



UNIVERSITY OF MINNESOTA

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

AGENDA

FACULTY CONSULTATIVE COMMITTEE

Thursday, November 18, 1982

11:00 - 12:15

300 Morrill Hall

- 11:00 1. Minutes of October 21 (sent previously).
- 11:05 2. Announce need to name nominating committee for Committee on Committees; make nominations December 16.
- 11:10 3. Discussion of faculty grievance study (Freier).
- 11:30 4. Discussion of the afternoon's Senate meetings.
- 5. Discussion with the President and Academic Vice President:
  - A. State Financial Situation
  - B. Regents' faculty salary request for 1983-85 biennium.



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MINUTES

APPROVED 12/2/82

FACULTY CONSULTATIVE COMMITTEE AND  
CONVERSATION WITH THE PRESIDENT

November 18, 1982 - 300 Morrill Hall

Members present: V. Fredricks, P. Freier, J. Howe, M. Mattson, P. Quie, D. Pratt, W. D. Spring, B. Sundquist, P. Swan, J. Turner.

Guests present: President Magrath, Vice Presidents Kegler, Keller and Vanselow, Carol Pazandak, Pam Coyle.

1. The FCC minutes of October 21 were approved as distributed.
2. December 16 FCC business: Naming a nominating committee for the Assembly Committee on Committees.
3. Faculty grievance procedures study and proposal. Phyllis Freier proposed that she and Carol Pazandak constitute a committee of two to gather testimony and data on the existing grievance procedures (from grievance officers, Judicial chair, etc., and from people who have taken grievances through the system) and develop a plan on the workings of a good grievance system. They would bring a proposed procedure to the SCC this year and make it public; the Senate would consider the proposal in 1983-84.

They need clarification as to the bodies certain kinds of grievances go to. Some overlapping policies complicate the question, including Senate policy, the Linck memo which reflected the now-lifted cease and desist order, and the Consent Decree, which will be sunsetted July 1, 1989.

Freier said the attributes of a good grievance system include carefully representing faculty interests, fairness, and as much privacy as possible in initial stages of a grievance. The University's system appears too complicated at the lower levels.

FCC members indicated approval of the efficient two-person committee approach.

John Turner noted that the most detailed procedures available are listed in faculty union contracts and might be a source of ideas.

Pat Swan recommended that Freier and Pazandak, when they have drafted a proposal, convene the grievance committee chairs to get their reaction, and then take the proposal to a broader group. Don Spring suggested that since what is reasonable is not always legal they check their draft proposal with University attorneys.

Freier commented that the formal procedures are a terrible ordeal whether the complainant wins or loses. The more differences that can be settled informally, the better for us all.

4. Agenda with the President: state revenue situation and the Regents biennial faculty salary request.

Swan told the FCC she did not want this committee to intrude upon the realms of the Faculty Affairs and Finance Committees which have done far more background work on the salary and biennial request issues.

President Magrath and Vice President Keller joined the meeting at 11:30.

A. Regents faculty salary request for 1983-85 biennium. The President distributed a graph of the administration's upcoming recommendation to the Regents for long-range faculty salary improvement through the 1990-91 biennium. It takes account of the lesser state resources in the immediate future and of the Senate-approved salary improvement policy developed by the Senate Committee on Faculty Affairs.

The 1983-85 request is proposed to be 8% for '83-'84 and 9% for '84-'85. Administration proposes 6% of the first year's 8% be allocated to faculty in the customary fashion, with merit taken into consideration, and 2% to be held by central administration in a fund for special merit and retention cases and market competition. Everyone would receive some restoration of earlier purchasing power; the University would always leave open its actual distribution of the appropriation.

The President spoke of the need for a competitive salary structure for the University of Minnesota faculty through the 1980's. The portion for "adjustments for special individual merit and retention and group market problems" would be withheld at the beginning of each biennium and provide a fund on which to draw throughout the biennium. Vice President Keller stressed the concept of anticipatory retention implicit in rewarding individual merit as opposed to waiting for the moment a faculty member brandishes a dazzling competing offer from elsewhere.

Keller pointed out that the special adjustments are in addition to the restoration goal and that it is important to achieve restoration even apart from consideration of special merit and retention.

The administration hopes the Board of Regents will adopt this long-range plan in principle, along with adopting the 8% and 9% request for the next biennium.

Regarding the approach to the legislature, President Magrath said he could give legislators illustrations showing why certain departments are in a particular marketplace situation, but he would not describe the University's precise distribution.

Turner pointed out that not every claim for a salary adjustment is equally justified. Keller said that with the special adjustment money the University could meet extraordinarily high market place pressures; even so, he wouldn't favor across-the-board increases for everyone in the competitive group. He also said that individual retention raises will never be arranged at a decentralized level.

Spring asked for more word on how the request would be explained to the legislature. Keller said the University will present Faculty Affairs' argument that the University is on a pattern of restoring faculty purchasing power. President Magrath said we are not seeking to restore the past but to preserve and prepare for the future.

Turner said the administration is to be commended for trying realistically to accomplish the Senate's policy resolution. He raised two political questions:

(1) How will the University explain to the Legislature that although two years ago the U called faculty salaries its top priorities and requested a 31% increase over the biennium, after getting only 17% of that, they are now asking for just 17%?

(2) What if 17% turns out to be a bargaining point and the legislature cuts from it?

In response to (2), the President said it would be obvious what we were doing if we inflated the faculty salary request and we would lose our credibility. In response to (1), Vice President Keller said that the 17% and 14% request for 1981-83 were aimed at catching up with a higher rate of inflation than has persisted, and over a shorter period of time. President Magrath agreed and added that the fiscal constraints of the '80's also help explain the size of the present request.

Sundquist gave the opinion that all faculty are looking for a schedule to make up their loss of purchasing power. Since we can't look into the future and know what the cost-of-living rise will be, we need to leave room for a higher increase request in case inflation should exceed 5%.

Keller agreed that we need to leave room to readjust the request. The President said the current proposal is only a plan which will be subject to readjustment and to legislative action. He expressed agreement that the University shouldn't be locked into a specific path of percentage changes.

Turner said if we reach these targets, getting back to 1972 levels in real dollars is still a modest goal achieved considering what has happened in certain other professions. Keller said that if the University gets the special adjustments, the base will have gained nearly 10% over 1972 levels.

President Magrath and Vice President Keller said they would write the proposal to the Faculty Affairs Committee, and will ask SCFA and the SCC if they want to comment on the proposal.

Swan said the FCC would prefer that central administration have its more substantive consultation with the Faculty Affairs and Finance Committees. She noted the administration is apparently getting a green light from FCC.

Sundquist suggested inviting the Faculty Affairs Committee to the Finance Committee's November 23 meeting with V. P. Keller; Magrath and Keller indicated that would be very helpful.

B. The state financial situation.

President Magrath distinguished two concerns: 1) the latest in the state fiscal saga, and 2) the fiscal health of the University in the next two to six years; the fiscal situation will manifest itself in dramatic ways by the end of the decade, he said. He called on Vice President Kegler for the latest news bulletin.

