



UNIVERSITY OF MINNESOTA
TWIN CITIES

All University Senate Consultative Committee

383 Ford Hall
Minneapolis, Minnesota 55455
Telephone (612)373-3226

AGENDA (H)

1. Fix Agenda
2. Minutes of December 2 and December 4 (please bring)
3. Report of the Chair (enclosed)
4. Report of the Student Chair
5. Committee Reports
 - UCBRBR (report on Planning Council enclosed)
 - Outreach (see enclosure, Bob Brasted to SCEP)
 - Other
6. Open Meetings (see Goldberg letter enclosed)
7. NCAA (See Barfield letter enclosed)
8. Old Business
9. New Business
10. Meeting with President (see enclosed letter copy)
11. Adjournment



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MINUTES

SENATE CONSULTATIVE COMMITTEE
January 15, 1981

The eighth regular meeting of the Senate Consultative Committee for the 1980-81 academic year was called to order by Chairman Marcia Eaton at 12:55 p.m. on January 15 in the Regents Room of Morrill Hall. Other members present were Orhan Arkan, Julie Bates, Russell Hobbie, Judy Nord, Douglas Pratt, Sue Pribyl, Student Chair; Paul Quie, Dennis Sargeant, Vera Schletzer, Skip Scriven, Pat Swan, Bruce Thorpe, and Al Ward. Guests present were Carol Pazandak, Assistant to the President, and Jeff Goldberg, editor of the Daily.

1. The agenda was fixed with one addition: the question of how to handle amendments submitted to the proposed new Senate constitution, by-laws and rules.
2. Schedule changes. The Chair announced that there would be a regular SCC meeting instead of a meeting with the President on February 19. On March 5 the SCC will meet at 12:45 in the Regents Room and at 1:15 with the President.
3. The minutes of December 2 were approved. The minutes of December 4 were approved with a correction on page 1: Item 4.c. should read "... a mistake and may be prepared to state...", and a grammatical correction on page 3.
4. Report of the Chair. Professor Eaton. Professors Eaton and Spring raised the question of the status of the University Committee on the Handicapped with regard to Senate reorganization. Dr. Pazandak stated that the committee was an administrative committee appointed by the President but with broad faculty representation. The administration, she said, would like to see it regularized. There is a question as to whether it should be incorporated into the new constitution and by-laws.

Professor Eaton called the group's attention to the January 15 forum on the new Senate constitution, by-laws and rules, and the January 22 forum on open grievance hearings. She said that Professor Edward Rippie, Chair of Judicial, will have a motion on grievance hearings for the SCC's January 29 meeting. She reported that generally the changes favored for prompt adoption within the grievance bodies are to open the findings through full reporting, and not the hearings themselves. Grievance bodies other than Judicial can enact and implement changes on their own. Any significant change by the Judicial Committee would require a vote of the Faculty Senate to change the Tenure Code. Professor Vera Schletzer, Chair, Subcommittee on Grievance and Legal Concerns, will chair the January 22 forum. Professor Schletzer urged that people from the affected committees attend the forum. Professor Eaton will distribute to the SCC members minutes and memoranda from the other committees that have discussed the question.

5. Report of the Student Chair. Sue Pribyl.

A. Duluth representation. Julie Sellgren is reconsidering her resignation.

B. Domed stadium. The students wish to ask President Magrath to explain the deadline for Regential consideration. Some student leaders hope there is time for a survey of season ticket holders, students who attend the games, etc.

6. New Senate constitution, by-laws and rules.

A. Open meeting section. Professor Eaton recommended highlighting that section for attention. The SCC received copies of editor Goldberg's letter to Professor Eaton on open meetings. Professor Eaton pointed out that the wording in the new rules is stricter than Roberts Rules; the by-laws will require a two-thirds majority of members present and voting and for one of only three kinds of reasons. She pointed out that All-University Honors is permitted all closed meetings. Rules governing that committee's operation require that its considerations be closed.

Mr. Goldberg addressed the meeting. He applauded the opening of the provision: "Committees of the Senate shall have a policy of open meetings," but expressed his difference with the exceptions, which he sees as at odds with the state's open meeting law. He acknowledged that it remains uncertain whether the state law must apply to the University. The permitted exceptions, "when personnel matters are discussed, when quasi-judicial functions are carried out, ...to protect the rights of individuals," he viewed as vague and abusable. Even the Committee on All-University Honors he believed should not be excepted by the by-laws, but rather bound by the same requirements as all other committees with a provision for voting to close a meeting if that were seen necessary. Professor Spring encouraged discussion within the SCC meeting on the proposed wording. No discussion ensued.

B. Amendment question. Professor Fred Morrison has inquired what rule the SCC will enforce to provide for amendments offered to the proposed new ruling documents: the 10-day rule which pertains in the current and the proposed constitution for constitutional and by-law amendments, so they can be distributed to Senators well in advance of the Senate meeting, or the 48-hour rule which pertains and will pertain to amendments to ordinary motions before the Senate.

Professor Spring raised opposing considerations: (a) there has been plenty of time and opportunity for people to state their concerns and recommend changes; but (b) it would be unfortunate to see the whole document voted down because of some minor but desirable adjustment which went unnoticed until a few days before the Senate meeting. Professor Hobbie said that the only reason for the 10-day rule governing constitutional amendments is so that Senators are alerted in advance to any proposed change. In a case like the present, the 48-hour rule is sufficient; in fact, he said, the Senate could vote, as it occasionally does, to suspend the rules and consider changes on the floor of the Senate. The SCC voted 5 to 3 to require 10 days advance notice on any amendments to the new documents. The SCC will advertise this requirement in the Daily.

The SCC meeting recessed at 1:20 for its conversation with President Magrath.

The Consultative Committee returned to its agenda at 2:40 p.m.

7. Committee Reports.

A. UCBRBR. Professor Eaton called attention to Professor Swan's written report on the Planning Council. Professor Swan reported that the next UCBRBR meeting would discuss principles in developing next year's budget, reallocations, and the pros and cons of a dedicated tuition policy.

B. Outreach. The SCC has received (1) a plan for implementing the Outreach Proposal, excepting inloading; (2) the resolution before the Regents to approve the implementation plan; (3) Professor Brasted's 1978 memo to SCEP with some still lively concerns. Outreach will be on the SCC's agenda for January 29. The Regents will vote on February 12. Professor Spring forwarded the view that it should be possible to project anticipated inloading costs on the basis of the costs of Extension offerings now given. The SCC would like to see that projection made. Professor Eaton will take the request to Stanford Lehmborg, Chair of SCEP.

C. Grievance and Legal Concerns. Professor Schletzer said the subcommittee would hold a meeting to hear responses from students on the Sexual Harrassment subcommittee report.

8. New Business. Calendar. Bruce Thorpe announced that Eloise Jaeger is the new Chair of the Calendar Committee, following Peter Robinson's resignation to become the faculty legislative liaison. Mr. Thorpe asks the SCC to be alert to the major question of assessing a semester system versus a quarter system, as well as to the question of an earlier academic calendar.

9. Announcements. No Twin Cities Campus Assembly meeting January 29. Instead, TCCA will immediately precede the Senate meeting on February 19.

The meeting adjourned at 2:45 p.m.

