0100 budget base of \$32,373,588. Of that total amount \$23,739,145, or 73.2% is allocated to the Division of Physical Plant Operations for custodial services, routine repair of University facilities and building systems and major building repairs (deferred maintenance).

Cuts of this magnitude are, of course, onerous throughout the University. But they are particularly burdensome and difficult to achieve in the Department of Finance and Operations, where recurring and non-recurring reductions of \$5.5 million have been imposed during the 18-month period January 1st, 1982--June 30th, 1983. With a budget that is 13.8% of the University's overall O and M allotment, the Department of Finance and Operations has absorbed 29.1% of all reductions required by events of the last 18 months. Those reductions include a permanent base reduction of \$3.1 million which has fallen heavily on Physical Plant Operations, and resulted in a 10% contraction of the University's work force of skilled tradesmen, a 20% reduction of the University's custodial work force, and an overall physical environment that is less attractive; in some areas, less clean; and addressing only the most essential requirements of building repairs and maintenance.

As a backdrop to budget planning for the future, the following table details the current budget profile of the Department and the allocation of reductions previously imposed over the last 18 months--by major unit.

Department of Finance and Operations

<u>Major Unit</u>	<u>Current Budget Base (1982-83)</u>	<u>% of Overall Budget Base</u>	<u>Base Reduction Sustained (1/1/82 -- 6/30/83)</u>	<u>Other Non-Recurring Reductions (1/1/82 -- 6/30/83)</u>
<u>Office of Vice President including Treasurer support and University Budget Office</u>	\$ 452,064	1.6%	\$ 55,579	\$ 26,057
<u>Physical Plant Operations</u>	\$ 23,739,145	73.2%	\$ 1,875,580	\$ 1,438,803
<u>Administrative Data Processing Services</u>	\$ 2,627,480	7.8%	\$ 31,919	\$ 137,500
<u>Accounting Records and Services, including Purchasing</u>	\$ 2,160,506	6.9%	\$ 121,644	\$ 32,000
<u>Auxiliary Operations and Support Services (Housing, Transit, Printing)</u>	\$ 1,097,309	3.3%	\$ 724,617	\$ 615,195
<u>Physical Planning, Design and Space Management</u>	\$ 982,084	3.0%	\$ 237,036	\$ 145,471
<u>Development and Alumni Relations</u>	\$ 955,753	2.9%	\$ 10,280	\$ 19,000
<u>Audits and Patents</u>	\$ 365,949	1.3%	\$ 55,188	\$ 15,748
Totals	\$ 32,373,588	100.0%	\$ 3,111,113	\$ 2,437,774

Departmental Priorities and Needs, and Budget Reduction Proposals for the Future

Budget Planning for the future has sought to observe and, if possible, protect the following University needs and priorities:

- . . To protect, and if possible enhance funding to support the University's Private Fund-raising and Alumni Development activities:
- . Not to invade, except as a last resort, patently inadequate current funding for Administrative Data Services for Student Admissions, Records and Financial Aid management, Personnel/Payroll systems, and Accounting Systems. In this area, we are running overdrafts, and have an urgent \$600,000 per annum budget enhancement request pending before the Legislature;
- . To minimize the scale of additional cuts in Physical Plant Operations, while recognizing that some cuts will be necessary given the relative size of the Physical Plant budget;
- . To make no cuts that would jeopardize the integrity and reliability of the University's central accounting system;
- . To recognize the heavy reductions already absorbed by the University's excellent Physical Planning and Design Division and the Department of Audits.

In light of these objectives, the following budget reductions for the 1983-85 period have been defined, and organized under two categories: Recommended and Feasible, but Undesirable.

Recommended Reductions

1. Office of Auxiliary Operations and Support Services — Continuing reduction of 0100 support and subsidies for the conduct of such support activities as Printing Services, Automobile Fleet Services, Central Mail List, Technical Service Shops, and Housing Services. The cuts identified would save \$381,506 in 1983-84 and \$240,412 in 1984-85. In many cases, these 0100 reductions will shift costs to the users of these services--principally University departments. We consider student impact to be minimal, and do not anticipate a measurable impact on employment or jobs unless the cuts result in making services financially unviable. Then, whole service areas--eq. Technical Service Shops--might require curtailment, and that will have significant human impact.

2. 10% Reduction in Salary Budget for Executive/Management Staff throughout Finance and Operations -- On base of \$3.4 million, we project savings of \$100,000 in 1983-84 and \$250,000 in 1984-85. Results from continuing emphasis on early retirement, elimination of unfilled positions that are of lower priority, and reorganization to consolidate positions and function. Two retirements as of June 30th, 1983 yield \$65,000 in savings. Additional retirements in Physical Plant Operations during 1983-85 biennium are projected to save \$75-\$100,000.
3. Reorganization of Functions and Positions in Area of Property Accounting, University Storehouses, Purchasing and Accounting Records and Services -- Savings of \$184,800 in 1983-84 and \$192,200 in 1984-85 or about 18% of 0100 Budget Base.