Vice President Kegler gave the size of the problem as \$312 million between now and June 30. The governor has called a special legislative session for December 7. A shortfall of this magnitude cannot lend itself to across-the-board cuts, fortunately for the University. The state cannot retrieve \$312 million in six months. The cushions are gone. (An across-the-board approach would cut the University \$21.8 million. Contractual obligations alone would make it impossible for the University to begin to approach even a fraction of that amount in six months.)

Kegler said the fiscal outlook for the next biennium is very grim. Commissioner Rudell's projections made last May were based on such very conservative behavior as 5% salary raises and 5% tuition hikes. The state's fiscal arrangement is precarious. The projections were premised on a national economic recovery, and there are still no indications it is beginning. Kegler pointed out that the University has chopped out \$43 million from its budget over the last two and a half years.

Pat Swan said she was glad to hear Kegler give his long-range perspective; she would hate to see a siege mentality setting in when the difficulties are going to be with us for a long time.

President Magrath said we do have to address our future even while we are in a difficult position. If we look to the future and marshall our arguments on the meaning of this University for the state, we will be able to serve the state, he said.

Kegler said that, roughly calculated, \$1.2 billion of the state's \$8 billion biennial budget has disappeared. There was some wonder and discussion as to how so great a calamity and miscalculation could possibly have occurred. Kegler said about 15 other states are in approximately the same condition; 12 states currently run a billion dollar surplus. The depression of the agricultural industry has been disastrous. While Minnesota's unemployment rate is lower than the national average, it maintains high benefits programs, so at a time when less revenue is coming into the state the state is paying unusually high unemployment and other welfare benefits. Because people had become thoroughly conditioned to steadily increasing prosperity, it has been hard to build in a realistic outlook, even apart from political tendencies to postpone the worst news until after an election.

John Turner said long-range trends in the economy will force some structural adjustments. Meanwhile, we will be forced to make decisions which will have a long-term impact. We need to do significant rebuilding within the University to restore reputation. It will be easier to achieve in some units than in others. We must reemphasize to the state that the University is an investment in economic strength. Not all legislators appreciate that fact, though he has witnessed on occasion the education of a legislator.

We appear to feel we don't stand much of a chance of winning the share we need from the state in competition with welfare payments and the public schools, said Turner. We have to believe we can make the case that it is the University that can lead to the structural changes the economy requires.

Pat Swan asked Vice President Kegler if he had carried out a project to demonstrate the University's role in job creation. Kegler said he had gotten statements from all the colleges on job creation; he edited these to a page each and gave them to the governor, from whom he got a good reaction.

Vice President Vanselow asked if Kegler would speculate on how the state will cut its spending and increase its revenues. Vice President Kegler reported that others are speculating there will be a 1% increase in the sales tax.

Since the University draws down its state money monthly, instead of on a quarterly basis as some bodies do, it is conceivable the University would be attempting to draw from an empty till come April, said Kegler. The logical state approach, he said, would be to solve part of the problem before December 15, and leave the rest to be solved by the new legislature. (Immediately following the meeting he added to Pat Swan that the position of the Department of Finance is that no executive cuts should be made and that the state should seek a legislative solution to the problem.)

The meeting adjourned at 12:35 p.m.

Meredith Poppele,  
SCC Exec. Ass't.,  
Recorder



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November 15, 1982

To: Faculty Consultative Committee

From: P. Swan *pat*

John Howe has suggested that he would like to follow-up on the data presented by John Turner at the meeting with the Regents last Thursday night. He believes we need to examine these data ourselves, ask about their implications and talk with the President about them.

I have the following questions:

- 1) Is this a topic you believe we should explore?
- 2) If so, are you willing to schedule an extra meeting of FCC?
- 3) If so, should that meeting include faculty members whose research expertise could guide our thinking about the data?
- 4) Anything else you want to say?

Please respond via telephone to me or to Meredith--or hand us a note at our November 18th meeting.

:mbp

Circ FCC 12/2



UNIVERSITY OF MINNESOTA

Office of the Vice President for Academic Affairs  
213 Morrill Hall  
100 Church Street S.E.  
Minneapolis, Minnesota 55455  
(612) 373-2033

November 18, 1982

Professor George R. Sell  
School of Mathematics  
329 Vincent Hall  
Minneapolis Campus

Dear George:

I am enclosing a copy of a faculty/salary plan covering the next eight years which the President and the senior officers are considering recommending to the Board of Regents. The plan is intended to be responsive to the University Senate's resolution suggesting a long-range approach to restoring FY1972 purchasing power by the Fall of 1990. As you will note, however, in recognition of the current deep recession, the planned increases in the first two biennia of that period have been somewhat altered. You will also note that in addition to the program for restoring faculty purchasing power, the administration is proposing that increases be requested for retention, special merit, and group market considerations.

Naturally, it is not possible to specify exactly what the cost of living will be in each of the years for which this plan applies. Therefore, the plan, as does the Senate document, focuses on amounts above the cost of living. However, for the next biennium, our best estimate is that the cost of living increase will not exceed five percent per year, so it is our intention to request total increases of eight percent and nine percent respectively in the two years of the biennium.

I would be most happy to discuss any aspect of this proposal with the Senate Committee on Faculty Affairs. I will be meeting with the Senate Committee on Finance on Tuesday, November 23 and, if members of your committee are free at that time and willing to attend the meeting, it might provide an excellent opportunity for us to discuss the proposal with both committees simultaneously. Our hope is to bring a recommendation forward to the Board of Regents at the December meeting for information and to ask for their approval at the January meeting.

I look forward to hearing from you on this matter.