Respectfully submitted,

Meredith B. Poppele

Meredith B. Poppele, Secretary, SCC



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All University Senate Consultative Committee

383 Ford Hall
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CONVERSATION WITH THE PRESIDENT

January 15, 1981

President Magrath joined the Consultative Committee at 1:20 p.m. in the Regents Room. SCC members present were Orhan Arkan, Julie Bates, Marcia Eaton, Chr.; Judy Nord, Douglas Pratt, Sue Pribyl, Student Chr.; Paul Quie, Dennis Sargeant, Vera Schletzer, Skip Scriven, Pat Swan, Bruce Thorpe, and Al Ward. Guests were Vice President Hasselmo, Associate Vice President Linck, Assistants to the President Borgestad and Pazandak, and Maureen Smith of University Relations.

Professor Eaton requested adding two items: the MHECB proposal to sever Waseca and Crookston from the University system, and the question of domed stadium use by University teams. The President said he would like to distribute his statement to the House Appropriations Committee.

1. University women's intercollegiate athletics; Vivian Barfield's letter of appeal to the SCC to help keep the women's program out of the NCAA. Professor Eaton asked whether the question is moot following NCAA's recent votes.

President Magrath explained that he works directly with the Assembly Committee on Intercollegiate Athletics, and appreciates the SCC's interest at well. NCAA will be on the ACIA agenda. The President had not yet received any documents from the NCAA annual meeting. The news has informed us that NCAA Division I schools will now offer women's championships, and that NCAA is opening up numerous spots on its committees to women. NCAA over the past year had lobbied extensively for those changes. Its objective is to play a role in women's intercollegiate athletics in small, medium and large-sized schools. While no woman or school is compelled to participate, the size, power and wealth of the NCAA make it likely to be within a few years the regulating agency for women's intercollegiate athletics. The University of Minnesota and several other Big Ten schools voted 'no' to the question of women in NCAA governance.

The President said he could not project what the effect would be for women athletes here. He will look for advice from the ACIA, Dr. Barfield, and Vice President Hasselmo. He acknowledged holding fundamental structural reservations about the way NCAA operates. He reported his correspondence with a member of the NCAA executive council, opposing the officer's support of NCAA gaining governance of women's athletics.

The Big Ten, he said, while belonging as a conference to the NCAA, has its own rules and structure. The Big Ten is going to include women's athletics. What happens within that conference will probably have more significant implications for the women's programs in the short term.

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Dr. Hasselmo said the differences in recruiting limitations between the NCAA and the AIAW are profound. The NCAA change makes an interesting sociological comment, observed the President. It is a tribute to the growth in importance of women's intercollegiate athletics that NCAA now wants to absorb them. Television may make them revenue-generating.

President Magrath said that while he has maintained some reservations about Title IX and the manner of its implementation by some institutions, the NCAA has vigorously opposed Title IX. That posture makes many suspicious of the NCAA's motives and adds emotion to the controversy. The AIAW argues that the NCAA has in the past shown no willingness to negotiate with them.

2. Duluth campus, UMDEA, and the University Senate. The SCC referred to a letter in the January 5 Daily which argued that the University administration could have permitted, and UMDEA would have authorized, Duluth faculty members to act as UMDEA's agents on Senate business. Dr. Magrath disagreed. He repeated that he, the vice presidents and the University's attorneys all agreed that the proper response in the face of the law was to sever UMD from the Senate. He reiterated his view that collective bargaining is a different kind of relationship from governance. A mixing of the two appears impossible, especially since much Senate business touches negotiable items.

Professor Hobbie added that there are signs UMDEA is not as eager to be part of the traditional faculty governance as some like to think and profess. There are rumors, he said, that UMDEA does not want its people to participate in the administratively-reinstated promotion and tenure and judicial structures at UMD.

Dr. Magrath confirmed that UMDEA has forbidden its members to participate in the "shadow structure" and has insisted that it review all promotion and tenure decisions. In earlier conferences, UMDEA orally told the administration it would participate in the shadow committees. Review of P & T decisions would include access to confidential files. The University has said that any faculty member who wishes may have his file reviewed by the UMDEA. The University will otherwise continue to follow its regular procedures.

Dr. Linck added that promotion and tenure matters have been caught between the two systems. Some colleges did not complete their P & T procedures prior to the election.

Dr. Magrath stated that he cannot say it would have been illegal to try some other solution to the Senate question. The administration judged, however, that any other stand would have been more likely to lead to legal difficulties. If indeed the differences between collective bargaining and faculty governance mean nothing and the systems can be combined, then, he argued, there would be no cause for all the controversy and campaigning over the choice. It is his belief that the differences are significant. While he believes both options are workable, they are very different from each other.

3. Waseca and Crookston campuses: proposed change of status. The President explained that the Minnesota Higher Education Coordinating Board undertook to examine how well the community college systems and the AVTI's are operating.

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Coincidentally, the AVTI's have proposed starting to offer associate degrees. President Magrath was advised a few days before the MHECB's January meeting that the study committee would recommend to MHECB that Waseca and Crookston be separated from the University system and joined with other two-year post-secondary programs in the state. (A second recommendation of the study group was that General College continue in the University but not duplicate other programs and not exceed an enrollment of 3000.) The MHECB is to vote on the recommendations January 27.

The AVTI's and Dr. Magrath oppose the two-year program consolidation proposal. The community college people are not opposed. Nothing in the report, the President said, indicates that Waseca and Crookston are not operating well in educational terms or are not well governed. They are the only two-year technical and agricultural institutions in the state. Their status permits the possibility of expansion should state need and policy dictate expansion. Moreover, any such change in status would have to be accomplished legislatively, and there is no sign yet of legislators rushing to sponsor such a bill.

Professor Swan said there are academic arguments for Waseca and Crookston participation in the University. They are programatically distinct and benefit from coordinated planning. The President concurred, and said the only rationale for a change is to group all two-year programs together. He added that there are good and valuable working relationships between the experiment stations at Waseca and Crookston, those campuses, and the Institute of Agriculture.

Professor Ward viewed the proposal as an instance of the creeping involvement of state agencies into the affairs of the University. Dr. Magrath asked him if the announcement had stimulated much faculty discussion at Waseca. Professor Ward replied that there is concern among the faculty. He thinks the HECB fails to appreciate the uniqueness of these campuses, which have the largest number of agriculture students in the state. The President added that four/fifths of all agricultural education in the state with a collegiate base comes from Waseca, Crookston, and the Institute of Agriculture.

Sue Pribyl asked if the legislature could enact such a change regardless of the attitude of the University. The President explained that since the legislature created Waseca and Crookston as special units of the University, it has the authority to separate them. He doubts that the legislature will take up the business in its current session.

4. Domed Stadium. Sue Pribyl asked whether there is a fixed date by which any contract must be signed between the University and stadium authorities. The students, she said, hope the Regents can have a broader basis for their decision than their personal assessments of whether University teams should play in the domed stadium. Is there time for polls, she asked? President Magrath replied that there is. While the Regents won't vote on the basis of a referendum, they do want to know the opinions of the community involved, of the athletic administrators involved, of the faculty (through ACIA) and of students and ticket holders through surveys. There will be several presentations on the question at the Regents February meeting.