Principal actions here involve elimination of \$150,000 in 0100 funds for University's Storehouse operation, and shifting of charges to users; savings of \$70,000 through elimination of separate Department of Property Accounting, and its absorption by University's overall accounting department; and savings of an additional \$156,000 over the biennium through elimination of eight lower-priority positions in these areas, wherever possible through attrition. These reductions will reduce overall work force in this area by about 6%.

4. Imposition of 1% User Charge on Total Revenues for Services of University's Accounting System on major University activities that are self-supporting and not funded by State of Minnesota. Imposing this charge on such activities as University Hospitals, the non-credit activities of Continuing Education and Extension, and the Department of Athletics, amongst others, will substitute \$300-\$400,000 in user charges for 0100 funds in the same amount for each year of the upcoming biennium. The University's Auxiliary and Support Services already contribute a fee of 2% of total revenues to finance their use of central accounting and related services.
5. Reductions of \$200,000 in 1983-84 and additional \$100,000 in 1984-85 in University's general Repairs and Maintenance Budget. This is about 3% of the total funds available on the Twin Cities campus, and not very desirable in light of reductions of \$600,000 in base over the last 18 months. But the cut appears to be necessary and can, I believe, be accommodated.

My recommended reductions yield overall savings of \$1,165,306 in 1983-84 and \$782,612 in 1984-85. These savings are substantially below the 6% quota for 1983-84, which is \$1,942,415, and somewhat below the 3% quota for 1984-85, which is \$921,208.

Feasible, But Exceedingly Undesirable Additional Budget
Reductions

If cuts of larger magnitude are required, they will, in my judgment, have to be taken in the area of Custodial Services. This is not desirable and I do not recommend it. But the Annual Custodial Services budget, even after major earlier reductions, is about \$8 million. It really is the only remaining area where budget reductions of the potentially needed magnitude could be imposed.

Jack Bohm

Frederick M. Bohm
Vice President for Finance
and Treasurer



UNIVERSITY OF MINNESOTA

Office of the Vice President
for Administration and Planning
200 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455

June 2, 1983

Professor Patricia B. Swan
Chair, Senate Consultative Committee
Department of Food Science and Nutrition
166 Food Science and Nutrition Building
St. Paul Campus

Dear Pat:

I enclose an overview of the retrenchments planned for Administration and Planning. I hope that this information will be useful to the committee as background for our discussion on June 16.

Please give me a call if you have any questions.

Cordially,

A handwritten signature in cursive script that reads "Nils".

Nils Hasselmo
Vice President for
Administration & Planning

pw

cc: Members, Senate Consultative Committee

Encl.

ADMINISTRATION AND PLANNING

Retrenchment Planning

For 1983-85 Period

Prepared by Nils Hasselmo

Vice President, Administration and Planning

This is a preliminary report on planning and retrenchment/reallocation for 1983-85 in areas reporting to the Vice President for Administration and Planning.

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION AND PLANNING

High priority has been given to maintaining basic staff support in planning and general administration. Funds from a departmental reserve are being used to cover both retrenchment and internal reallocation to the Department of Personnel.

Proposed Retrenchment (21.4% for 1983-85)

Funds from budgeted reserve will be retrenched; a portion of these funds will go to reorganization of the Department of Personnel, the remainder to the Central Pool.

Affirmative Action Impact of the Proposed Plan

	<u>Faculty & PA</u>	<u>CS</u>
males	0	0
females	0	0
	<u>Current Roster</u>	
	<u>Faculty & PA</u>	<u>CS</u>
males	3	0
females	2	4

No impact.

DEPARTMENT OF PERSONNEL

High priority is given to maintenance and improvement of Payroll and Employee Benefits divisions. Human Resources division has been given low priority and has been reduced as the result of several retrenchments, especially training of a type also offered by CEE. Adjustments in other areas may result in slower processing of documents, but this effect will be lessened by increased use of data and word processing. Special funding has been provided for handling of special early retirement/separation pay/bonus options and for outplacement and layoff counseling.

Proposed Retrenchment (gross 13.5%; net 5.6%; see reallocation)

Reduction of audit of sick leave and vacation records; duplicates work done in college offices; use of computer audits will lessen impact of reduction.
Reduction of compensation services; will lead to slower processing and/or further decentralization of classification review.
Reduction of editorial services; preparation of certain manuals has been com-

pleted; less assistance to colleges in preparation and revision of their manuals.

Reduction in clerical support; partly offset by reorganization of receptionist function and use of auto/message system and centralized word processing.

Proposed Reallocation (internal 4.5%; from other source 3.4%)

Addition of staff to Employee Benefits to aid in handling of special early and phased retirement and separation pay arrangements.

Addition of staff to special outplacement and layoff counseling program.

Addition of staff to make possible reorganization of department into satellite offices; will provide more direct service to colleges in personnel management and development.

Note: Proposed plan also covers loss of \$67,000 subsidy from the University Hospital due to separation of general University and Hospital personnel services.