Sincerely yours,

Kenneth H. Keller  
Vice President

KHK:cac  
Enclosure

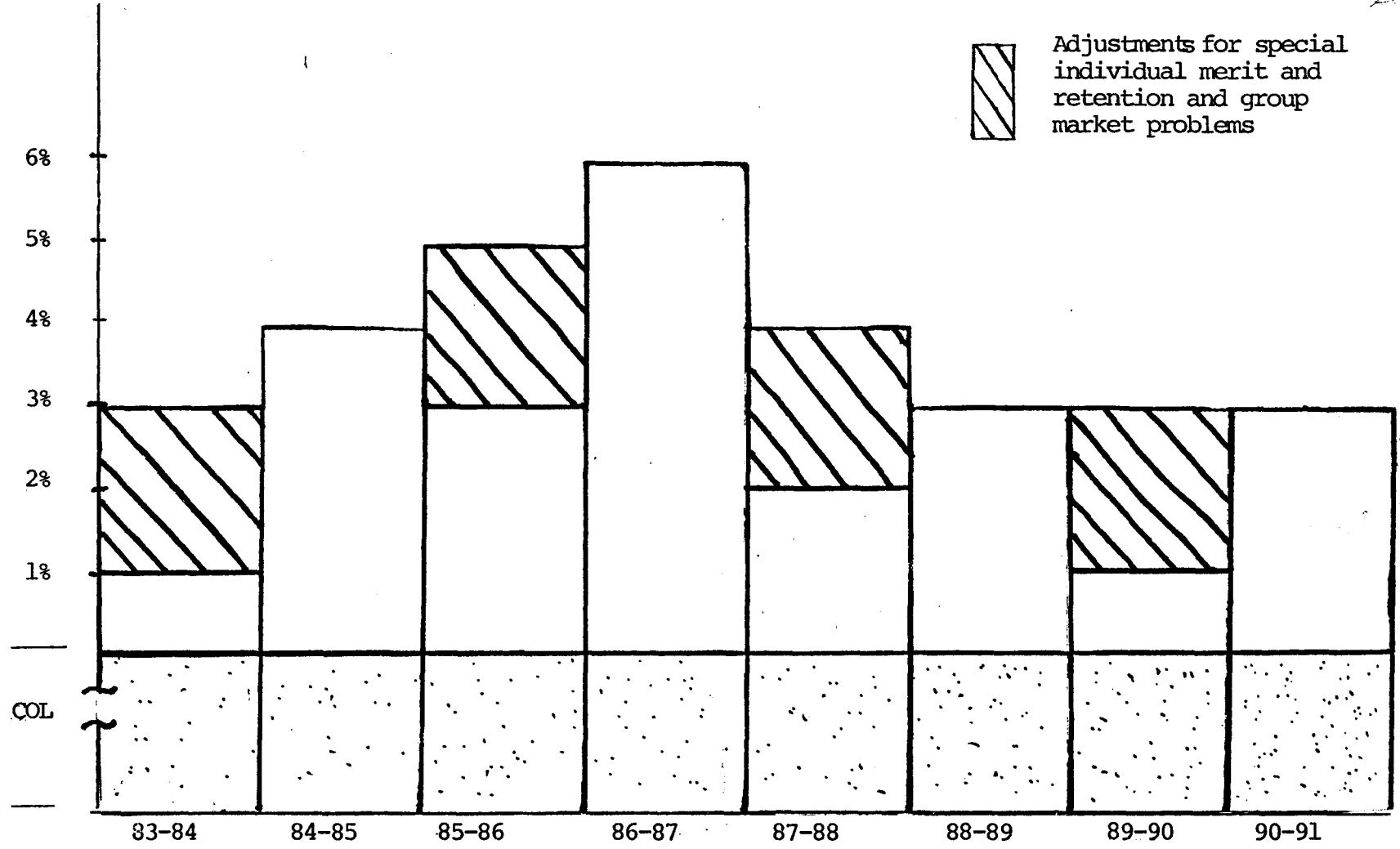
cc: Professor Patricia Swan, Senate Consultative Committee  
Professor Wesley B. Sundquist, Senate Finance Committee



PERCENT OF FY7 PURCHASING POWER

	84-85	86-87	88-89	90-91				
Senate Goals	88%	92%	96%	100%				
Without Special adjustments	80.9%	84.1%	86.7%	91.9%	93.7%	96.5%	97.5%	100.4%
With Special adjustments	82.5%	85.8%	90.1%	95.5%	99.3%	102.3%	105.4%	108.5%

*percentage adjustments Senate goals*



Adjustments for special individual merit and retention and group market problems

LONG - RANGE FACULTY SALARY IMPROVEMENT OBJECTIVE

Occupational Groupings - 1983 Legislature

<u>Occupation/Former Occupation</u>	<u>House</u>	<u>Senate</u>	<u>Total</u>
Agricultural Industry/Farmer	27	18	45
Educator/Teacher/Vo-Ag/Principal/ Professor/Counsellor	31	11	42
Legislator	24	7	31
Attorney/Law Student	12	11	23
Business/Consultant/CPA	16	6	22
Investment/Insurance/Real Estate	14	3	17
Small Business	16	1	17
Homemaker	5	2	7
Construction Trades	4	1	5
Public Service Administrator	4	1	5
Engineer	2	2	4
Municipal Office Holder	1	3	4
Electronics/Systems Planner/Information Specialist	-	3	3
Clergy	2	1	3
Medical/Physician/Nurse	2	1	3
Union Official	2	1	3
Graphic Design/Photography	1	1	2
Writer	2	-	2
Musician	-	1	1
Police Officer	1	-	1
Recreation/Resort	-	1	1
Veterinarian	1	-	1

D R A F T

November 11, 1982

Dear President Magrath:

You are besieged by a series of problems that must be a drain on all your energies. Knowing this, I hesitate to ask for your attention to the matter of consultation with the faculty. Yet, I feel I must. The problems facing the University will in large measure be with us in the decade ahead. Communication between the faculty and our President needs constant care and is too important to be left untended for long periods of time.

To be effective, consultation must be a two-way process. This fact was realized when the Faculty Consultative Committee was first established. In the May 15, 1952 minutes of the University Senate an ad hoc Senate Committee on Faculty Participation recommended, in part:

"(1) That the Senate elect a consultative committee of seven members, charged with the responsibility for conferring with the central administration of the University, which committee shall:

a. Consider matters of University policy relating to instruction, research, personnel, service functions, and the budget with discussion initiated by either the committee or the President of the University.

b. Serve as a means of communication from the President to the faculty and vice versa."

I have tried to be conscientious about communication from the faculty to the administration and to this end have invited you and various vice

presidents to discuss matters of importance to us at our regularly scheduled meetings. I know that my communication, on behalf of the FCC and SCC, can be improved and I will strive to do so because I believe this to be an important responsibility that I accepted for this year.

I am concerned about the effectiveness of our consultative process because I have not been receiving requests from you that we place particular items on our agenda for discussion. Last Spring you did request consideration of evaluation of instruction at the University, a process we began during the summer. Otherwise, I remember only items that have been mentioned extemporaneously during our regular meetings. As an example of the latter, at our last meeting together you mentioned the lifting of a mandatory retirement age for the faculty. In this case, a brief note or telephone call ahead of the meeting would have enabled us to inform ourselves on the subject and to have reserved time for conversation, had you desired that.

I have the impression that you have sometimes found our scheduled meetings to be more a harrassment in your busy schedule than a help. Your recent comments to me about wondering whether you should continue to meet separately with the FCC (rather than meeting only with the SCC) led me to worry even more in this regard. Have open meetings killed true consultation? Is there anything we can do to be more helpful? We have no desire to be simply an addition to your list of harrassments. I would welcome your suggestions in this regard.

For our SCC meeting of November 18, we have requested that Vice President Wilderson talk with us about certain student boards to which we appoint representatives. We have also requested that Vice President Hasselmo

(3)

bring us up to date on plans for the second cycle of University planning. Copies of these requests are attached. I have no specific topics of conversation to suggest for the FCC meeting, not because I can't think of some, but because I am afraid that I have been too quick to initiate items that completely fill our agenda. As you will see from our agenda, however, the FCC will be meeting to take care of necessary business. As always, we are ready to accept any items you wish to place on our agenda.