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Dr. Hasselmo noted that the original bill establishing the domed stadium said the interests of the University should be considered. The Stadium Commission has given the University a copy of a contract which is the same as for the Twins and the Vikings. The University is now at the stage of having to decide whether or not to try to negotiate an acceptable contract. That decision will be made within two or three months. But even after a contract is drawn up, it could be rejected as unacceptable. Dr. Hasselmo has asked Vice President Wilderson for broadly-based student input on the question at the February meeting of the Regents.

Professor Schletzer asked if a Big Ten rule prohibits collegiate teams from using the same stadium as professional teams. Dr. Magrath said such use requires permission from the Big Ten, which it would probably give.

Ms. Pribyl said it would not be possible to have statistics from students until the March meeting of the Regents. The President said that while the Regents cannot spend a great deal of time on this question, there will be time reserved for it in February, and in either March or April too. Paul Giel and community people will be heard from, and students can certainly be heard from again later. The question has fiscal implications for the University, he said. There is student and faculty interest in the matter. He recommended the SCC decide how it wants to participate in the considerations, and do so in coordination with the ACIA.

5. At the legislature. President Magrath distributed copies of his remarks to the Education division, chaired by Lynn Carlson, of the House Appropriations Committee. The subcommittee wanted no budgetary details at this point but rather an overview of the University and a summary of the capital and the O & M budgets. He said he and Vice President Kegler had a good exchange with the legislators. Veteran members of the subcommittee expressed their appreciation for the chance to ask questions and get background separate from budgetary particulars.

An unfortunate outgrowth of the hearing was that the press, which missed most of the hearing, happened to enter during an incidental discussion of the recreational sports facilities item and then featured that in the news as though it had been the purpose of the meeting. The committees will not be able to begin their real work until after Governor Quie presents his budget message on January 26.

Professor Swan, Chair of UCBRR, expressed her dismay that she and UCBRR were not notified of the hearing. She asked for a means to insure that they and the faculty legislative liaison be informed of all University hearings at the legislature. The President said that the standard notice did not go out from Vice President Kegler's office on this occasion to the usual list (vice presidents, UCBRR, etc.) because this was seen not as a budgetary hearing but as a general kind of meeting for background. Traditionally, he said, the public notification of legislative hearings has been excellent. He said he took responsibility for any slip-up in this instance. He added that there are times the legislators frown on having a large number of people from the University, especially administrators, show up. He asked who should be included in the list to receive hearing notices. They should go to Professor Robinson, the Chairpersons of UCBRR and SCC; possibly also to the Chair of SCFA.

SCC Conversation with the President

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6. \$14.1 million budget cut consultation. Sue Pribyl referred to a November 12 memo from President Magrath indicating that Dr. Linck would meet with groups, including students, to discuss the cuts. She asked if those meetings are beginning. Dr. Linck replied that they are getting underway now. Upper level administrators are going out on speaking engagements. The deans will be involved in the next phase. Sessions with students will be forthcoming.

7. Walter Mondale. Dr. Magrath announced he will recommend to the Regents in February the appointment of Mondale as a Distinguished Scholar. He will begin two to two-and-a-half years as a University Fellow, without stipend or pay. He first talks will be to law classes in late January. On February 17 he will speak at the Institute of Public Affairs on the Mondale vice presidency. He will also be a lecturer at Macalaster and the College of St. Thomas. Vice President Mondale says he is anxious to meet with students and faculty for discussions on various issues and wants also to visit the other campuses of the University.

The conversation with the President concluded at 2:40 p.m.

Meredith B. Poppele,
SCC Secretary



UNIVERSITY OF MINNESOTA
TWIN CITIES

Office of the Director

Women's Intercollegiate Athletics
Bierman Field Athletic Building
516 15th Avenue S.E.
Minneapolis, Minnesota 55455
(612) 373-2253

November 26, 1980

Professor Marcia Eaton
382 Ford Hall
Campus

Dear Marcia:

I'd like to ask for your help. Unfortunately I can only exert limited influence on our institution's decision to affiliate our women's athletic program with the NCAA.

In brief, the two major national men's athletic governing associations, the NCAA and NAIA, are attempting to take over women's athletics. Our men's program is a member of NCAA and it is very possible that our women's program will be forced to affiliate with this organization.

I'm sure you realize how important it is today for women to retain the ability to design and govern athletic programs for women. Our institution does have a choice. We can remain as members of the Association for Intercollegiate Athletics for Women (AIAW) or we can join NCAA with no guarantees for either equal decision-making power or equal programs for women. This latter action would result in a massive step backwards - a step from which women may never recover.

Data on the loss of athletic positions exemplifies the plight of women in higher education generally (see attached). Athletics is so very visible, a standard bearer for women in a previously all-male dominion, that success in our efforts to establish a strong foothold in athletics has important implications for all women in education.

Your help would be most appreciated. If you would take the time to write to President Magrath, and ask that any attempt to place our women's athletic program under NCAA governance be opposed, it would be most appreciated.

Many thanks for your consideration of this request.

Sincerely,


Vivian M. Farfield
Director

VMB/dw

Enc.

DATA SUMMARY: THE DIMINISHING ROLE OF WOMEN IN
HIGHER EDUCATION AND ATHLETICS

- A. A recent report from the National Association of State University and Land Grant Colleges reflects the following:
1. 21% of administrative positions in state schools (higher ed) are occupied by women.
 2. Over 58% of women administrators are in the lowest administrative positions.
 3. Women account for only 6.5% of presidents, chancellors, chief executive officers of administrative divisions or associate or assistant chief officers.
 4. There are no women administrators in law, business, medicine or dentistry.
 5. Only 10.8% of departmental chair positions are occupied by women and none in law, engineering, journalism, management or veterinary medicine.
- B. A recent PEER study reflects that while 7 out of 10 teachers are female, only 1 out of 10 top school administrators are female.
- C. Parkhouse in a recent study of coaching positions in women's athletics reports that:
1. Almost 40% of Division I head coaches of women's teams are males, and
 2. Overall, the number of men in coaching positions (head and assistants) of women's teams since the passage of Title IX has increased by 137% and the number of women have decreased by 20%.
- D. According to Mathison, prior to 1972, only 6% of Division I men's and women's athletic programs were merged. In 1979, 64% of Division I programs were merged. In virtually every case, these merged departments are headed by male athletic directors. The women have been relegated to the assistant role with little or no decision.
- E. The Big Ten Conference institutions vividly portray the women's loss of power. In the early 1970s, all women's programs were directly administered by women. Today, eight have merged departments and all eight have appointed the male as the athletic director.



UNIVERSITY OF MINNESOTA

Office of the Vice President
for Administration and Planning
200 Morrill Hall
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December 5, 1980

TO: The Honorable William D. Dean
The Honorable Phyllis L. Kahn
The Honorable Michael R. Sieben
The Honorable Gordon O. Voss

FROM: Nils Hasselmo, Vice President, Administration and Planning

Nils Hasselmo

I am enclosing a further elaboration of our response to the legislative rider concerning merger of the athletic departments on the Twin Cities campus. The original response was submitted July 21, 1980. (See attachment).