Affirmative Action Impact of the Proposed Plan

	<u>Faculty & PA</u>	<u>CS</u>
males	0	0
females	0	0
unknown	0	2*

	<u>Current Roster</u>	
	<u>Faculty & PA</u>	<u>CS</u>
males	1	20
females	0	48

*Two clerical positions will not be filled in the coming biennium. These retrenchments will be made as vacancies occur. Therefore, there will not be an impact on the current work force.

Three editorial positions (female) were retrenched prior to the 1983-85 biennium to help meet retrenchment targets. (One rehired in another position; a second found a similar position on the St. Paul campus; the third took a position outside the University.) Four clerical positions (all female - three full time and one three-quarter time) were eliminated prior to the 1983-85 biennium to meet retrenchment targets. These positions were eliminated by shifting to departments the responsibility for auditing vacation records and by automation of document edits for personnel/payroll documents (two persons rehired elsewhere in Personnel; three-quarter time person took a position elsewhere in the University; one person unemployed).

Reallocation will make possible two or three additional civil service or Professional/Administrative appointments.

DEPARTMENT OF POLICE

High priority is given to maintenance of safety and security of persons and special facilities on campus through uniformed officers, building monitors, and the escort service. Low priority is given to service functions and to

patrolling in areas also covered by Minneapolis or St. Paul police. Reorganization, especially the reduction of the command structure, and the use of technology have partially offset the reduction in staff. Personnel changes are expected to be made by attrition and special early retirement.

Proposed Retrenchment (9%)

Reduction of senior command structure by eliminating positions of two lieutenants and one sergeant; incumbents have taken early retirement under bonus option for civil service staff. Use of rank of corporal for certain non-supervisory special assignments.

Reduction of security monitor program; effort made to maintain service level by combining responsibilities of building monitors and escort service and by increased use of technology.

Affirmative Action Impact of the Proposed Plan

	<u>Faculty & PA</u>	<u>CS</u>	<u>Bargaining Unit</u>
males	0	0	0
females	0	0	0

	<u>Current Roster Faculty & PA</u>	<u>CS</u>	<u>Bargaining Unit</u>
males	1	3	45
females	0	4	6

Elimination of three senior command positions (three males) effected through early retirement programs in 1983 will help the department to meet retrenchment targets for 1983-85 and is expected to prevent layoffs.

MANAGEMENT PLANNING AND INFORMATION SERVICES

High priority is given to financial data gathering and analysis connected with retrenchment and reallocation, the preparation of biennial requests, and inquiries from the governor's office and the legislature. Lower priority is given to gathering of comparative regional and national data and exchange of information with other institutions.

Proposed Retrenchment

In its preliminary review, the Budget Executive has rejected further retrenchment of this service because of extraordinary need for data and analysis in connection with planning, budgeting, and the preparation and presentation of biennial requests.

Affirmative Action Impact of the Proposed Plan

	<u>Faculty & PA</u>	<u>CS</u>
males	0	0
females	0	0

Current Roster
Faculty & PA

		<u>CS</u>
males	3	4
females	3	2

No impact.

Summary of Proposed Retrenchments

and Reallocations for 1983-85

Vice President, Administration and Planning

	<u>Budget</u> <u>Base</u>	<u>9% of</u> <u>Base</u>	<u>Proposed Cut</u> <u>By 6/30/84</u>	<u>By 6/30/85</u>	<u>Total</u>	<u>Reallocation</u> <u>Within</u> <u>Unit</u>	<u>To</u> <u>VP Reallo-</u> <u>cation Pool</u>	<u>From</u> <u>VP Reallo-</u> <u>cation Pool</u>	<u>Net Return to</u> <u>Central Pool</u>
Office of VPAP	469,903*	42,291	49,919* (10.8%)	48,903 (10.6%)	98,822* (21.4%)	--	56,531	--	42,291* (9%)
Personnel	1,641,427	147,728	170,921 (10.4%)	51,276 (3.1%)	222,197 (13.5%)	74,469	--	56,531	147,728 (9%)
Police	1,616,662	145,500	100,020 (6.2%)	45,480 (2.8%)	145,500 (9%)	--	--	--	145,500 (9%)
IS	412,683	37,142	0	0	0	--	--	--	0
SUBTOTAL	4,140,675	372,661	320,860	145,659	466,519	74,469	56,531	56,531	335,519 (8.1%)
Reallocation within VP area			131,000	--	131,000				
Net return to Central Pool			189,860	145,659	335,519				335,519 (8.1%)

* Includes Athletic Facilities (\$6,990)

Mission and Role of Student Affairs

A mission and policy statement of the University of Minnesota issued by the Board of Regents in 1980 reaffirms the three-fold mission of the University as teaching, research, and public service. As an integral part of the University, the mission of the Office for Student Affairs is to make it possible for students to participate fully in the educational process and to assist each student to make the best possible use of the University resources to enhance his/her learning and development. Accomplishment of the mission begins with efforts to convey to prospective students a sense of the breadth and multiplicity of the opportunities available throughout the University, and continues through provision of administrative support services during his/her campus years and beyond.

