



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee
210G Burton Hall
178 Pillsbury Drive S.E.
Minneapolis, Minnesota 55455
Telephone (612)373-3226

April 8, 1985

To Faculty Consultative Committee

From MBP

1. Special meeting with President Keller will be

Wednesday, April 17

9:00 - 10:30

Regents Room

2. Interviews with OEO Directorship candidates:

Marsha Riebe is sending you a bio on each of the four candidates. In case that mailing doesn't specify which date each candidate will be interviewed, here's that information:

April 10	(1:30)	Diane Rausch
April 15	(1:30)	Sue Kindred
April 16	(1:30)	Carol Levy
April 18	(10:00)	Pat Mullen.

All interviews will take place in the Regents' Room.



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MEMORANDUM FOR THE FILE

SPECIAL EXECUTIVE SESSION OF THE FACULTY CONSULTATIVE COMMITTEE WITH
PRESIDENT KELLER.

April 17, 1985 Regents' Room, Morrill Hall 9:30-11:30

Present: Shirley Clark, Phyllis Freier, Kenneth Keller, Joseph Latterell,
Cleon Melsa, Jack Merwin, Paul Murphy, Irwin Rubenstein, Frank Sorauf,
Deon Stuthman, Wesley B. Sundquist.

President Keller and the Faculty Consultative Committee met together in executive session for the President to describe to and discuss with the FCC changes he is considering in central administration's structure. The President expected to formally propose changes to the Regents at their May 9-10 meetings.

The changes he expected to propose, and his reasons for preferring them:

- The Vice President for Academic Affairs would become also the Provost for the Twin Cities Campus, serving as chief academic officer for the Twin Cities, and as the President's deputy.
- Major budgetary decisions would be made by a triumvirate consisting of the President and the Academic and Finance Vice Presidents. (The budget executive has found itself making weekly budget decisions on small sums of money, a task which should be done by the deans, not centrally.)
- The coordinate campuses will have a greater level of operating autonomy. Chancellors would make budget presentations to the triumvirate. The President would expect chancellors of the coordinate campuses to make more decisions (including those on promotion and tenure) and be much more accountable for their decisions.
- UMD would function even more separately. The University has hired an accounting firm to assess how much business could reasonably be accomplished separately.
- UMC and UMW would become academically integrated with the Institute of Agriculture, Forestry, and Home Economics (IAFHE).

The Senate, said the President, should consider what changes it might want to make in its workings if the several campuses have more autonomy.

President Keller said he wanted to make the system more responsible but not more political. The University would discourage divisive independent lobbying over the biennial budget request by explaining that the budget it has constructed shows the allocation that would occur if the University received its full appropriation and that if it did not, the Regents would have to re-think distribution of the appropriation. It would certainly be made plain that end runs would be costly.

Professor Stuthman strongly recommended using this occasion of structural adjustment to tie down the nature of peer comparisons in the promotion and tenure process.

Asked if the UMDEA was an impediment to the University's effective lobbying, the President said no, and that in fact UMDEA has been supportive in the current legislative session.

- Deputy Vice President for Agriculture would become a Vice President; no reporting lines would change if the Academic Vice President has become Provost as well. Each vice president will be an officer for central goals. Creating this vice presidency creates good will and reinforces the fact that agriculture is important in the state.

Two FCC members asked the president not ^{to} create this vice presidency if doing so would be largely for the sake of symmetry.

- All the vice presidents and the chancellors will report to the President on policy matters. The vice presidents as a group will serve as a cabinet. The Provost will have control over P&T decisions and student affairs, among other areas.

Professor Sundquist remarked that it will be important to define the new titles clearly for the faculty's information.

- The title of Vice President will probably be added for the General Counsel of the University. This would have the effect of putting policy considerations into the University's legal considerations.
- The Crookston and Waseca chancellors will report to the Agriculture Vice President only on operational matters; they will have their monthly meeting with the President.

Additional, less certain, changes under consideration.

Organization of all the colleges other than those included in the Health Sciences and IAFHE. Because of the differences in numbers of units, the Health Sciences and the Agriculture vice presidents can have better and more frequent meetings with their deans than can the Academic Vice President, to whom thirty deans report. Cases are made for either creating a Vice President for the Arts and Sciences and a Vice President for the professional schools, or for subdividing CLA into three deanships such as Arts and Humanities, Sciences, Social Sciences.

Professor Rubenstein asked about the relative leanness in numbers of vice presidents, compared to institutions of comparable size; President Keller

said Minnesota's number is relatively lean.

The President said the University needs more vice presidents if one wants to really manage the institution.

- A dean position for undergraduate instruction, to encourage and reward excellence in teaching.
- Separation of responsibilities of the Vice President for Finance and Operations into two vice presidencies since each of those areas calls for very special, different skills.

