

Faculty Information Bulletin Fall 1978

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PRESIDENTS OF THE UNIVERSITY

William Watts Folwell	1869-1884
Cyrus Northrop	1884-1911
George E. Vincent	1911-1917
Marion L. Burton	1917-1920
Lotus D. Coffman	1920-1938
Guy Stanton Ford	1938-1941
Walter C. Coffey	1941-1945
James Lewis Morrill	1945-1960
O. Meredith Wilson	1960-1967
Malcolm Moos	1967-1974
C. Peter Magrath	1974-

E. W. Ziebarth served as president from June 17 to September 1, 1974.

HUMAN RIGHTS STATEMENT

The University of Minnesota is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, creed, color, sex, national origin, or handicap. In adhering to this policy, the University abides by the requirements of Title IX of the Education Amendments of 1972, by Section 504 of the Rehabilitation Act of 1973, and by other applicable statutes and regulations relating to equality of opportunity.

Inquiries regarding compliance may be directed to Lillian H. Williams, Director, Office of Equal Opportunity and Affirmative Action, 419 Morrill Hall, 100 Church Street Southeast, University of Minnesota, Minneapolis, Minnesota 55455, (612) 373-7969, or to the Director of the Office of Civil Rights, Department of Health, Education, and Welfare, 330 Independence Avenue Southwest, Washington, D.C. 20201.

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Dear Faculty Member,

These words of welcome are especially intended for faculty members who are new to the University of Minnesota.

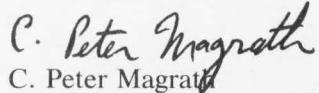
This is an exciting and diverse university, and, naturally, it has its share of both problems and opportunities. The basic commitment is, however, clear: the University of Minnesota is a place for learning, for teaching, and for trying to understand — so that people can lead better and more fulfilling lives.

Upon my arrival at the University of Minnesota four years ago, I found the *Faculty Information Bulletin* to be an excellent source of information and guidance. I hope that you will take the time to read it, and I also know that the Department of University Relations would welcome any comments or observations you might make as to how the bulletin could be improved.

Because our university is so inescapably large and diverse, we will, in many cases, perhaps not become well acquainted. In fact, many of the faculty members working in such a large and statewide university do not come to know each other personally. Although this is regrettable, I am encouraged by the thought that our very large size provides an opportunity for many uniquely talented individuals to help students and to further the discovery and application of knowledge. This is a difficult endeavor, but it is one of the most important missions in a troubled and often unhappy world.

I am glad that you will be providing your professional talents to the University of Minnesota, and I sincerely hope that your stay here will prove to be both pleasant and professionally productive.

Cordially,



C. Peter Magrath
President

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I. The University

On December 22, 1869, William Watts Folwell delivered his inaugural address as the first president of the University of Minnesota. With a prophetic look at the future, he foresaw a great "federation of schools" — the modern university with its vast educational scope. He forecast a university "not merely from the people, but for the people."

The University was chartered in 1851, seven years before the territory of Minnesota became a state. It began as a preparatory school, was beset by financial crises during its early years, and was forced to close during the Civil War. During this difficult time, John Sargent Pillsbury began the long and dedicated service that won him respect as "the Father of the University." As University regent, state senator, and later governor, he led the University out of its financial problems and set it on the road to greatness.

In 1869, when the University reopened its doors and President Folwell gave his farsighted inaugural address, there were only 9 faculty members and 18 students. Two students were graduated at its first commencement in 1873. Today, the visionary's dream has become a fact. The University has grown into a major center of education, creative scholarship, research, and service. Almost 310,000 degrees have been awarded since the University's founding. It is one of the largest universities in the United States, with an enrollment of more than 55,000 students in its statewide degree-granting colleges and schools, and another 20,000 in extension courses.

The University has won affection, support, and respect in the state. State residents make up approximately 87 percent of the University's undergraduate enrollment and over 52 percent of its graduate enrollment. About a third of the state's college students attend the University of Minnesota, and thousands of other Minnesotans benefit each year from its extension courses, adult education seminars, short courses, and a multitude of University services.