The Office for Student Affairs recognizes that the strength of an educational institution is related to the physical, emotional, and social well-being of its undergraduate, graduate, and professional students. Therefore, an essential component of Student Affairs services and programs is to assist students to remove, alleviate, or overcome barriers that may prevent them from entering into and satisfactorily completing their education. Special attention is given to the provision of services to ensure that the educational environment is supportive for a student population that is racially, culturally, and ethnically diverse.

The activities of the Office for Student Affairs are based on student, institutional, and societal needs and on those educational objectives that are best served through the integration of experiences both in and beyond the classroom. Faculty and staff members in the Office for Student Affairs participate in the University's teaching, research, and service functions through traditional instructional activities, in administrative support services and in co-curricular programming designed to enable student development and academic success. Together with colleges, the coordinate campuses, and other University units, the Office for Student Affairs works toward maintaining a free, open, and sound learning environment that is essential to improving the overall quality and excellence of the University's teaching, research, and service programs.

STRUCTURE:

Approximately 30 service and programmatic departments make up the University Office for Student Affairs. Administratively, each of these departments is structured within one of six major areas supervised by a coordinator. Six coordinators, in turn, report to the Vice President for Student Affairs.

-- Boynton Health Service:

The Boynton Health Service is an accredited ambulatory health care organization and provides comprehensive outpatient care and medical treatment services. Primary care, medical/surgical specialities, athletic medicine, women's health care, mental health services, dental services and ancillaries (laboratory, x-ray, medical records, pharmacy and financial services) are available. Public health services include patient education, community health promotion, crisis counseling, and public health nursing.

The Department of Environmental Health and Safety is the campus agency responsible for the administration of features required by law for the safe conduct of biomedical research with hazardous and toxic materials, fire prevention, and food preparation.

-- Student Activities

The Student Activities area is composed of four major departments. The Student Organization Development Center provides assistance to over 500 registered student organizations through workshops, training and advising services. In addition, the Student Organization Development Center assists with major campus events (e.g. Homecoming) and oversees all student organization financial transactions which total over \$8 million annually.

The Department of the Minnesota Union provides social, recreational and cultural programs and services designed to augment the instructional curriculum and/or enrich students extracurricular lives. Facilities are located on both the East and West Bank of the Minneapolis campus as well as on the St. Paul Campus.

The Department of Recreational Sports provides varying levels of competitive, structured and unstructured sports activities through intramurals, wellness and self-fitness programs and sports clubs. The University Student Legal Service provides legal assistance, representation, and law related education to students in select areas including consumer protection, housing, divorce and administrative law.

-- Student Development Centers

The Student Counseling Bureau provides individual and group counseling services in the areas of career development, reading and study skills, and personal and interpersonal concerns. The Counseling Bureau's Technical Division coordinates the Post High School Planning Program for the State of Minnesota and operates the test scoring services for the Twin Cities campus. The Student Development Area includes the Handicapped Resource Program and the Minnesota Women's Center which provide specialized services, support and resources to these special student populations.

The Special Counseling Office oversees and responds to instances of student misconduct (vandalism, theft, scholastic dishonesty) on the Twin Cities campus. The International Student Adviser's Office provides advising, immigration, social/cultural and support programs to the University international student community. In addition, the Office coordinates a variety of exchange programs for foreign and American students, faculty and scholars.

-- Student Support Services

Programs and departments within Student Support Services fall into four areas. The Admissions Office is responsible for receiving and, in conjunction with collegiate units, evaluating applications for admission to University of Minnesota academic programs. The admissions effort includes the Department of Prospective Student

Services which provides information throughout the State and region as well as nationally to high school students to assist them in the process of selecting an appropriate institution for post-secondary education. In addition, the University's Orientation Office provides Spring and Summer programs to prospective and admitted students designed to introduce new students to University life.

The Department of Registration, Student Records and Scheduling coordinates the registration of all University students on a quarterly basis, maintains and provides a record of academic progress to students and appropriate collegiate offices and personnel, and coordinates the scheduling and use of all classroom space on the Twin Cities Campus.

The Office of Student Financial Aid administers all University, State and Federal financial aid programs on the Twin Cities Campus. This includes all grant and loan programs as well as the work-study program and part-time employment (both on and off campus) opportunities for students which are coordinated through the Office of Student Employment.

Finally, Information Systems and Services is responsible for providing a variety of data and reports on behalf of the institution mandated by State or Federal statute. In addition, Information Systems and Services assists the institution by providing information about the student body necessary to support a number of planning and policy decisions.

-- Housing

The Housing Office operates a system of eight residence halls on campus which house approximately 4500 students annually. In addition, the Housing Office provides a listing and referral service to students wishing to live off-campus, manages University owned rental housing and supports and coordinates student family housing cooperatives and faculty/staff housing developments. Administrative responsibility for University housing services is shared with the Vice President for Finance and Operations.

-- Minority and Special Student Affairs:

This area provides recruitment and support services including tutoring, financial assistance and counseling to University minority and other disadvantaged students through a network of four learning resource centers (American Indian, Asian/Pacific American, Black and Chicano/Latino). Each learning resource center works with a similar student cultural center to provide social, cultural and recreational activities. Each year, the Office for Minority and Special Student Affairs offers a summer institute designed as a pre-enrollment, college preparation experience for participants.