This report was formulated after extensive consulting with our athletic directors, members of their staff, and members of the University faculty. We would be quite willing to meet with you to discuss the issues raised in the report. If you wish, I will schedule a meeting with you and appropriate members of the University community, including the athletic directors, the faculty representatives, Professor Schletzer, and others you might request, to review the question of merger of the athletic departments.

pw

Encl.

cc: The Honorable Roger Moe
The Honorable Gerald Willet
The Honorable Tom Nelson
Mr. Earl Evenson
Ms. Trish Grimes

President C. Peter Magrath
University Vice Presidents
Mr. Paul Giel
Dr. Vivian Barfield
Professor Vera Schletzer
Professor Charles Scott
Professor Marcia Eaton

Response to the Legislative Rider
on Merging the Departments of
Men's and Women's Intercollegiate Athletics

December 5, 1980

Introduction

With this document, the University is responding to the legislative rider concerning the merger of the two athletic departments on the Twin Cities campus. Following a brief historical sketch, the present situation in athletics is described, including financial and structural aspects of the two programs. Finally, some future merger possibilities are outlined.

I. Historical Overview - Structure

The University of Minnesota Men's Intercollegiate Athletic program is nearly a century old. Up until 1963, the Athletic Department included Men's Physical Education and Men's Intramurals. Women's Physical Education, including Women's Intramurals, was under the aegis of the College of Education; there was no intercollegiate athletic program for women.

In 1963, the School of Physical Education was created as part of the College of Education; it included Physical Education and Intramurals for both men and women. The Department of Athletics became a separate administrative unit; there was no program for women.

With the adoption of Title IX in 1972, the University began to fund a program of varsity athletics for women. Also in 1972, the University recognized the Department of Women's Intercollegiate Athletics as an administrative unit separate from both Physical Education and Men's Intercollegiate Athletics.

There are, thus, now two discrete athletic departments each headed by a director. Both directors report to the Vice President for Administration and Planning and to the Assembly Committee on Intercollegiate Athletics; the latter is a standing committee of the Twin Cities Campus Assembly charged with exercising faculty control of athletics.

II. Historical Overview - Funding

A. Men

The initial sources of funding for athletics are not now known. As the program grew in the early and middle years of the century, it evolved into an income-producing activity by drawing large numbers of spectators to its events, primarily football. In this respect, it followed the same developmental pattern that typified men's athletics at large institutions across the country. Within the last decade or so, collegiate basketball and ice hockey also began to draw large crowds and generate substantial income.

Until the mid-1960s, the men's athletic program was able to generate more income than it spent. Between 1930 and 1969, the Department of Intercollegiate Athletics spent in excess of \$8.8 million for University land acquisition, building construction, facility development, and the program operations of men's physical education and intramurals.

In 1961-62, the athletic department had a Reserve Account surplus of slightly over \$1,000,000. By 1966-67, the Reserve Account had a deficit of \$59,483. During the intervening five years, the University spent the surplus for land acquisition; the area purchased is what comprises the present Bierman Field complex.

With the depletion of the Reserve Account, the Department of Men's Intercollegiate Athletics was forced to rely primarily on income generated from year to year. Only once after 1966-67 did the Reserve Account show a positive balance; by the mid-1970s there was a deficit of nearly \$500,000. Rising costs due to inflation and rules changes by the National Collegiate Athletic Association were not completely offset by increased income. Even the significant increase in fund-raising, going from \$114,000 in 1970 to nearly \$600,000 in 1979, did not prevent an increasing annual deficit.

In the past three years, largely as a result of unanticipated income and prudent fiscal management, the Department of Men's Intercollegiate Athletics has been able to reduce the deficit. From 1977-78 to 1979-80, men's athletics generated a total surplus of \$588,240 on the operating budgets. Were it not for an expenditure of \$225,000 to help pay the initial costs of renovating Williams Arena, the Reserve Account would show a positive balance of approximately \$5,000.

Throughout the recent history of the men's program, the University has taken the position that the Department must support itself. When there was a deficit on the books, it was treated as a loan; the Department was charged interest on the money and was required to repay it, which it has done.

B. Women

There was no recognized budget for intercollegiate athletic activity for women until the early 1970s. Up until 1975, the University provided funds from whatever sources it could, usually on an ad hoc non-recurring basis.

Careful scrutiny of Title IX and the proposed implementing regulations led University administrators to realize that recurring, steady, and growing support for the women's program needed to be secured if the institution were to make any significant steps toward providing equal opportunity to women. A review of the financial situation of men's athletics made it clear that funds could not be diverted from that program without increasing a deficit that was already approaching half a million dollars. There were no internal University sources that could be tapped for the hundreds of thousands of dollars that would be needed annually. The only alternatives were to obtain state support for women's athletics or vastly reduce the scope of the men's program in order to minimize the cost of compliance.

Since an initial appropriation of \$250,000 was made for the 1975-77 biennium, the State has responded to the University's request for funding for women's athletics.

III. Current Interaction between Men's and Women's Athletics

- A. Several of the facilities are used by both men's and women's varsity teams (Williams Arena basketball court, the swimming pools, the Bierman gymnasium, the Field House, the golf course). Over the past several years, arrangements have been worked out to provide equitable access for men and women to all shared-use facilities. In several instances, too, coaches in the same sport have worked together to make arrangements beneficial to both men and women.

- B. Although most of the support services are separated (sports information, health and training, fund-raising, ticket office, administration), in one area there is combined service. The equipment room in the Bierman Building, which serves as the storehouse and dispenser for athletes' equipment, serves both men and women.
- C. The Ticket Office, a part of the men's program, provides the "event management" service for the spectator sports. It also lends advice and staff support to the women's program as requested.
- D. At present, the men's and women's diving teams (part of the swimming teams) share the same coach. He is hired on a 75% time appointment and is responsible equally for the men's and women's teams.
- E. Although the two departments conduct separate fund-raising efforts, and appeal to different constituencies, they do collaborate on some events. At present there is a joint golfing event and a joint "winetaster." The University has every expectation that this sort of cooperation will increase in the near future.
- F. The men's and women's programs, as schedules and spectator seating permit, do conduct joint events. The basketball teams will be scheduled for occasional "doubleheaders," and joint meets in sports such as swimming and gymnastics are not uncommon.
- G. The duplicating equipment is purchased and used by the two departments together.

IV. Present Status - Funding

Despite the foregoing statements that the men's program is expected to be mainly self-supporting and the women's is supported primarily by a State appropriation, the financial relationship between the University and intercollegiate athletics is complex.

- A. The Bierman Field Athletic Building, which houses the offices and the majority of the locker rooms for both men's and women's athletics, is funded from a variety of sources. Men's athletics pays approximately 30% of the annual debt retirement obligation; the women's department pays about 7%. (The remainder is paid either directly by the other major user of this facility, Recreational Sports, or by student fees.)
- B. The University pays all routine maintenance and utilities on the four facilities used by intercollegiate athletics (the Field House, Williams Arena, Memorial Stadium, and the Bierman Building). The University pays these costs on all academic program buildings on the campus. The total cost of this maintenance, in 1978-79, was \$723,685; of that amount, a very rough guess might be that 40% (approximately \$290,000) is the share attributable to men's athletics and 11% (approximately \$82,000) the share attributable to women. Those amounts could be considered support. (The University did not begin paying utilities for athletics until 1965-66.) The intercollegiate programs continue to pay all event-related and special maintenance (the baseball and softball diamonds, football practice fields, etc.).