The University is statewide. The University of Minnesota, Twin Cities, offers the full range of academic and professional degrees, from associate in arts through doctor of philosophy. The University of Minnesota, Duluth, a part of the University system in northeastern Minnesota since 1947, offers undergraduate and graduate academic programs, a variety of pre-professional programs, and professional programs in social work, medicine, and dental hygiene. The University of Minnesota, Morris, which opened in western Minnesota in 1960, is the site of a unique public liberal arts program offered in a small-college setting; it provides undergraduate and preprofessional academic programs. The University of Minnesota Technical College, Crookston, which opened in northwestern Minnesota in 1966, and the University of Minnesota Technical College, Waseca, which opened in southern Minnesota in 1971, provide two to four years of general, paraprofessional, and technical education, primarily in agriculture-related fields.

Other important parts of the statewide University are the Hormel Institute in Austin; the Mayo Graduate School of Medicine in Rochester; the Lake Itasca Forestry and Biological Station in Itasca State Park; the Gray Freshwater Biological Institute at Navarre; the Cloquet Forestry Center; the Cedar Creek Natural History Area near Bethel; the Rosemount Research Center; the Horticultural Research Center at Excelsior; the Landscape Arboretum near Chaska; the Research and Field Studies Center at Duluth; the Continuing Education and Extension centers at Rochester, Duluth, and Morris; the University Without Walls programs on the Twin Cities and Morris campuses; and the agricultural experiment stations at Rosemount, Crookston, Grand Rapids, Lamberton, Morris, and Waseca. A University-affiliated private undergraduate medical school is operated by the Mayo Foundation in Rochester.

The University is supported by appropriations from the state legislature; by student tuition and fees; by federal and other research grants; by proceeds from sales, service, and auxiliary enterprises; by gifts, grants, and contracts from corporations, foundations, individuals, and others; and by income from investment of its permanent endowment funds and operating balances.

The University's early growth and progress were stimulated by the Morrill Act of 1862 — the famous land-grant act passed by the Congress of the United States — from which the University still gains strength and prestige.

The people of Minnesota recognize the significance of their University in the life of the state, the nation, and American higher education. Every distinction that comes to the University comes to the people of Minnesota as well. Knowledge transcends state boundaries, and the University has made and continues to make a distinguished contribution to national and international scholarship and to research in the arts, sciences, and professions.

II. Organization and Administration

BOARD OF REGENTS

The Board of Regents is the governing body of the University. Its principal responsibilities are election of the chancellor; enactment of rules, regulations, and policies governing the University; control of University expenditures; and approval of all staff changes. (The term president is commonly used instead of chancellor.)

The 12 regents are elected by the state legislature: one regent from each of Minnesota's eight Congressional districts and four from the state at large. A 1976 law requires that one regent be a University student or have been graduated from the University within the five years prior to election. Regents serve without compensation for six-year terms. Vacancies occurring when the legislature is not in session are filled by the governor. (Current members of the board are listed in section VIII.)

The chancellor of the University is ex officio president of the Board of Regents. From its membership, the board elects a chairman and a vice chairman. The board also elects a secretary and a treasurer from outside its membership. All officers, with the exception of the chancellor, are elected for two-year periods.

The board meets in regular session once each month. Much of the business considered by the board is first reviewed by one or more of its standing committees, which meet prior to the monthly board meetings. The five committees are Physical Plant and Investments; Faculty and Staff Affairs; Educational Policy and Long-Range Planning; Student Concerns; and the Committee of the Whole. Dates of board meetings are announced in the Official Daily Bulletin, which is published in the *Minnesota Daily* (the Twin Cities campus student newspaper) when classes are in session and as a special bulletin during quarter breaks. The dates are also announced at the Crookston, Morris, and Waseca campuses in their weekly campus calendars, and in *Brief*, the weekly newsletter for faculty and staff on all campuses. Materials for consideration by the board are usually submitted through the office of one of the vice presidents and then through the office of the secretary to the board.

A *Mission and Policy Statement for the University of Minnesota* was adopted by the Board of Regents in July 1975. Copies of the statement are available from the Department of University Relations.

ADMINISTRATIVE OFFICERS

The president of the University is responsible to the Board of Regents. He is the chief executive officer of the University and is the representative of the faculties and the University Senate to the Board of Regents.