OSA Planning Priorities and Criteria

I. Priority and Criteria Assumptions

- 1) The University's ability to meet its overall mission is dictated by more than the quality of its existing teaching and research functions. The expected quality of the overall educational environment and academic support programs are vitally important to the institution's attractiveness to prospective students and to their retention once they are enrolled.
- 2) Students involved with choosing a particular institution and/or choosing to stay within a particular institution weigh heavily a host of campus environmental factors known collectively as a University's "quality of life". Student Affairs and other academic/educational support services uniquely impact this critical set of variables. Through these support services and the quality of their delivery they can quickly establish a University as an integrated, accessible, community experience or a place of confusion, inaccessibility and alienation. The extent to which OSA and other educational support services are reduced or eliminated is in no small measure the extent to which the size, diversity and complexity of the institution will become negative factors to be overcome rather than positive qualities of life to be experienced.
- 3) Student Affairs priority programs and services were created and continue to exist because they have met and continue to meet the basic needs of the institution and students. Student Affairs will persist in attempting to meet these real needs by further cost control through greater efficiency of operation and more discriminating definitions and decisions related to essential elements of service. However, should severe retrenchments continue and the services created to meet these needs drastically diminish and/or disappear, the priority needs will not correspondingly decline nor vanish. If anything, they will increase, just as the pressure on the University to renew meeting them will increase and become more vocally expressed by the many legitimate constituencies and communities with which the University interacts.
- 4) In none of OSA planning is the current administrative structure of programs, services or activities presumed to be permanent. Quite the contrary, new ways will be explored to continue services in a more administratively compact manner. However, no priority student affairs programs/activities will be reduced or eliminated which would result in necessary services and their costs having to be borne by other units of the institution.
- 5) Student Affairs understands the magnitude of the current and projected economic realities that impact the University and will share in the institutional burden of retrenchment through decisions made using the priority statements and criteria offered below.

II. OSA Program Outcome Priorities

Below in rank order are those outcomes student affairs wishes to most effect through a set of programs, services and activities designed to fulfill its mission and in turn the mission of the University.

OSA will continue to support the programs, services and activities that:

- 1) Interact and directly support the academic functioning of the institution in those critical matters of student processing involving student identification, enrollment, student records, instructional support, collegiate reporting and necessary information and research services required by academic affairs and central administration.
- 2) Create and maintain diversity and vitality within the student population consistent with the mission and goals of an urban centered, land grant institution that is also a major national/worldwide center of learning.
- 3) Insure that in the pursuit of diversity and vitality the presence and persistence of minority and/or other historically under-represented or disadvantaged students is achieved and their efforts supported.
- 4) Are required to maintain the University in compliance with its own Regential and institutional mandates; external agency accreditation requirements; and those applicable federal and state regulations or laws.
- 5) Allow individual students the structured opportunity to gain knowledge and insight into themselves and into the individuals, groups and forces with which they interact.
- 6) Remove significant barriers or solve serious problems for students that would otherwise make the entire University experience too costly to consider or too forbidding or difficult a place to approach or persist in.
- 7) Interact and directly support the academic functioning of the institution in those matters of recruitment and placement.
- 8) Create structured opportunities for individual students and student groups to participate in decisions about the nature, cost and quality of their university education.
- 9) Heighten the sense of community on campus through the creation of both formal and informal opportunities for social, athletic and recreational interaction that lessens the perception of institutional impersonality that can be easily attached to a university of our size, location, complexity and transiency.
- 10) Promote leadership development and organizational skills training through involvement with highly diverse, structurally variant and multi-purposed University-affiliated organizations.
- 11) Contribute to the regular instructional program of the institution through classroom teaching and academic research activities.

III. Program Planning Criteria

The criteria below are to be applied to the programs, services and activities that produce the outcomes as prioritized above.

- 1) Quality - There is no more elusive or important criteria than "quality". Care must be taken not to equate quality with reputation alone or with only client satisfaction. Quality is also not "instant" service or response to all institutional or client needs (such service would constitute a lack of quality). Quality rather might be represented as that level of service achievement that meets the reasonable expectation level of both a discriminating client and a nationally prominent institution. We need to ask whether or not further cuts in an area will destroy the quality of a program so that neither client nor provider will be supportive of its further operation at that level. We need to know whether program quality lost through current retrenchments in the short run will be more expensive if not impossible to regain in the long run.
- 2) Centrality - How closely related is a particular program, service, function or activity to the accomplishment of the program outcome priorities listed above.
- 3) Connectedness - Does the program, service, function or activity so closely interact or is the program, etc., so vital to another aspect of the institution that its further reduction or elimination by OSA would only shift the burden of service/cost to another unit?
- 4) Uniqueness - Is this program either special within higher education or unique in its contribution within the University? Truly unique OSA programs within the University that serve high priority outcomes should be preserved while those where some measure of duplication exists should be reviewed for possible consolidation or reconfiguration.
- 5) Demand - How many students choose to use a particular program or service and/or participate in an OSA supported activity? Do research data show strong student support for the program or service?
- 6) Cost Effectiveness - How efficient is the program in providing its services and/or obtaining its outcomes at a quality level with the minimum of resources? Where possible, are there comparisons with other schools and/or industry that can help to guide evaluation in this area.