- C. The University has required both departments of athletics to pay for repairs or renovations even where they are not the sole beneficiaries. The men's department is paying the entire cost of resurfacing the running track (\$140,000), even though the track is used by women's athletics, recreational sports, and physical education. The men's department has also consistently paid the lion's share of maintenance and upkeep on multiple-use facilities, and until last year paid the majority of the cost of the Office of the Athletic Facilities Coordinator.
- D. The University has consistently required the departments to pay the cost of any facilities improvements which benefit only their own programs. Recent items include \$163,000 to install the grass in Memorial Stadium, a new men's weight training room in the Bierman Building, a new women's training room in the Bierman Building, and new women's basketball coaches' and athletes' locker rooms.
- E. The University has apportioned a share of the proposed \$14.1 million budget cut to men's athletics. The Department's share is approximately \$75,000.
- F. Both athletic programs have been given occasional aid by the University. On two separate occasions, when the size of the men's operating deficit had grown to an alarming size, the University has deposited income in the Reserve Account. These two non-recurring allocations, made in 1971 and 1976, totalled \$266,500. The University also absorbed the men's department's costs in the legal battle with the National Collegiate Athletic Association that exceeded the donations made to help pay for it. The University has periodically made non-recurring allocations to the women's department for special purchases or when it has felt that equal opportunity required incurring expenses beyond the limits of the women's budget. Items included in this category have been special equipment purchases, team travel to championships, and remodeling administrative and coaching offices.

While there is considerable financial interaction between men's athletics and the rest of the University, there is widespread expectation that the financial plight of men's athletics will get worse. Although the Department had projected only a razor-thin surplus for 1980-81 (based on a continued major fund-raising effort), it is not expected that the \$75,000 cut will eliminate the entire surplus. With fund-raising efforts now at or near the limit, and with ticket prices to spectator events as high as the market will bear, it is, however, unrealistic to assume that the Department will generate significant surpluses in future years.

V. Present Status - Faculty Control

Both athletic programs are governed by policy set by the Assembly Committee on Intercollegiate Athletics (ACIA). Both Athletic Directors serve as ex officio, non-voting members of the Committee.

The governance of men's athletics is required by the rules of the Big Ten Conference to be in the hands of the faculty. That concept is realized through the deliberations and decisions of ACIA, and the actions of the faculty representative for men, who acts at the direction of ACIA in casting votes and expressing the institutional position on various issues to the Big Ten, the NCAA, and the WCHA.

Just as faculty control and representation was seen as desirable for the men's programs, the University decided it would also be healthy for the women's program. Consequently, when the University recognized the Department of Women's Athletics, it gave ACIA responsibility for setting applicable policies and appointed a faculty representative for women. The latter step was taken to ensure that the women's program would be given adequate voice in the formulation of policy and in the decision-making process at the University.

Inasmuch as there are two separate national governing organizations (the AIAW and the NCAA), there are frequently different rules and requirements that control the conduct of men's and women's athletics. The University and ACIA have taken the position that the existence of two different organizations with divergent philosophies has been beneficial to women and to intercollegiate athletics generally, even though it has created occasional minor difficulties in reconciliation of rules.

As a consequence of both the local and national separation of men's and women's athletics, the University chose to appoint a faculty representative for women. That choice, however, was dictated by an additional constraint: The burden on the men's faculty representative, in both time and effort, was already really more than one faculty member can reasonably bear. To have added responsibility for the women's program would have rendered the work load unacceptable. Practical necessity, added to philosophical commitment, led the University to bifurcate the responsibilities of faculty representation.

The system of dual faculty representation has worked well. Most of the difficulties in time commitment, scheduling, and the complexities of conflicting demands have been resolved. It has, moreover, freed the faculty representatives from contradictory obligations and allows each to speak to the needs of his or her program.

VI. Departmental Administrative Merger

The ad hoc Committee appointed by Vice President Nils Hasselmo (chaired by Professor Vera Schletzer) to respond to the legislative rider reported that it strongly opposes merger of the two athletic departments administratively at this time. The ad hoc Committee took that position predicated on a number of reasons laid out in its report. (A copy of the report is attached.)

Three of the reasons relied on by the ad hoc Committee bear repeating:

1. There will be no significant economies achieved by merging the two departments. The requirements of Title IX will not be altered; the University anticipates that expenses would not decrease nor would the number of personnel be reduced without having a deleterious impact on the level and quality of the opportunities afforded to women athletes. The University has received suggestions from three other comparable institutions that administrative expansion occurs when programs are merged. The increased duties incumbent on staff members in a combined program actually require more administrators, especially if the institution is committed to fair treatment for women.
2. The Department of Education's Office for Civil Rights, charged with responsibility for enforcing Title IX, has intimated that it will find

an institution out of compliance if the administrative structure in athletics (or changes in that structure) serve to put women in disadvantaged or inferior positions. The University, in merging the two athletic departments, would be required to appoint one athletic director, one sports information director, one director of fund-raising, and so forth. The use of any evaluative standard which included length of experience would require that men be placed in most if not all of the administratively superior positions. The entire activity of women's athletics has not existed at the organized programmatic level long enough for professional women in athletics to gain the experience now enjoyed by men in comparable positions. The University is extremely concerned that any departmental merger will subject it to a finding of non-compliance with federal law if it were to treat the staff of the women's program in such a fashion.

3. The prevailing consensus among the leadership group in women's athletics across the country is that departmental mergers have not served the interests of women athletes, coaches, or staff members. Women may find themselves treated as second-class citizens; their programs may suffer when supervised by men whose primary focus is on the revenue-producing sports of football and basketball. It is clear that the leaders in women's athletics across the country, and certainly at Minnesota, are strongly opposed to departmental merger. The loss of independence and decision-making autonomy almost invariably leads to a program that suffers by comparison with the men's.

Another factor that enters into considerations of merger is the combination of sports. Some proponents of departmental merger have also advocated merger of sports and co-ed competition. The ad hoc Committee report noted some obstacles to this proposal. Another which needs to be pointed out is that men and women are governed by different rules of their two national organizations. Further, there is no recognized arena for co-ed intercollegiate competition except that offered by the Amateur Athletic Union. While the AAU meets play a role in advancing to Olympic competition, they are not the primary competitive events in collegiate sports. Recognition and success for college athletes come primarily from participation in AIAW- or NCAA-sanctioned competition. The notion of co-ed competition may have its merits, and the University, through its Office for Recreational Sports, does offer a wide variety of co-ed competition at the intramural and club sport level. It is not, however, feasible to suggest that the University now field co-ed varsity teams--because they would not have anyone with whom to compete.

Related to the issue of national governance are discussions that are presently taking place in the Big Ten Conference. A Task Force of Twenty, with two representatives from each Conference member, has been asked by the presidents to provide recommendations on incorporating women into the structure of the Big Ten. While the final decision has not yet been made, the philosophy evinced in the draft report is separatist; men and women would be individually represented and independently governed. The men would continue to abide by Conference and NCAA rules; the women would abide by AIAW rules. While there will be some joint activities and governance, the likely structural change in the Conference will recognize the difference in the athletic programs of men and women.

The University acknowledges that the majority of collegiate athletic programs are "merged" or "combined." That phenomenon, however, warrants comment. First, it is easy to ascertain that the "best" women's athletic programs in the country--as measured by depth, institutional support, competitive success, and striving for equality of opportunity--are the separate departments (e.g., UCLA, Iowa, Texas, Minnesota). Second, "merger" at most institutions was not merger at all; as the Schletzer committee report pointed out, the men's athletic director at most schools was simply told to start running a women's program. Under those conditions women were never in a position to "merge" because they were never separate or strong.