Sincerely,

Enc: (4)

(FCC agenda  
SCC agenda  
PBS letter to Hasselmo  
PBS letter to Wilderson)

Special meeting of December 2, 1982.

MEMORANDUM FOR FILE

FACULTY CONSULTATIVE COMMITTEE

The Faculty Consultative Committee held a special meeting from 10:30 to 12:10 on December 2, 1982 in 626 Campus Club to discuss

- 1) the desirability of closed meetings for consultation with the President,
- 2) academic quality, especially as indicated by reputational rankings, and
- 3) FCC communication with faculty colleagues as a whole.

The Daily had been informed of the time and place of the meeting, but sent no reporter.

Members discussed the historical reasons for the change to the FCC open meeting standard. The committee is unanimous in believing some closed meetings are essential. Not only does the presence of the press inhibit frankness, but valuable meeting time with central administrators is often spent in a press conference mode, and valuable SCC time in educating students. Since talks about quality will become specific regarding departments and professors, the "personnel matters" clause in the Senate constitution will permit closing such meetings. The FCC could also ask the President to exercise occasionally his prerogative to initiate consultation in executive session with the FCC, his working faculty contacts, as he regularly does with the University's deans.

There appeared to be broad agreement that the FCC should propose to the President a number of subjects on which private consultation is essential. One subject will be the reputational ranking data. P. Swan will inform the President of the FCC's sense of urgency about closing some meetings.

The FCC also intends to prepare and distribute one or more letters from FCC to the faculty later in this academic year.

Members present were Fredricks, Freier, Howe, Mattson, Quie, Sundquist, Swan, Spring, and, late in the meeting, Pratt.

Summarized by  
Meredith Poppele,  
SCC Executive Assistant



UNIVERSITY OF MINNESOTA

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

November 22, 1982

Governor Al Quie  
130 State Capitol  
St. Paul, Minnesota 55155  
Representative Michael Sieben  
245 State Office Building  
St. Paul, Minnesota 55155  
Senator Tom Nelson  
23K State Capitol  
St. Paul, Minnesota 55155

Gentlemen:

On November 18, we received several requests from members of your staff us to describe the impact on the University of Minnesota of budget requests at various levels ranging from 5% of our unallotted balances to 9% of our FY 1983 base (\$23.6 million). I believe that the requests can be dealt with in this single letter.

To provide a reasoned response to this request over a week is not easy. As you know, we are well into the fiscal year, months remaining to absorb the kind of reductions you describe. We are still in the process of adjusting to the budget in the early part of 1982.

It may be useful to describe the spending reductions:

1. In FY 1981, we reduced spending in the original budget by \$6.6 million.



UNIVERSITY OF MINNESOTA

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

*UIC FCC 12-2-82  
and return*

November 22, 1982

Governor Al Quie  
130 State Capitol  
St. Paul, Minnesota 55155

Representative Michael Sieben  
245 State Office Building  
St. Paul, Minnesota 55155

Senator Tom Nelson  
23K State Capitol  
St. Paul, Minnesota 55155

Gentlemen:

On November 18, we received several requests from members of your staff asking us to describe the impact on the University of Minnesota of budget reductions at various levels ranging from 5% of our unallotted balances (\$6.69 million) to 9% of our FY 1983 base (\$23.6 million). I believe that the range of these requests can be dealt with in this single letter.

To provide a reasoned response to this request over a weekend is, of course, not easy. As you know, we are well into the fiscal year, with only seven months remaining to absorb the kind of reductions you describe. Further, we are still in the process of adjusting to the budget reductions of the early part of 1982.

It may be useful to describe the spending reductions already imposed upon us:

1. In FY 1981, we reduced approximately \$14.5 million; that was restored in the original 1982-83 base.
2. In FY 1982, we absorbed reductions, not restored, as follows:

H.F. 2	\$ 6,500,000	
Salary Supp. Reduction	<u>7,035,310</u>	
Total	\$13,535,310	(about 5% of our annual base)
3. In FY 1983, we have already absorbed reductions as follows:

H.F. 2	\$13,100,000	
H.F. 2190	736,089	
Salary Supp. Reduction	<u>11,257,189</u>	
	\$25,093,278	(about 10% of our annual base)



The total reduction, then, for the 1981-83 Biennium is \$45,663,898, an aggregate budget reduction of about 9% (including the carry forward of \$7,035,310 of lost salary during FY 1982).

When we testified before various legislative committees with respect to proposed reductions late in 1981 and early in 1982, we noted that, taking into account various tuition increase offset options, we would approach fiscal exigency somewhere in the neighborhood of \$28.2 millions in reductions. We could not be more precise because we had no history on which to rely.

It should be noted that the \$45.7 million in reductions already absorbed places us well beyond the \$28 million level at which we testified we believed we would face financial emergency. Indeed, an examination of our internal fund balances demonstrates that we are currently in a deficit situation of about \$4,000,000 for this fiscal year, a problem we have been attacking internally and hope to successfully address.

In human terms the reductions imposed already have resulted in the elimination of 140.7 faculty and 268.5 civil service positions between 1981 and 1982; we have every reason to believe that figure will be even larger by July, 1983.

From the point of view of the educational services we deliver, I can only note that our files, and yours too, I am sure, reflect the programmatic reductions, modifications, and eliminations we shared with you last April. These reductions and modifications have been made in the face of increased, record enrollments and demands for our various services.

All of this history is by way of saying that your University of Minnesota is at the fiscal breaking point. We have, of course, examined a series of options, suggested both internally and externally. We believe most of them unworkable for a number of reasons, the most important being the lack of time remaining in this fiscal year.

For example, we have looked at faculty reductions and civil service reductions. At this point in the academic year about the only savings available in faculty personnel lines would be a miniscule amount associated with as-yet unappointed teaching or research assistants for Spring Quarter, 1983. Notices to tenured and tenure-track faculty would not result in savings, at the earliest, until July of 1984, since our legally-enforceable regulations require a year of advance notice.

We looked, too, at civil service staff reductions. This group absorbed a significant reduction in personnel in the last two years and this year received a salary increase not nearly approaching the cost of living. Under our civil service rules, it is true, civil service staff could be laid off with two weeks' notice. Aside from the fact that all of the missions of the University would be severely crippled by additional civil service reductions, much of the anticipated savings would be offset by payments for accumulated leave and vacation time; in addition, of course, there would be costs associated with unemployment compensation. None of these "savings" would address the chaos and human consequences of the process of "bumping," which process, if initiated immediately, would take several months itself to resolve.

Let me add that if we were able to overcome these rather insurmountable difficulties in the short time available to us, it is our calculation that approximately 1000 positions of various kinds would be in jeopardy. We find it impossible to describe the impact of such layoffs in terms of teaching, research, and service.