/hmb
2/11/83

OFFICE FOR STUDENT AFFAIRS
1983-84 RETRENCHMENT SUMMARY

<u>UNIT</u>	<u>0100 BASE</u>	<u>\$ RETRENCHED</u>	<u>%</u>
<u>HOUSING</u>			
Off-Campus Housing	148,847	15,000	10.1
<u>HEALTH SERVICES</u>			
Environmental Health	415,268	49,933	12.0
Public Health Services	420,312	33,625	8.0
	<u>835,580</u>	<u>83,558</u>	<u>10.0</u>
<u>OMSSA</u>			
Central Office	319,087	25,526	8.0
Summer Institute	27,807	834	3.0
Learning Resource Centers	335,358	6,711	2.0
	<u>682,252</u>	<u>33,701</u>	<u>4.9</u>
<u>STUDENT ACTIVITIES</u>			
MN Union-Coord.	149,728	14,165	9.0
SODC	312,067	28,086	9.0
	<u>461,795</u>	<u>42,251</u>	<u>9.0</u>
<u>STUDENT DEVELOPMENT</u>			
SCO	56,000	3,360	6.0
MWC	66,542	5,436	8.0
Handicapped Program	182,642	9,159	6.0
ISAO	328,502	20,000	6.0
SCB	1,126,057	109,958	9.75
	<u>1,759,743</u>	<u>147,913</u>	<u>8.4</u>
<u>STUDENT SUPPORT SERVICES</u>			
Admission, Prospective Students	876,855	33,081	3.8
Information Systems & Services	2,120,145	176,767	8.4
Registration, Records, Scheduling	1,735,233	68,455	3.9
Student Financial Aid	2,967,084	87,812	3.0
	<u>7,699,317</u>	<u>366,115</u>	<u>4.76</u>
<u>VICE PRESIDENT'S OFFICE</u>			
Central Office	363,943	29,120	8.0
Presidential Scholars	36,708	2,942	8.0
	<u>400,651</u>	<u>32,062</u>	<u>8.0</u>
		<u>720,600</u>	<u>6.0</u>

3/4/83
/djs

OSA Retrenchment - 1983-84

<u>Department (Fiscal Year 83 base)</u>	<u>Retrenchment Action</u>	<u>Amount</u>	<u>% of Base</u>	<u>Consequences</u>
COORDINATORS AREA				
HOUSING OFFICE				
Off Campus Housing (\$148,847)	.5 Professional Staff	\$15,000	10.1	Close St. Paul Housing Office except for Summer peak periods.
BOYNTON HEALTH SERVICE (\$835,580)		83,558	10.0	
Environmental Health & Safety (\$415,268)	Reduce instruction, research & general educational efforts (e.g., newsletter)	3,335		Less public service and information dissemination
	Reduce supervision of UMD coal gasification project	1,314		Partial transfer of responsibility to Physical Plant.
	Reduce travel, phone & misc. expenses	1,850		Reduction in professional development and out-state visits.
	Additional unspecified reduction	43,434		Additional reduction of \$43,434 could only be managed by additional layoffs of 2 FTE beginning level technical/ professional persons. With 1 FTE already retrenched, this would total 3 layoffs and totally impair our ability to provide mandated services to the research and teaching departments under NRC, OSHA, and RCRA regulations. The resulting delay in our response time will lead to stalling such research projects. Non-compliance with mandated requirements also leads to fines that may well cost more than the amount "saved" through retrenchment. In addition, the layoff order (least senior layed off first) would require very disruptive and inefficient retraining of more senior personnel to perform less demanding (but mandated) monitoring and surveillance activities.
		<u>49,933</u>	12.0	
Public Health Fee (\$420,312)	Reduce P.H. services (e.g., P.H. nursing, Health Education, Nutrition, Information Desk, Occupational Health, etc.)	23,776		Diversion of designated student paid public health fees to unrefundable portion of the student services fee or to insurance or fee-for-service.
	Eliminate fraternity, sorority, & coopera- tive inspections.	<u>9,849</u> 33,625	8.0	Responsibility transferred to city government.