There has been aired at various times a proposal to have a Vice President for Research. The idea, said the President, was initiated in a time when virtually all research support came from the federal government. But now, with technology transfer efforts and other initiatives, there is more private support and development. University research must comprise the Graduate School component and the Office of Research and Technology Transfer component. Deans also have considerable responsibility for University research. The President indicated he is not persuaded a Vice President for Research is desirable.

Professor Rubenstein said that one of the things that makes a university great is its ability to develop new programs to respond to the future, for which the faculty is the best guide. The University's faculty need a channel, a mechanism, a means of support for faculty initiatives. Professor Stuthman remarked that the continuing lack of a successful process for faculty indicates that the planning process has not yet matured. Planning participation does not reach below the deans or, at most, not below the department heads.

Professor Merwin asked whether replacing the budget executive with the new triumvirate would not deprive the president of the advantage of having an advisory group to assemble all background material and do some evaluation. President Keller replied that in practice now the Academic Vice President makes all the budget judgments. The proposal would have the Provost and Finance Vice President do this together, adding the President when necessary.

Professor Stuthman commented that the University ought to be looking to the next generation and do more for its good young administrators who typically see no prospect for upward mobility here and move elsewhere. President Keller said he agreed that the University should foster institutional feeling, loyalty, and identity. The biggest problem in getting good administrators, he said, is their suspicion that they won't have the opportunity to be promoted because of the University's readiness to undertake the national search. He said the University ought to be developing its people within.

The meeting concluded at 11:30

Meredith Poppele, SCC Executive Assistant,
Recorder



UNIVERSITY OF MINNESOTA

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Circ 500 5/16
Jack Marvin
File FCC
4/17 mtg. w/
President

May 6, 1985

TO: The Honorable Wendell R. Anderson
The Honorable Charles H. Casey
The Honorable Willis K. Drake
The Honorable Erwin L. Goldfine
The Honorable Wally Hilke
The Honorable David M. Lebedoff
The Honorable Verne Long
The Honorable Charles F. McGuiggan
The Honorable Wenda W. Moore
The Honorable David K. Roe
The Honorable Stanley D. Sahlstrom
The Honorable Mary T. Schertler

Dear Ladies and Gentlemen:

At our Morris meeting, I would like to begin a discussion of the administrative organizational changes I envision over the next several months. While I have given a good deal of thought to these changes over the past month and a half, there is more work to be done in defining each of the positions fairly carefully and in considering how well the modified organization will help us in administering the University in a new era.

Let me outline some of the goals that I believe the administrative structure should accomplish.

• In an era of constrained resources and with our commitment to focus our activities, we need a structure that can assure effective and active management of an organization whose budget is now approaching \$1 billion per year. It is not sufficient to talk abstractly about planning; it must be integrated with budgeting and effected in the everyday choices of the University. Above all, our policies and actions at every level must reflect academic priorities.

• If the President is to play a proper role in a more closely managed University, he must be involved in both planning and budgeting. At the same time, a proper leadership role requires that the President be able to delegate authority in a clear way to be free to speak for the University to its external audiences and to articulate the University's goals within the academic community.

• With respect to our coordinate campuses, there are three important considerations. First, we would like to insure that they develop in a way which emphasizes their connection to the University in terms of programmatic development, standards of quality, and cost-effectiveness. Second, we would like to increase the autonomy of the coordinate campuses to manage their own

affairs, to set their own policies where possible and appropriate, and to develop separate budget plans, consistent with equity and practicality. Third, we would like to develop a clearer structure of system-wide administration without the excessive proliferation of central administrators inherent in a systems administration totally separate from all campus administration.

• There is an increasing diversity in the sources of support for research and scholarly activity, an increasing range of opportunities and expectations for technology transfer and service to the private and public sectors, and increasing legal complexities associated with all of these activities. Our administrative structure must be sensitive to these factors.

With these goals in mind, I believe that the following structure and methods of operation would improve effectiveness:

• The major forum for central administrative discussion of all-University policy issues, and for development of biennial requests and annual budgets would be the President's cabinet, comprising the President and the vice presidents and supported by appropriate staff.

• The position of Vice President for Academic Affairs would be modified to Vice President for Academic Affairs and Provost of the Twin Cities Campus. The role of Vice President for Academic Affairs would carry responsibilities for academic program, research, and faculty development for the entire system. The Provost would be the operating officer for the Twin Cities campus, insuring the coordination of activities under the other line vice presidents to serve our academic mission. This person will be the President's chief deputy.

• The Chancellors of the coordinate campuses would report to the President on general policy and budgetary matters, including annual budgets and biennial requests. On issues of programmatic and faculty development, they will work with the appropriate academic vice president. Over the next several months we will undertake an audit of all operations in Finance and Operations, in Student Affairs, and in Academic Affairs to determine which of them can be delegated to the coordinate campus administration and still insure appropriate consistency in policies and cost-effectiveness. The aim is to reduce the need for day-to-day operating contacts while retaining coordination of broad policies and programmatic development and fiscal responsibility.