Since the question of an additional tuition surcharge was, we felt, certain to arise, we examined the implications of that kind of move to raise revenue. A tuition surcharge for Spring Quarter would raise \$1.1 million (with a 5% surcharge) or \$2.2 million (with a 10% surcharge). At that level during Spring Quarter of 1983, students would be paying 31% more than the legislative intent level (10% in 1981-82 and 10% in 1982-83) when we began the biennium.

After examining all of the alternatives, and given the shortness of time in which to accomplish any budget reductions, we have reluctantly come to the conclusion that there are two remaining sources: using all the unspent funds for library acquisitions and instructional equipment and by borrowing. Using unspent library acquisition funds and instructional equipment funds would yield a total of about \$1,000,000. With the present situation, however, we feel that sacrificing these funds would have a devastating, long-range impact on the quality of education well into the future.

The implications of borrowing are not lost on us. The payback period stretched over the next several years will have major impacts on the nature of the University. At minimum, we would need to consider dramatic admissions controls, especially in expensive programs such as those in the Institute of Technology. Clearly a hiring freeze in some programs would be required as well.

Obviously, we recognize the fiscal dilemma in which state decision-makers find themselves. We empathize with that problem and will do everything reasonably possible to bear our share of the burden. In saying that, however, we must emphasize the fragile nature of a social institution such as our University; there is a limit to the starts and stops and upsets it can sustain without irreparably harming its purpose and mission; we feel we have reached that point.

Cordially,



C. Peter Magrath  
President

CPM:glf  
c Board of Regents  
  Senator Willet  
  Senator Moe  
  Representative H. Sieben  
  Representative Lyn Carlson  
  Mr. Earl Evenson  
  Ms. Tricia Grimes  
  Dr. Dale Nelson  
  Mr. George Robb  
  Professor Pat Swan  
  Vice Presidents  
  Provosts  
  Professor Bert Sundquist

FACT-FILE—Continued

(from Average Salaries for Faculty Members for 1981-82)

MINNESOTA—Continued

	Prof	Assoc prof	Asst prof	Inst
N Central Bible C, IV				18.0
N Hennepin CC, IV				24.3
Northland CC, IV				26.4
Northwestern C, IIB	—	22.6	19.5	—
NW Lutheran				
Theol Sem, IIA	23.2			—
Rainy River CC, IV				22.4
Rochester CC, IV				23.6
St Cloud St U, IIA	30.3	26.2	21.0	16.0
St John's U, IIB	31.8	26.0	21.9	18.3
St Mary's C, IIB	25.0	20.7	17.6	—
St Mary's JC, III				17.1
St Olaf C, IIB	32.0	24.8	19.6	17.5
St Paul Bible C, IIB	—	13.7	16.8	14.3
St Paul Sem, IV				12.6
United				
Theol Sem, IIB	22.3			
U of Minnesota				
Duluth, IIA	30.2	23.3	19.1	17.6
Minneapolis-				
St Paul, I	33.4	24.5	20.5	18.0
Morris, IIB	29.7	22.3	17.6	15.1
Tech C				
at Crooks'on, III	22.0	20.0	16.1	
Tech C				
at Waseca, IIF	23.0	19.7	17.4	
Vermilion CC, IV				22.6
Willmar CC, IV				25.7
Winona St U, IIA	30.7	25.9	20.9	15.4
Worthington CC, IV				23.0

MINNESOTA

Anoka-Ramsey CC, IV				23.5
Augsburg C, IIB	24.9	20.4	18.3	—
Austin CC, IV				25.0
Bemidji St U, IIA	30.7	26.3	21.0	16.9
Bethany				
Lutheran C, IV				15.4
Bethel C, IIB	25.9	21.9	18.6	15.6
Bethel Theol				
Sem, IIA	26.9	—	—	—
Brainerd CC, IV				25.4
Carleton C, IIB	32.7	24.2	19.8	16.3
C of St Benedict, IIB	24.5	21.0	17.7	14.5
C of St				
Catherine, IIB	29.8	22.9	18.9	16.0
C of St				
Scholastica, IIB	21.3	17.6	16.2	
C of St Teresa, IIB	20.1	19.2	17.5	14.0
C of St Thomas, IIA	32.0	26.3	22.0	17.2
Concordia C				
Moorhead, IIB	27.9	23.8	19.6	15.7
St Paul, IIB	23.8	21.5	19.5	16.9
Dr Martin				
Luther C, IV				11.6
Fergus Falls CC, IV				25.3
Gustavus				
Adolphus C, IIB	28.5	22.8	17.7	—
Hamline U, IIB	28.4	21.2	17.8	
Hibbing CC, IV				23.2
Inver Hills CC, IV				23.7
Itasca CC, IV				23.0
Lakewood CC, IV				24.8
Luther Theol				
Sem, IIA	23.1	20.5	19.2	
Macalester C, IIB	31.2	24.4	19.0	16.4
Mesabi CC, IV				26.5
Metropolitan				
St U, IIB	—	20.5	15.4	—
Minneapolis C				
of Art & Design, IIB	26.3	22.1	18.5	—
Minneapolis CC, IV				24.4
Normandale CC, IV				22.6

Note: U. of M. figures are for 1980-81. Figures for state universities of Minnesota are also believed to be for 1980-81.

FACT-FILE—Continued

(From Average Salaries for Faculty Members for 1981-82)

MINNESOTA—Continued

	Prof	Assoc prof	Asst prof	Inst
N Central Bible C, IV				18.0
N Hennepin CC, IV				24.3
Northland CC, IV				26.4
Northwestern C, IIB	—	22.6	19.5	—
NW Lutheran				
Theol Sem, IIA	23.2		—	
Rainy River CC, IV				22.4
Rochester CC, IV				23.6
St Cloud St U, IIA	30.8	26.2	21.0	16.0
St John's U*, IIB	31.8	26.0	21.9	18.3
St Mary's C*, IIB	25.0	20.7	17.6	—
St Mary's JC*, III				17.1
St Olaf C, IIB	32.0	24.8	19.6	17.5
St Paul Bible C, IIB	—	18.7	16.8	14.3
St Paul Sem, IV				12.6
United				
Theol Sem, IIB	22.3			
U of Minnesota				
Duluth, IIA	30.2	23.3	19.1	17.6
Minneapolis-				
St Paul, I	33.4	24.5	20.5	18.0
Morris, IIB	29.7	22.3	17.6	15.1
Tech C				
at Crookston, III		22.0	20.0	16.1
Tech C				
at Waseca, III		23.0	19.7	17.4
Vermilion CC, IV				22.6
Willmar CC, IV				25.7
Winona St U, IIA	30.7	25.9	20.9	15.4
Worthington CC, IV				23.0