COORDINATORS AREA
Department
(Fiscal Year 83 Base)

<u>Department</u> (Fiscal Year 83 Base)	<u>Retrenchment Action</u>	<u>Amount</u>	<u>% of</u> <u>Base</u>	<u>Consequences</u>
STUDENT ACTIVITIES (\$482,891)		\$ 42,233	8.75	
Coordinator's Office (\$149,728)	Discontinue direct instruction on academic programs	14,165	9.5	Courses not offered or funded by CLA.
Student Organizational Development Center (\$312,067)	Reduce 1 FTE staff member	28,068	9.0	Discontinue scheduling rooms for student groups (partially picked by Room Scheduling). Reduced assistance to student organizations.
STUDENT DEVELOPMENT (\$1,759,743)		147,913	8.4	
Special Counseling Office (\$56,974)	Reduce miscellaneous help	3,360	5.9	Delays in handling cases.
Minnesota Women's Center (\$66,542)	Reduce .5 FTE clerical staff	5,436	8.2	Reduce office to advocacy and referral functions.
Handicapped Student Office (\$182,642)	Reduce .5 FTE professional staff	9,159	5.0	Skills assistance reduced on all five campuses.
International Student Adviser's Office (\$328,502)	Reductions equivalent to 1 FTE professional staff	20,000	6.1	Discontinue service to faculty from other countries (partially picked up by the Office of International Programs).
Student Counseling Bureau (1,126,057)	Reduce staff by equivalent of 4.5 FTE interns, counselors, & teaching assistants. Eliminate supply budget.	109,958	9.8	Remaining counselors, interns and TA's will partly compensate by reducing teaching, consulting, and student assistance. Liaison with Men's Intercollegiate Athletics tutoring program will be eliminated. All supplies will be funded by user fees. Client records will be updated less often.
VICE PRESIDENT FOR STUDENT AFFAIRS AND PRESIDENTIAL SCHOLARS PROGRAM (\$402,490)	Reduce equivalent of 1 FTE. Reduce supply budget	32,062	8.0	Clerical and professional staff cuts will force reduction of selected activities including Presidential Scholars programs, travel and professional development activities will be cut.

<u>Department</u> (Fiscal Year 83 Base)	<u>Retrenchment Action</u>	<u>Amount</u>	<u>% of Base</u>	<u>Consequences</u>
COORDINATORS AREA				
OFFICE OF MINORITY & SPECIAL STUDENT AFFAIRS (\$707,387 includes \$431,300 in Disadvantaged Student Retention Special)		\$ 33,701	4.8	
Learning Resources Centers (\$335,538)	Reduce miscellaneous payroll	6,711	2.0	Reduce each Center by one part-time College Work Study student.
Summer Institute (27,807)	Reduce supplies	834	3.0	Partially funded by central office.
Colleges & Campuses Minority Programs (\$204,028)	Reduce transfer of funds to these units	12,242	6.0	Programs cut back on four campuses. Possible elimination of funding to several colleges.
Central OMSSA (\$140,014)	Cut equivalent of 1 FTE	13,914	9.9	Reduce programmatic research, coordination activities and student assistance. Largest cut here to allow smaller cuts in direct student service units.
STUDENT SUPPORT SERVICES (\$7,699,317)		366,115	4.8	
Student Financial Aid Off. (\$1,046,682)		0		These three items will be cut an average of 3%.
Student Employment Office (\$135,899)		0		Rather than cut an already under-staffed SFAO and SEO, funds will be cut from aid and about 50 fewer students will be funded.
Direct Student Aid (\$1,729,503)	Reduce direct student aid	87,812	5.1	
Admissions (\$582,778)	Reduce equivalent of 1 professional staff	14,505	2.5	Reduce student contacts with Admissions Office. Slower service.
Administrative & Computer Development & Operations (\$754,170)	Eliminate funds for veterans services and retrench registration computer operations funds	43,180	5.7	Funds to hire staff to assist veterans at the Coordinate Campuses will be eliminated as they have been on the Twin Cities. Registration computer use will be reduced.
Prospective Students (\$216,708)	Reduce .75 FTE professional staff (non-minority)	12,000	5.5	Reduce recruiting activities in high schools and community colleges.

COORDINATORS AREA Department (Fiscal Year 83 Base)		<u>Retrenchment Action</u>	<u>Amount</u>	<u>% of Base</u>	<u>Consequences</u>
STUDENT SUPPORT SERVICES (Cont.)					
Info Systems & Services (\$1,331,480)	Reduce funds for bulletins, supply budget & 2 FTE staff	\$ 81,189	6.1	Eliminate library for office, registration student survey, & staff-faculty ID cards; reduce clerical support, system development effort, bulletin budget, data entry items for colleges, staff travel and training activities, and data retrieval activities.	
Postage Budget (\$142,500)	Reduce mailings	9,063	6.4	Central mailings reduced, support for CEE and Summer Session mailing reduced.	
Records, Registration, & Scheduling (\$1,627,228)	Reduce professional & clerical staffing & supplies	99,970	6.1	Eliminate new advanced standing entry, discontinue custodial lists, discontinue balance sheets (colleges will have to assume), activity analysis (cut cost accounting), discontinue special processing for adult specials, reduce holds services to colleges, discontinue provision of academic progress data to colleges without charge, reduce admissions service in St. Paul, reduce athletic eligibility monitoring, discontinue academic record conversion, decrease input of credit assess- ment data, discontinue special use room reservations, discon- tinue equipment/facility review for general purpose class- rooms, restrict "desk registrations" for professional colleges, divert some new transcript fee income.	
Orientation (\$77,869)	Shift 1 professional staff person to orientation fee	18,576	23.8	Requires an increase in the orientation fee.	
TOTAL STUDENT AFFAIRS (\$12,036,255)		\$720,582	6.0	Reduced services to students, campuses and colleges.	