• The continual operating decisions necessary in the University which are not of the magnitude to require major policy decisions will be made by a management committee comprising the President, the Vice President for Academic Affairs and the Vice President for Finance and Operations. These decisions will either be made by the President with the advice of the other two or delegated by the President to one or both of the others as appropriate. Under this system, the Budget Executive would no longer be necessary and would be dissolved.

• In accordance with the recommendations contained in the Commitment to Focus, the Crookston and Waseca campuses would become part of the Institute of Agriculture, Forestry, and Home Economics. For programmatic

purposes, these campus administrations would work with the individual who heads the IAFHE. In view of the added dimensions of this person's responsibilities and the redefinition of the role of the Vice President for Academic Affairs, it appears reasonable to change the title of the Deputy Vice President of Agriculture, Forestry, and Home Economics to Vice President.

• Because of the great number of legal issues which face the University and our desire to adopt policies that help us to avoid legal problems rather than waiting to respond to such problems when they arise, the inclusion of the General Counsel in the President's cabinet is extremely valuable. In fact, this is the practice now followed. Under the circumstances it would be appropriate to retitle this position Vice President and General Counsel.

A number of issues remain to be resolved that relate to the "span of control" of various offices, the organization of research and technology transfer, the organization of support services, and the structure for planning. My present inclination is to incorporate the staff or structural aspects of planning directly in the President's office with the line, or substantial, planning activities in the offices of the three vice presidents having academic line responsibilities. With respect to research and technology transfer, it has been recommended that we create a Vice President for Research. For a number of reasons I am not inclined to recommend that change, but I believe we must think through effective alternatives to deal with these increasingly complicated matters. The increasing complexity and breadth of activities under the Vice President for Finance and Operations is also a matter that needs further consideration, although we are not prepared to recommend any changes at this time. Finally, a dialogue is continuing on the reorganization and reporting relationships of the academic units and support services not in Health Sciences or the IAFHE.

I look forward to exploring these matters with you at our meeting in Morris.

Sincerely yours,



Kenneth H. Keller

KHK:kb

cc: University Vice Presidents
Mr. Stephen S. Dunham, General Counsel
University Provosts
Student Representatives to the Board of Regents
Mr. Duane A. Wilson, Secretary of the Board of Regents
Professor Jack Merwin, Chair, Senate Consultative Committee



UNIVERSITY OF MINNESOTA

J. Mervin

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April 5, 1985

To: The Honorable Wendell R. Anderson
The Honorable Charles H. Casey
The Honorable Willis K. Drake
The Honorable Erwin L. Goldfine
The Honorable Wally Hilke
The Honorable David M. Lebedoff
The Honorable Verne Long
The Honorable Charles F. McGuiggan
The Honorable Wenda W. Moore
The Honorable David K. Roe
The Honorable Stanley D. Sahlstrom
The Honorable Mary T. Schertler

Dear Ladies and Gentlemen:

At the meeting of the Faculty, Staff, and Student Affairs Committee on April 11, 1985, I will ask your consideration of a change in title for the Provosts of the coordinate campuses. This item will be on the agenda for information in April and will be brought back in May for action.

I am proposing that the Provosts' titles be changed to "Chancellor of the University of Minnesota, (appropriate campus)." The purpose of this change is to reflect more appropriately the role and responsibilities of the Provosts. Clearly, they are the chief executive officers of each of our campuses. However, the title "Provost" throughout the United States refers to a chief academic officer who also has operating responsibility for a campus. Because of this more common usage, our Provosts have found that people are confused about their role.

I have discussed this matter with Mr. Dunham to assure that there are no legal barriers to the change in title. The President, as you may know, also holds the formal title of "Chancellor." Mr. Dunham has recommended that, if the titles are changed, the new titles include the specific designation of the campus for which the individual is Chancellor. That is, for example, Provost Heller would have the official title, "Chancellor of the University of Minnesota, Duluth."

This change does not in and of itself limit or define other organizational changes in the relationship between the Twin Cities Campus and the coordinate campuses. As I indicated in my interview on March 13, the question of other organizational changes is one that I would like to address separately. By the May meeting, we should have some preliminary ideas on this subject which I would be happy to discuss with the Board.

The Board of Regents
April 5, 1985
Page Two

I should add that this change of title has been discussed with the Provosts who endorse it strongly and with the Senate Consultative Committee which has indicated that it has no objection to the change.

Sincerely yours,



Kenneth H. Keller

KHK:kb

cc: University Vice Presidents
Mr. Stephen S. Dunham, General Counsel
University Provosts
Mr. Duane Wilson, Secretary of the Board of Regents
Professor Jack Merwin, Chair, Senate Consultative Committee
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