MINNESOTA

Anoka-Ramsey CC, IV				23.5
Augsburg C, IIB	24.9	20.4	18.3	—
Austin CC, IV				25.0
Bemidji St U, IIA	30.7	26.3	21.0	16.9
Bethany				
Lutheran C, IV				15.4
Bethel C, IIB	25.9	21.9	18.6	15.6
Bethel Theol				
Sem, IIA	26.9	—	—	—
Brainerd CC, IV				25.4
Carleton C, IIB	32.7	24.2	19.8	16.3
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St U, IIB	—	20.5	15.4	—
Minneapolis C				
of Art & Design, IIB	26.3	22.1	18.5	—
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FACT-FILE—Continued

(from Average Salaries for Faculty Members for 1981-82)

MINNESOTA—Continued

	Assoc Asst			
	Prof	prof	prof	Inst
N Central Bible C, IV ..				18.0
N Hennepin CC, IV .....				24.3
Northland CC, IV .....				26.4
Northwestern C, IIB .....	—	22.6	19.5	—
NW Lutheran				
Theol Sem, IIA .....	23.2			—
Rainy River CC, IV .....				22.4
Rochester CC, IV .....				23.6
St Cloud St U, IIA .....	30.8	26.2	21.0	16.0
St John's U*, IIB .....	31.8	26.0	21.9	18.3
St Mary's C*, IIB .....	25.0	20.7	17.6	—
St Mary's JC*, III .....				17.1
St Olaf C, IIB .....	32.0	24.8	19.6	17.5
St Paul Bible C, IIB .....	—	18.7	16.8	14.3
St Paul Sem, IV .....				12.6
United				
Theol Sem, IIB .....	22.3			
U of Minnesota				
Duluth, IIA .....	30.2	23.3	19.1	17.6
Minneapolis-				
St Paul, I .....	33.4	24.5	20.5	18.0
Morris, IIB .....	29.7	22.3	17.6	15.1
Tech C				
at Crookston, III .....		22.0	20.0	15.1
Tech C				
at Waseca, III .....		23.0	19.7	17.4
Vermilion CC, IV .....				22.6
Wilmar CC, IV .....				25.7
Winona St U, IIA .....	30.7	25.9	20.9	15.4
Worthington CC, IV .....				23.0

Note: U. of M. figures are for 1980-81. State universities of Minnesota are also believed to be figures for 1980-81.

MINNESOTA

Anoka-Ramsey CC, IV ..				23.5
Augsburg C, IIB .....	24.9	20.4	18.3	—
Austin CC, IV .....				25.0
Bemidji St U, IIA .....	30.7	26.3	21.0	16.9
Bethany				
Lutheran C, IV .....				15.4
Bethel C, IIB .....	25.9	21.9	18.6	15.6
Bethel Theol				
Sem, IIA .....	26.9	—	—	—
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Hibbing CC, IV .....				23.2
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Lakewood CC, IV .....				24.8
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Sem, IIA .....	23.1	20.5	19.2	
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St U, IIB .....	—	20.5	15.4	—
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St Mary's JC*, III				17.1
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Minneapolis C				
of Art & Design, IIB	26.3	22.1	18.5	—
Minneapolis CC, IV				24.4
Normandale CC, IV				22.6

FACULTY CONSULTATIVE COMMITTEE

Thursday, December 9, 1982

Items for Discussion

1. Reminder - nominating committee (hand-outs).
2. President's response on closed meetings.
3. Newsletter to faculty.
4. State fiscal problems - our attitude, role and advice.
5. Strategies for pursuing "quality" of graduate research and teaching.
6. Plans for meeting of December 16.

Special meeting of December 9, 1982

MEMORANDUM FOR FILE

FACULTY CONSULTATIVE COMMITTEE

The Faculty Consultative Committee held a special meeting from 1:00 to 3:30 p.m. on December 9, 1982 in 331 Physics. All members attended.

1. Bradford / Humphrey Institute. Drafts of letters were circulated. Swan is to send the letter to Bradford, with addition of point on seriousness with which FCC regards any violation of academic freedom. Copies to be sent to Cleveland and Keller.

Swan is to send separate letter to President Magrath, adding that FCC believes there is a possibility there may have been an infringement on Bradford's academic freedom and that hence FCC has written to him to describe the appeals system in the University.

2. Honors Committee business. Draft letter to President circulated. The Regents have not acknowledged Swan's July letter to Moore.

In January Swan is to send the letter to the President, enclosing copy of July letter to Moore. In January Swan is to send the Regents copies of the summary of FCC's September 16 discussion with President Magrath over procedures for naming buildings and the Regents by-passing those procedures in the case of President Moos.

3. Open and closed FCC meetings. Swan reported that the President has agreed to go along with closing some of his meetings with FCC and to answer for it to the press.

4. The fiscal crisis.

Turner: We must have alternate proposals ready to advance in case we don't like what the administration suggests.

FCC members have gathered central administration intends to borrow internally to cover both the \$3 million hard cut and the \$4.5 million soft cut between now and June 30, if the state permits the U that flexibility. Spreading out the payment gives the U time to deal with it in terms of long-range planning. Repayment should be linked to strong hard programmatic decisions and cuts. Swan thinks the University faculty lacks the stomach to take programmatic cuts. To the extent that the University can borrow the money, the question to be resolved is how to change the budget to repay those monies and interest, if any.

Freier: Opposed to borrowing the \$4.5M. It assumes a brighter tomorrow which is far from certain. It postpones the problem, and gives the legislature the idea the University can always find money. When the chips are down and everything else has been tried, the faculty are willing to sacrifice in salaries. She's opposed to firing civil service employees except with 6 months notice and in an emergency.



Turner and Sundquist: Opposed to any faculty salary reduction. U faculty did not benefit equally with other employees over the past 10 years and so should not share the cutback. Turner proposed several means which might help fill the budget gap:

- 1) Raise all tuitions and speed up the move to making the various tuitions equally proportionate to the cost of providing the courses, with protection for the needy bright. Bear in mind the salaries graduates can expect, particularly professional school graduates.
- 2) Close UMD's school of medicine.
- 3) Close Waseca or convert it to community college status.
- 4) Tax highest salaried faculty to support the U, such as physicians for assistance in building the new hospital and/or to plow back into research.
- 5) Drop custodial employees and contract outside for cleaning services (as U hospitals now do).

Quie: It would be hard to assess on the competitively-set salaries. Also, the University is the gainer from the medical faculty's outside funding. 0100 funds pay only small fraction of those salaries, but gain in indirect cost receipts from NIH.

Sundquist: Faculty pay cuts should be at the bottom of our list of options. The University stands in danger of losing the quality in the 35-48 year age group.

Pratt: There should not be graduated assessments on faculty, for the result would be to undo earned merit awards.

Fredricks and Howe: Agree we have to consider faculty salary cuts. There is much unemployment and we look well off. If the U does not explain carefully a choice not to touch faculty salaries there will be political costs.

Howe: Better to take slight cut in disposable income by upping our contribution to pension fund than to lay off employees, if U isn't given choice of borrowing the entire \$7.5 million.