VII. Future Merger Plans

A. Intermediate Steps

Despite a general reluctance to force the two athletic departments to combine when both feel it would be to their disadvantage at this time, the University recognizes that unification may be a desirable long-term goal under certain circumstances: If and when the national and regional governing organizations merge, the case for local merger becomes stronger. There are also some intermediate steps that can be taken which will not work to the disadvantage of women.

First, the ticket office/event management function can probably be expanded to serve the needs of both programs with a minimum increase in staff and supplies. Should spectator attendance at women's events reach a magnitude comparable to that at men's, there will be concomitant additional income to pay for the increased services that will be required.

Second, should legislative support for the programs be obtained, with private fund-raising excluded from any offset, it is possible that fund-raising could then be combined to seek money for both programs. Such a combination, in fact, might be required under the law. Given a longer history and more public attention, the men would be able to raise significantly more money from private sources (as is now the case). It would be unacceptable legally to have a larger pool of dollars available for grants-in-aid and program development to men than to women. The University would have to carefully evaluate the impact of a combined fund-raising effort on the income generated. If the result would be a significant decrease, continued separation would have to be considered, along with a search for other sources in order to ensure there were no disparity in the amount of resources available to men and women. No income, regardless of source, is exempt from equal opportunity considerations; the University could not set aside a proportionately larger share of money for use by the men's programs.

Over the longer term, it will perhaps also be possible to conjoin other support services.

B. Administrative Merger

Should the University move to merge the two departments administratively, a number of steps would need to be taken:

1. A "Director of Athletics" would have to be chosen to serve as the department head. Reporting to the Director would be two or three associate or assistant directors whose duties would have to be defined in consultation with the Director. Whether there would be assistant directors for men and women, or a division of responsibilities along some other lines, would need to be decided.
2. All of the support services (fund-raising, health service, the ticket office, event management, sports information) would be conjoined; in each instance, the Director would select an individual to serve the primary administrative role in that area. The staff would be assigned responsibilities in such a way that the needs of both men and women would be accommodated.
3. The offices assigned in the Bierman Building would probably be reassigned to coordinate physical location with administrative responsibilities.
4. Extensive merger of sports is unlikely to result from an administrative merger. Even at the institutions where there is a combined department, the sports for men and women remain apart. Separation at this level is nearly inevitable, given the differences in competitive and conference alignments, governance, rules of competition, and demands on the time of the coaching staff. It is possible, however, that in individual sports, such as tennis, golf, and swimming, a single budget and coaching staff could be established.

Particular care would have to be taken to ensure that women athletes were not denied benefits. The University would have to take steps to prevent the women's sports from being categorized with the men's non-revenue sports. There is, at present, a disparity in the allocation of resources in the men's program between the revenue-producing sports and the non-revenue sports; to put the women in the same category as the men's non-revenue sports would be a violation of Title IX.

C. Fiscal Merger Possibilities

As an alternative to the format of the 1981-83 biennial request for athletics for the Twin Cities campus, it might be feasible in the future to consider the idea of state support for both men's and women's athletics. That method of funding would then accord both with the Report of the President's Task Force on Intercollegiate Athletics and a Regents' Resolution adopted in November of 1979. Under such an approach, the budgets for men's and women's athletics would be considered as one total budget. Any income generated by either men or women, apart from the privately-raised, could be considered as an offset.

The reason for separating private donations to the programs and not counting them in the offset is that donors are unlikely to respond to an appeal whereby their gifts serve to reduce the State commitment to the program. Program supporters will give when they can see the use to which their money is being put; they will not do so when that money is perceived as merely reducing the State contribution. The University has already had an opportunity to gauge the

public reaction of Williams Fund donors; reaction was quick and angry when the men's program was required to share part of the burden of the \$14.1 million retrenchment. If the programs are to continue to be able to raise outside income, that income should not be included in the offset.

There has always been strong sentiment at the University for more closely integrating athletics with the academic missions of the institution. Integration would imply more involvement of the athletic directors in institutional matters, more emphasis placed on the academic life of the student-athletes, and more rational and flexible long-term planning for intercollegiate athletics. This objective has been endorsed repeatedly by a number of interested groups, including the President's Task Force and the Board of Regents.

Achieving the objective of integration, however, has been hampered by the practical necessity, for the men, of generating income to pay for their program. No serious consideration could be given to any steps which would impair the ability of the program to remain competitive in the Big Ten Conference. Nothing that would put the program at a recruiting or competitive disadvantage with respect to its peer group could be imposed on the program. No consideration could be given to expanding competitive opportunities for men or women in such sports as soccer, skiing, and crew because of the possible financial burden. With a more secure funding base, however, there would be greater opportunity for achieving the objective of integration.

Conclusion

The University does not believe that administrative merger of the two athletic departments is either feasible or desirable at this time. Every effort has been and will be made, however, to ensure that joint approaches will be used whenever reasonable. Moreover, the impact of actions taken at the regional and national level will have to be carefully evaluated. The possibility of national and regional merger, together with the more secure footing for women's athletics that will come as time passes, might eventually make administrative merger attractive.

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UNIVERSITY OF MINNESOTA

Continuing Education and Extension

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May 2, 1980

Vice President Nils Hasselmo
Administration and Planning
200 Morrill Hall

Dear Vice President Hasselmo:

The ad hoc committee which you appointed on February 13, 1980 submits to you this final report of its activities.

As we understood our mission, the purpose of the committee was to help you respond to the legislative rider, "The Regents shall develop a plan for a unified department of intercollegiate athletics on the Twin Cities Campus. The legal and fiscal implications of the plan shall be submitted to the Chairmen of the House Appropriations Committee and the Senate Finance Committee by September 1, 1980."

The committee held its first meeting on February 27, 1980, and met six additional times. We discussed several models: 1) complete merger; 2) merger of one or several support functions; and 3) completely independent departments. Through all of our deliberations and testimony, we kept the legal and fiscal implications in mind. We did, however, find that there were psychological, professional, administrative, and political factors that were also compelling.

As you suggested in your charge to the committee, we sought testimony and advice from other persons in athletics. We wrote or called twelve directors of athletics, trying to sample opinions on both sides of the question. We received only three responses and these were conflicting in their advice. We also invited persons responsible for the various support services to consult with the committee about the advantages and disadvantages of merger of their particular functions. The particular functions or services we studied were administration (Vivian Barfield and Bob Geary), academic and financial counseling (David Ekstrand and Kathy Surridge), health services (trainers, Jim Marshall and Leah Wollenburg), ticket offices (Ken Buell and Barb Kalvik), sports information (Bob Peterson and Carol Van Dyke), and fund raising (Tom Barron and Barbara Stowe). Their reports indicated that a great deal of cooperation and integration of services now exists. We were all pleased at the amount of sharing of equipment, personnel, services, and ideas that was reflected in their testimony.

The attached report reflects the unanimous view of the committee that a merger of the athletic departments at this time is unwise and unwarranted. We see no

Vice President Nils Hasselmo

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May 2, 1980

financial savings in such a merger but rather the possibility of increased administrative costs as well as loss of donations from the community. We see no legal objectives served by a merger. We see a host of other factors which militate against merger at this time. The report elaborates on these reasons. We hope you will find its guidance helpful as you respond to the legislature.