OSA Retrenchment for the Additional 3% in 1984-85

<u>Coordinators Area</u>	<u>Retrench- ment Amt.</u>	<u>% of Base</u>	
Vice President for Student Affairs	\$ 4,000	1.0%	Eliminate a part-time unassigned instruction item.
Student Activities	100,000	23%	Funds would be cut in administration and consulting in the Student Activities units, utilities funding to the Unions, and maintenance and administration in the Minnesota Unions. Some 0100 funding would be shifted to the Student Services Fees but other items would be eliminated to prevent an increase in the fee. (Moving items to fees forces an increase to cover the cost of fringe benefits [23%] and the possibility of lesser funding when enrollment drops.)
Student Support Services	100,000	1.4%	Retrenchment plan should show cost savings and consequences of shifting full costs of data/information services to user (e.g. colleges) and, perhaps, modifying student employment to serve aid recipients only.
Student Development	100,000	6.2%	Slight retrenchments from Special Counseling Office, Handicapped Student Programs, and Minnesota Women's Center. International Student Adviser's Office would shift some of its counseling and student activities programming so as to concentrate on advising and administrative responsibilities. Most of the retrenchment would result from staff reductions in the Student Counseling Bureau and the increasing of charges to colleges for instructional activities and testing service charges.
Health Service	42,000	5.6%	Reductions in Public Health programs with the consequences of less services or fewer safety checks and the possibility of shifting of more responsibilities to state or municipal agencies.
Minority Affairs	12,000	1.5%	Retrench support staff in the central office.
Housing	4,000	3.0%	Eliminate summer office on the St. Paul Campus.
Total	<u>\$362,000</u>	<u>3.0%</u>	

5/18/83

Vice President for Student Affairs - Retrenchment Summary

	<u>Budget Base</u>	<u>9% of Base</u>	<u>Proposed Cut by 6/30/84</u>	<u>By 6/30/85 Tentative</u>	<u>Total</u>
Office of Vice President for Student Affairs	\$ 402,490	\$ 36,224	\$ 32,062 8%	\$ 4,000 1.0%	\$ 36,062 9%
Student Activities	482,891	43,460	42,233 8.75%	100,000 23%	142,233 31.75%
Student Support Services	7,699,317	692,924	366,115 4.8%	100,000 1.4%	466,115 6.2%
Student Development	1,759,743	158,477	147,913 8.4%	100,000 6.2%	247,913 14.6%
Health Service	835,847	75,226	83,558 10.0%	42,000 5.6%	125,558 15.6%
OMSSA	707,387	63,665	33,701 4.8%	12,000 1.5%	45,701 6.3%
Housing	148,847	13,396	15,000 10.1%	4,000 2.0%	19,000 12.1%
	<u>\$12,036,255</u>	<u>\$1,083,372</u>	<u>\$720,582</u> 6%	<u>\$362,000</u> 3%	<u>\$1,082,582</u> 9%

The 1984-85 figures are subject to moderate changes. There will be reallocations within each area.

/djs
4/20/83

It may be useful to briefly recapitulate here this action entailed by FY84 retrenchments according to some general categories of impact on other units. I do not include in this listing service decrements (e.g. increased appointment wait times in the Counseling Bureau), but only activities to be discontinued:

(1) Discontinued activities which will require increased effort or increased resource allocations by other units:

- Eliminate inspection of fraternities, sororities, cooperatives (to city government).
- Discontinue unfunded teaching by OSA faculty by at least \$14,165.
- Assign CEE and SS postage costs for mailing bulletins and advertisement.
- Discontinue production of graduation balance sheets for those few colleges (e.g. Education) which still depend on Records for the service.
- Charge colleges for special/unique runs of student academic progress.
- Discontinue input and journal voucher to departments of tuition billed to grants/contracts (departments/colleges pay students directly).
- Discontinue funding to Coordinate Campuses for veteran reporting activities.
- Discontinue Presidential Scholars recognition luncheon.
- Discontinue funding of Men's Intercollegiate Athletics liaison with the Student Counseling Bureau.

(2) Activities discontinued with the assumption no other unit will assume responsibility:

- Discontinue off-campus housing services on the St. Paul Campus, except during the peak summer season (picked up by Minneapolis Campus staff).
- Reduce out-state environmental health and safety inspections.
- Reduce resource allocations to colleges for OMSSA Special.
- Discontinue ISA0 services to foreign faculty.
- Discontinue registration student attitude survey.
- Discontinue issuing faculty/staff ID cards.
- Reduce bulletins numbers and size.
- Discontinue data entry for colleges for major, adviser and hold data.
- Discontinue provision of room scheduling lists by building to custodial staff.
- Discontinue special processing for Adult Special students (education).
- Reduce hold services to colleges.
- Reduce St. Paul Campus admissions and services.
- Reduce effort at monitoring academic progress of athletes.
- Discontinue equipment/facility review in general purpose classrooms.