Spring: The order in which the U lays out its options is important; we should say if there is no other choice but to fire people, we'll take salary cuts, but, since we have lost ground for 10 years we must otherwise hold the line or accelerate the flight of good young faculty from the state. U can save some money by not filling vacated positions in units whose light teaching loads are not compensated for by their research.

Inloading--disagreement within FCC as to whether it produces net savings.

Freier: Important to keep up morale. Explain to the University community what the U is doing and why. There should be no hidden agenda.

Meredith Poppele, SCC Exec. Ass't.,  
Recorder

ASSEMBLY COMMITTEE ON COMMITTEES MEMBERS, 1977-1983

(A former member of C on C's usually chairs the nominating committee)

1982-83: Margaret Davis (82-85) (CBS)  
Virginia Gray, co-chr. (80-83) (CLA)  
Russ Hobbie, co-chr. (81-84) (IT)  
James Houck (80-83) (Ag.)  
Phillip Tichenor (82-85) (CLA)  
Mahmood Zaidi (81-84) (Mgmt.)

1981-82: Mary Corcoran, co-chr.  
Virginia Gray, co-chr.  
Russ Hobbie  
James Houck  
Bruce Overmier  
Mahmood Zaidi

1980-81: Paula Berry  
Mary Corcoran  
Virginia Gray  
John Howe, Chr.  
James Houck  
Pearl Rosenberg

1979-80: Benjamin Bayman  
Paula Berry  
Mary Corcoran  
Virginia Fredricks, Chr.  
John Howe  
Pearl Rosenberg

1978-79: Robert Beck  
Paula Berry  
Virginia Fredricks  
William Peria  
Pearl Rosenberg  
Deon Stuthman, Chr.

1977-78: Robert Beck  
Virginia Fredricks  
William Peria  
Deon Stuthman  
Ted Underwood, Chr.  
Charles Wolfram  
Clare Woodward

NOMINATING COMMITTEE FOR COMMITTEE ON COMMITTEES

1982-85

Gary Wynia, Chr.  
Robert Beck  
Laura Cooper  
Ida Martinson  
Don Rasmusson

1977-80

George Blake, Chr.  
Thomas Clayton  
Caroline Czarnecki  
Ruth Hovde  
William Shepherd

1981-84

Richard Purple, Chr.  
Benjamin Bayman  
Shirley Clark  
Gloria Leon  
Deon Stuthman

1976-79

George Donahue, Chr.  
Rama Murthy  
Verna Rausch  
Connie Sullivan  
John Webb

1980-83

Robert Beck, Chr.  
Natalie Gallagher  
Paul Grambsch  
Michael Root  
Roger Stuewer

1975-78

Maynard Reynolds, Chr.  
Neal Amundson  
Adele Donchenko  
William Martin  
Richard Purple

1979-82

Richard Skaggs, Chr.  
Frank Braun  
John Dahler  
Madelon Gohlke  
Irwin Rubenstein

1974-77

Burham Terrell, Chr.  
Ruth Eckert  
Russ Hobbie  
Herb Johnson  
Robert Jones

1978-81

Gary Wynia, Chr.  
John Cound  
Warren Gore  
Robert Lambert  
Mary Young



UNIVERSITY OF MINNESOTA

Office of the Clerk of the Senate  
424 Morrill Hall  
100 Church Street S.E.  
Minneapolis, Minnesota 55455  
(612) 373-2125

October 29, 1982

To: Meredith Poppele

From: Martha Kvanbeck *Martha*

Just a reminder that the Faculty Steering Committee needs to appoint a 5-member nominating committee to prepare a slate of four names to fill two 1983-86 vacancies on the Assembly Committee on Committees. The chair of the nominating committee usually has been a former Committee on Committees member. For your information I have attached a list of past members.

The nominating committee needs to be approved by the Assembly at its January 27 meeting (docket deadline is January 13). All members should be asked whether they would be willing to serve if so approved.

Also enclosed is a list of current Committee on Committees members. As you can see, the terms of Virginia Gray (CLA) and James Houck (Agric) expire in June.

enclosures

COMMITTEE ON COMMITTEES

7 students  
(= 7 from March 20)

10 faculty  
(5 + 1 from arch co)

1982-83			1983-84			1984-85		
College	Years On	Name	College	Years On	Name	College	Years On	Name
CLA	80-83	Virginia Gray, <u>Co-chr</u>						
IT	81-84	Russell Hobbie, <u>Co-chr</u>						
CBS	82-85	Margaret Davis						
UMD/Med	81-84	Richard Eisenberg						
UMM	81-84	James Gremmels						
Ag	80-83	James Houck						
CLA	82-85	Phillip Tichenor						
Mgmt	81-84	Mahmood Zaidi						
		UMC vacancy						
		<u>Students</u>						
		Jane MacDonald						
		Nancy Nyberg, stud chr.						
		Lance Redfield, UMM						
		Dick Schwartz						
		3 coordcampus vacancies						



UNIVERSITY OF MINNESOTA  
TWIN CITIES

Department of Food Science and Nutrition  
1334 Eckles Avenue  
St. Paul, Minnesota 55108

November 5, 1982

Honorable Wenda W. Moore  
2727 Dean Parkway  
Minneapolis, MN 55416

Dear Wenda:

The Faculty Consultative Committee is looking forward with pleasure to our dinner meeting on Thursday, November 11.

We wish to focus our conversation that night on the direction of University planning over the next few years. We believe that in order to plan intelligently we must set our sights on the University as we want it to be configured ten or fifteen years from now. We are acutely aware of the fact that we will be making difficult choices in the next several years. We will need to eliminate some of our programs and greatly re-direct others. We hope that our difficult decisions will be compatible with the direction we want the University to take. The Board of Regents has an important role in determining our overall direction at the University of Minnesota. We know you have given much thought to this topic. We, the faculty, have had this very much on our minds during the past year.

In order to focus our conversation, we propose that we all read Professor Holt's recent piece in the November issue of Corporate Report. A copy is enclosed. Also enclosed is another article we have recently read, this one written by Clark Kerr, former President of the University of California, and published in the October issue of Change. If you have time you may wish to scan it as well.

We believe our conversation on Thursday will be fun.

Sincerely,

Patricia B. Swan, Chr.  
Senate Consultative Committee

PBS/elh  
enc.

cc: Board of Regents  
D. Wilson  
C. P. Magrath



UNIVERSITY OF MINNESOTA  
TWIN CITIES

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

MEMORANDUM FOR FILE

NOTES ON REMARKS MADE AT THE FACULTY CONSULTATIVE COMMITTEE-REGENTS  
FALL QUARTER MEETING.

Thursday, November 11, 1982, following 6:30 dinner, in East Wing of Campus Club.

Present: Regents Casey, Dosland, Goldfine, Lebedoff, Long, McGuiggan, Unger.

FCC: Fredricks, Freier, Howe, Mattson, Pratt, Quie, Sundquist, Swan, Spring,  
Turner.

Administration: Magrath, Hasselmo, Vanselow, Duane Wilson.