On a more personal note, we would like to commend Gary Engstrand and Terri Anderson for their excellent staff support.

Sincerely yours,



Vera M. Schletzer, Chair
The ad hoc Committee on
Athletic Department Merger

tla

Attachments

cc: Vivian Barfield
Holger Christiansen
Gary Engstrand
Marion Freeman
Bob Geary
Patti Hagemeyer
Rick Marsden
Charles Scott

The ad hoc Committee
on Athletic Department Merger

REPORT

May 2, 1980

The ad hoc Committee recommends that a merger of the intercollegiate athletic departments not be contemplated at this time. A number of factors militate against merger.

1. Financial

- a) Contrary to expectations, it became clear to the Committee that there would be no significant savings as a result of conjoining the departments. In each of the support service areas (fund-raising, health and training, sports information, the ticket office and event management) it would not be possible to decrease the number of staff without an accompanying decline in the amount or quality of services provided. Where possible and feasible, major equipment items are already being purchased and used jointly. Any financial savings which might be achieved by merger are minimal. (See Appendix I, the tables attached to the September 21, 1979 memorandum from Gary Engstrand to Vice President Robert A. Stein.)
- b) The Committee also considered merging sports. Two problems became apparent. One, sports which are apparently identical turn out not to be so when examined closely. An example is men's and women's gymnastics; the equipment is different and the competitive events in the sport are different. Combining them would be inappropriate. The second problem is a question of staff time: with only one head coach, he or she would have to continually decide which team (men's or women's) he or she were going to travel with or work with. We presently have a single coach for the men's and women's diving teams; his efforts need to be divided when different events are scheduled. Beyond these two particular problems, it appeared that no savings would be achieved by combination. The budgets for equipment, travel, and so forth could not be reduced simply by putting men and women in the same sport together.
- c) One of the major points used in attracting donors to the men's intercollegiate athletic program is that the department is self-supporting, that it receives no tax dollars or University support. To merge the departments would considerably weaken that position, even though the legislative support were intended solely or primarily for women. Therefore, we could expect fund-raising activities to suffer reverses.
- d) It needs to be noted that a discontinuation of state support for the program, whether merged or not, would present insurmountable difficulties for the University. Without legislative support, the University would be unable to fund a Division I women's program. In light of federal equal opportunity requirements, without a major women's program the University could no longer retain a Big Ten Conference Division I men's program either.

2. Legal

- a) Federal: In the judgment of the Committee, the federal legal provisions addressing equal opportunity have no applicability to the matter at hand. Both the Title IX regulations and the 1979 Policy Interpretation are silent on the question of merged or separate departments of athletics. Close scrutiny of the language and intent of the Policy Interpretation, along with consultation with civil rights attorneys, leads the Committee to believe that separate programs may, in fact, have better potential for meeting the objectives of the law.
- b) State: It is not clear to the Committee what might be required. It is also not clear that the state law applies to the University. Regardless of its applicability, the Committee believes that the University can easily demonstrate that the goal of equal opportunity is best served by the maintenance of separate programs. Part of that demonstration rests in the following points of this report. (In this regard, see also the 3/13/80 memorandum from Gary Engstrand to this Committee, Appendix II.)
- c) The Committee rejects the oft-drawn analogy between race and sex. There exists ample evidence to show that the overwhelming majority of women in athletics support the goal of separate and equal. Unlike Blacks in this country over the past decades, who actively and vocally sought an end to segregation, the women in athletics have neither sought nor would welcome an end to separation. The Committee has been advised that a number of attorneys working in the civil rights field do not believe that the United States Supreme Court decision in Brown v. Topeka Board of Education is applicable to the matter at hand. For that reason, the Committee is of the opinion that separation does not conflict with any federal statute or court order.

3. Psychological

- a) There is a distinct fear that joining the men's and women's programs will result in women being "swallowed up" by the larger and more established men's program. Given the role played by football, basketball, and ice hockey, a merger would make it difficult to focus public and administrative attention on women. It has been the case at similar institutions with merged departments that the women's sports are often classified with the men's non-revenue sports and, therefore, suffer from benign neglect. It is the Committee's position that an autonomous women's program can avoid this fate.
- b) By maintaining separate programs, with responsible coaching and professional positions held by women, the University can contribute to the development of role-models for young women on the campus (athletes or not). The presence of independent, responsible staff members provides an example to young women who might wish to aspire to careers in coaching, athletic administration, and associated fields such as training, promotions, fund-raising, and counseling.

4. Professional

Closely related to the foregoing is a concern about career development. At most other comparable institutions with merged departments, women almost invariably serve in "assistant" or non-supervisory positions. The Committee is of the opinion that providing opportunities for women to serve in decision-making positions is a considerable part of equal opportunity. The Committee notes with unease that in a merged department at Minnesota, the administratively superior positions would almost all be held by men. Although the women at Minnesota are performing admirably in administrative and support positions, the demonstrated competence and longer experience of the staff in the men's program would make it difficult to reduce them in rank or position. Moreover, the Committee is aware of the position taken by the Office for Civil Rights, in which it stated that where merger resulted in fewer administrative and responsible positions held by women, there would likely be grounds for a finding of non-compliance with Title IX. (The Committee notes that this same problem could arise if mergers of individual sports were being contemplated.)

5. Administrative

Many examples of integrated departments are available. When interest in women's athletics began to grow, the programs were usually placed under the aegis of the men's athletic director. He, in turn, usually appointed (or inherited) a woman designated as assistant director for women--while continuing to administer the men's program himself. Nationally, these structures have not always been best for the growth and development of women's athletics.

Various administrative models exist or can be conceptualized. One is to have a director, with associate or assistant directors for men and women. Such a structure is contrary to the norm that has developed in athletics across the country. Many large programs have a director who is the "outside" man (the banquet speaker, the fund-raiser, the public relations man) and an assistant who is "inside" man (handling the nuts and bolts of day-to-day administration, budgets, facilities, etc.). To create two equivalent assistant positions, with the expectation that they would have equal access and equal stature in the eyes of the director (itself a questionable proposition) would inevitably draw him or her into resolving disputes between the two. Such conflict resolution would involve not only significant administrative activity, it would often require a balancing between equal opportunity and the need to produce revenue. That choice is removed from the athletic department under the University's present structure. Finally, such a structure would significantly reduce the visibility of women's activities to the public.

Another structure which might be contemplated is one where there is a director ("outside"), and associate director ("inside"), and two assistants, one for men and one for women. Such an organization of personnel might appear more rational; however, the problem of lack of visibility for the women's program would exist under this model as well. Moreover, while creating an orderly organizational chart, one might wonder if the department would not be somewhat overstaffed with administrators.

The possibility that the women's program could not be adequately guaranteed the administrative care and attention it needs, in addition to the awkwardness of the arrangements which result, militate against merging the two programs.

6. Political

The Committee recognizes that the University of Minnesota has achieved national renown in intercollegiate athletic circles for the support it and the State of Minnesota have afforded to its women's program and to Title IX. At a time when the National Collegiate Athletic Association (NCAA) has proposed incorporating women in its governing structure, to the dismay of many women in and out of athletics, merging the two departments on this campus would reverberate far beyond the bounds of the University. A merger would signal, intentionally or not, that Minnesota implicitly supports joint conduct and sponsorship of athletics at the campus level, and, by implication, at the national governance level. Inasmuch as the University and the Assembly Committee on Intercollegiate Athletics (ACIA) have strongly supported the Association for Intercollegiate Athletics for Women (AIAW) in its efforts to retain separate programs for women, the Committee will not recommend a step which would contradict the position of ACIA as well as work to the detriment of women's programs nationally.