FCC Chair Pat Swan's recommendation to the Regents had been for the conversation to focus on the direction of University planning over the next few years. She wrote to Regent Moore, "We believe that in order to plan intelligently we must set our sights on the University as we want it to be configured ten or fifteen years from now." She sent the Regents copies of two articles, Clark Kerr's "The Uses of the University--Two Decades Later," from the October issue of Change, and Robert Holt's "Standing Up to the Harvards and Stanfords," from November's Corporate Report. FCC members had read both articles and had asked that the Regents, if possible, read the Holt article in advance and scan Kerr's article.

Swan opened the meeting with the question, "Will the University of Minnesota be a great university by 1990?" She spoke of an institution's need for clarity of purpose for the time and place in which it exists. Kerr predicts that over the next 20 years a few of the top 20 or so research universities will drop out of those ranks. He sees geographical location and the ability to make changes in direction as among the determinants. The Holt article focuses on the U. of M.'s geographic proximity to high technology and biotechnology industry.

Regent Lebedoff applauded the Holt article's appearance for the Corporate Report audience. He expressed concern about implications he discerns there and elsewhere to phase out or diminish undergraduate education at the University, which bright young Minnesotans need. Although most of Minnesota's top scholars

don't attend the University, it is the place for those many bright young Minnesotans who will become highly educated and cultivated persons within their own communities.

Pratt said the University can do a better job of selling what the University has to offer through the state. The superior research activity can improve undergraduates' opportunities. Excellence in research and good undergraduate programs are complementary, not mutually exclusive, he implied.

Turner said the faculty are asking how, given the educational trends, the University should change. He postulates that University enrollments will not decline as fast as those of other higher education institutions in the state. Therefore, the legislature might in time act to require the U. to reduce its undergraduate admissions. The University can continue to offer good undergraduate education for those students who can benefit by the graduate and research faculty.

He asked people to note all the reasons Holt gives for the research emphasis he recommends here--particularly the proximity of "high tech" development. In what way can we be distinctive, asked Turner? We must look to see who our competitors are and will be for the best research faculty.

Regent Goldfine said our mission is the same as that of the others in the top 25 research universities. He cautioned that Stanford has put all its eggs in the high tech basket and now Silicon Valley suffers from unemployment.

Howe asserted that we will certainly not cease to be an undergraduate institution. No CLA faculty, he said, can imagine not having the undergraduates. We are seeing, he said, the calling into question of a strong graduate program in the humanities, with fewer strong students seeking to enter these programs.

Fredricks voiced Holt's point that islands of excellence cannot exist; hence you need excellence throughout. One reason for having good undergraduates is to give work to the graduate students, she commented.

Pratt addressed comparisons. Biology is strong here, he said; we modernized our curriculum long before some of the "class" institutions. Moreover, the class institutions are much more selective in taking undergraduates.

Regent McGuiggan cautioned that we mustn't make this a high-price school. He criticized the Holt article for singling out the administration as not being forceful enough in articulating who the University's competition is.

Mattson cited the University's agronomy programs as tops and contributing research applicable to Minnesota farming.



Sundquist noted the disparity among undergraduate students, of whom approximately 40% are wasting a professor's time and their own. We put a number of students through who are not spending anyone's time well, he remarked. In response to McGuiggan's warning about price, he said the research universities are all competing for the same top graduate students and their way will be paid for them wherever they attend. He asked for more effective speaking from the administration on graduate and research excellence. The graduate students as a whole need a more effective voice, he said.

Turner referred to the effort among Political Science faculty to take extra time and personalize instruction. We have to play the ballgame at this point at the level of competition for good graduate students and good faculty, he said.

Regent Casey asked whether competition from the Sunbelt can win out with money alone. Do faculty members feel the Sunbelt universities can buy excellence, he asked, or does it take longer to build the fundamental continuity, tradiiton? Responses were that money alone is not sufficient. Vice President Vanselow, who once worked at Arizona, offered the assessment that money is not enough to elevate the Sunbelt universities. The tradition was not there and the effort will take a long time. Because we are a public university we have a somewhat different focus from a Harvard, he said. We are world class, but we must also be affordable and accessible to Minnesota's good students.

Vice President Hasselmo posed the possibility of changing the nature of the undergraduate student body. His colleagues, he said, propose setting entrance requirements to the University or into particular programs; requirements might include minimums in English, math and foreign languages. They would want to work together with the State Department of Education and the secondary schools.

Regent Lebedoff stated that the University is the only institution in the state with the capability of having a great undergraduate school. We do not have it now. A gifted undergraduate has access here to leaders in their fields. He said we have the most miserable recruiting program of anyone anywhere. We are not getting our fair share of the best young people in Minnesota at the University, and may even lose them from the state.

Lebedoff added we need some framework in which to make the hard choices in higher education.

Freier said the quality of Physics' research efforts here helps the undergraduates. The department gets some of the state's best undergraduates.

Turner said the University has to retain the standards of excellence, particularly in the quality of the faculty. He compares the university with Berkeley, Stanford, Harvard and MIT (see Holt article). He read figures on Minnesota' rankings in the late fifties and presently which show drops in every area reported so far. For example, the University's national rankings have declined from generally in the low teens, as follows: Math to 18th; Chemistry to 22nd; Geosciences to 24th; Physics (from the top ten) to 26th; Humanities (from 9th) to 22nd; English to 41. The rankings show Minnesota very middling in the Big Ten, even in high tech areas. Minnesota is as high as third in the Big Ten only in Computer Science and Statistics. (Biological Sciences and Social Sciences have not yet been published.)

Turner said we have to come to grips with the problem of the quality of the faculty and begin by recognizing the problem. Let us not try to do so many things, he said. Rather, let us identify what it is we want to become.

McGuiggan countered that we can and <sup>do</sup> give graduate student prospects nice treatment here.

Fredricks said that in the humanities, the fine arts and parts of the social sciences, financial support for graduate students is also a crucial question.

Quie relayed the personal testimonials of his children to the superb opportunities here for undergraduates.

President Magrath said that reputational studies have their limitations, though we mustn't run away from them. He expressed agreement on the importance of succeeding in getting top faculty. We do well here in the competition for federal grants. The graduate research function is a federal/national obligation. Some of the great private schools draw heavily from private resources, he added.

Turner stated that he is frankly worried about the trend lines in the reputational data. He is worried that our natural sciences and the major humanities are ranked low in peer appraisal. It is important for us to put these worries on the agenda. The matter is serious because faculty and graduate students look at these ratings when they are choosing a University. He asked if the Regents ever have the quality of the institution on their agenda.

Howe said that while he understands Holt's point that we can't have islands of excellence, we do have to plan and to allocate resources.

Howe also remarked that graduate studies here and elsewhere are on the rocks, regardless of ratings. He has seen the change in history over the last ten years.

Swan concluded the meeting by noting that it is hard for us to focus and make choices. She expressed the hope we gain a sense of priority.

Notes taken by

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