7. Present Working Relationships

The Committee wishes to note that there is already a considerable degree of cooperation between the two athletic departments. Where it has proven to be beneficial, the support service staff have worked together. The Committee found a number of activities and efforts where the departments have acted jointly or where they have helped one another. Examples brought to the attention of the Committee included health services, ticket sales and event management, fund-raising, equipment purchase and small capital equipment purchases, and the storehouse. Insofar as it has been feasible, the two departments have worked together. The Committee is persuaded that this cooperation will grow to encompass additional tasks and areas in the future.

Summary

It is the judgment of the Committee that the interests of men and women are best protected and promoted by continuing to provide separate departments in intercollegiate athletics and we, therefore, recommend against merger at this time.

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UNIVERSITY OF MINNESOTA OVERVIEW

Whatever else might be said about the University of Minnesota in 1981, there are three unmistakable conclusions:

1. The University continues to be a unique resource, both nationally and within Minnesota's higher education community;
2. The University remains among the best investments made by the people of the state; and
3. Despite the national and statewide recession, there is no recession in the demand for University of Minnesota services.

I. GOVERNANCE There are two landmark characteristics in the history of the University of Minnesota. First, the institution was established in 1851 by the Minnesota Territorial Legislature and its governance was vested in a Board of twelve Regents. Although the authority to manage the institution continues to reside in the Board of Regents, the Legislature retains an important and continuous voice through its election of the Regents and its appropriations of funds for the institution. It is important to note in this regard that the relationship between the Legislature and the University has traditionally been a very productive one in which the University has been accountable to the people of its elected officials.

As President, I am charged with carrying out the policies set by the Board of Regents. I am assisted by six Vice Presidents -- Academic Affairs, Finance and Operations, Health Sciences, Administration and Planning, Student Affairs, and Institutional Relations -- a Deputy Vice President for Agriculture, Forestry, and Home Economics, four Provosts -- Duluth, Morris, Crookston, and Waseca, and approximately forty deans and directors of colleges and major units across the five campuses and system of ten experiment stations.

II. MISSION A second defining characteristic of the University is its Land-Grant tradition, one which has come to mean that our faculty must not only engage in classroom instruction, but also research and service functions. This interplay of teaching, research, and service is truly a unique characteristic of the University.

Teaching Record enrollments for each of the past five quarters (a subject that Dr. Kegler will review in greater detail). Attracting some 58,700 day-time students and 21,000 extension students are a variety of programs.

- Only Ph.D. granting institution in the state as well as major professional degree-granting institution (82 programs);
- 143 fields of study in four-year programs (Twin Cities, Duluth, Morris)
- 69 programs in two-year studies (Crookston, Waseca, General College)
- More than 321,000 degrees have been granted in these programs over the history of the University.

Research A distinguishing characteristic of University faculty that enhances educational experiences and pays off in contributions to the state.

- Technology
- development of taconite process (a \$2 billion state industry)
 - development of state's \$2 billion a year high technology industry with 2/3 of scientists and technicians being trained at the University
 - isolation of Uranium 235 which led to breakthrough in nuclear fission

- Medicine
- international leader in open heart surgery and organ transplants
 - world first successful bone-marrow transplant
 - development of world's first total body X-ray scanner

Agriculture --elimination of wheat rust and other plant diseases

- \$300,000 investment in Era wheat has provided return to Minnesota farmers in excess of \$80,000,000
- Soybean inoculation research provided farmers with savings in excess of \$150 million

Over the years, University research has more than paid for the state's contributions, and no less than 11 of our former faculty and students have gone on to win Nobel prizes in their research specialities.

Service Ultimately, the classrooms of the University extend into each county across the state.

Agricultural Extension --agents in each of Minnesota's 83 counties and on an average day, Agricultural Extension Service programs reach 600,000 Minnesotans.

Continuing Education and Extension --in 1979-80, there were 78,000 registration in extension credit courses and another 37,000 registrations in non-credit conferences.

The University Hospitals, Rural Physicians Associate Program, CURA, Landscape Arboretum, and Industrial Relations Center are other noteworthy service programs.

III. FINANCES

Expenditure by function:

58% General Education
15% Research
16% University Hospitals
9% Auxiliary Services
2% Student Aid

Income by source:

37% State
40% University Sources (including tuition)
16% Federal
7% Other

- Although the University's operating budget exceeds \$600 million, a majority of these funds are not derived from state sources. Instead a little more than 1 of every 3 dollars comes from Minnesota taxpayers who, in return, receive the benefit of 100 percent of the resources generated by the University.
- \$40.2 million is raised in private funds with the University ranking No. 2 among public systems (second to University of California) and No. 8 among all institutions.
- \$93 million is generated in federal research and support grants, with the University being ranked in the top six universities nationally in receipt of federal funds.
- More than \$50 million is generated by student tuition with students paying approximately 25 percent of their instructional costs, the highest percentage among any of the public systems of education in Minnesota.

- Through retrenchments and reallocations over the past 10 years, no less than \$10 million has been cut or reallocated among University programs and this does not include the \$14.1 million retrenchment imposed last August.

IV. PLANNING FOR THE 1980s

The impending challenges that the 1980s promise to bring prompted me several years ago to call for a systemwide planning effort. In carrying out this effort, there have been several major steps.

Creation of Planning Mechanism

- A Vice President whose major responsibility is institutional planning;
- A systemwide planning council;
- Unit-wide planning groups.

Planning Products

- 1975 Mission Statement (first in history of University) and revised in 1980;
- Institutional Goals, Objectives, and Priorities Statement that is currently in its fourth revision;
- Unit plans for each college, campus, and major support unit;
- Revised enrollment planning models that have proven accurate within one percent.

V. CHALLENGES OF THE 1980s

Generally speaking, the University faces two major challenges:

1. Continuing to carry out our traditional Land-Grant responsibilities in a period of fiscal stringency. The demands for University services will continue and unless resources are available to meet those demands, some present activities will simply have to be curtailed.

2. Maintaining the excellence of those programs that are considered to be outstanding. It costs far more to rebuild quality than it does to maintain it, and it would be myopic for the University to allow nationally renowned units and programs to erode under budgetary pressures.

Specifically, the University will confront such challenges as:

1. Providing faculty salary increases that are adequate to retain and attract high quality individuals. (A 20 percent decline in faculty purchasing power has been witnessed over the past decade.)

2. Maintaining tuition rates that will not prevent interested students from attending the University. (University tuition is currently the highest among Minnesota systems of public higher education.)

3. Adjusting to an eventual decrease in student enrollments although the extent of the decrease is hardly predictable. (Note the present record enrollments that were hardly predicted as little as two years ago.)

4. Developing a state funding mechanism that is less sensitive to enrollment fluctuations. To base funding decisions on enrollments alone overlooks the fact that many University functions (research and service) have nothing to do with the number of students in a classroom.

5. Attracting sufficient resources to take advantage of new opportunities whether they be in high technology, energy, public service and leadership, agriculture, health, or the liberal arts arena.