Six vice presidents, appointed by the president, divide the responsibilities of administering the University into six areas: academic affairs; administration and planning; finance; health sciences; institutional relations; and student affairs.

Current administrative officers are listed in section VIII.

UNIVERSITY SENATE

The University Senate is the voice of the statewide University faculty and students. It has legislative control over educational matters concerning the University as a whole but not over the internal affairs of any individual college, institute, or school, except where these overlap or materially affect the interests of other colleges or of the University as a whole.

The University Senate delegates authority and responsibility to campus assemblies in educational matters concerning but one campus of the University. Each campus determines its own assembly and adopts its own constitution and bylaws, which are consistent with the constitution and bylaws of the senate.

The senate meets at least once in each quarter of the academic year, at a time and place determined by the president. Special meetings may be called by the president, at the request of the Consultative Committee, or at the written request of 10 members of the senate.

The senate is composed of elected representatives of the various schools and colleges, as well as the president and the members of the Council of Academic Officers, who are *ex officio* nonvoting members. The elected members are chosen by secret ballot by faculty members with the rank of instructor and above in the several schools and colleges. Each college has at least one senator; one additional senate member is chosen for each 20 faculty members or major fraction thereof. Each senate member also serves on the assembly for his or her campus. Office is held for three years.

Student representation on the senate began in 1969. Provision is made for the handling of some issues by the faculty component alone and others by the student component alone.

Senate agenda and minutes are sent to all faculty members eligible to vote for senators. Faculty members who are not senators may attend senate meetings and participate, at the discretion of the senate, except for voting. In advance of each senate meeting, the docket is published in the *Minnesota Daily*.

The president of the University is chairman of the senate. He may suspend action taken by the senate or any college faculty and ask for reconsideration of such action. If the president and the senate or college faculty do not reach agreement, the question may be appealed to the regents by the president, the senate, or the college faculty.

The vice chairman is elected by the senate from its membership at the first meeting of the spring quarter of each academic year. The clerk of the senate and the parliamentarian, who need not be members, are appointed by the president with the consent of the senate.

Committees. A senate committee is any committee to which the University Senate delegates responsibilities in broad areas of University concern and whose responsibilities are deemed so important, and the permanent continuity of whose activities is so essential to total senate government and University affairs, that the senate establishes it under the bylaws. There are the following senate committees: Council of Academic Officers, Academic Standing and Relations, Committees, Consultative, Educational Policy, Faculty Affairs, Judicial, Library, Research, Resources and Planning, and Social Concerns.

University committees are standing committees created by the University Senate and assigned a relationship and responsibility to appropriate senate committees. Each University committee will concern itself with policy matters designated by the University Senate or referred to it by the responsible senate committee, and within its area of responsibility may initiate studies and policy proposals for consideration by the senate committee and the University Senate.

The following descriptions of senate and University committees are abbreviated. More information about the committees may be found in the "Handbook: A Compilation of Rules and Operational Procedures." Copies of the handbook and of the senate constitution and bylaws are available on request from the clerk of the University Senate.

The **Council of Academic Officers** is composed of the president, vice presidents, deans, and such other members of the University staff as may be added by the president and approved by the senate. Committee members are ex officio members of the senate. The committee advises the president about the general educational, administrative, and fiscal policies of the University and aids the president in putting the policies of the University into effect. Current council members are listed in section VIII.

The **Senate Committee on Academic Standing and Relations** concerns itself with those policies on academic standing that are needed on a University-wide basis and with the relations of such policies to other educational institutions and systems of the state.

The *University Committee on All-University Honors* receives from campuses, schools, colleges, and institutes nominations for various University honors, naming of buildings, and nominations for Outstanding Achievement Awards, and acts on those nominations.

The **Senate Committee on Committees** reviews the number and scope of all committees of the senate and makes appropriate recommendations thereon.

The **Senate Consultative Committee** is composed of nine elected members of the faculty, seven elected members of the student body, and the ex officio membership of the vice chairman of the University Senate. The elected faculty representatives make up the Faculty Consultative Committee and the elected student representatives make up the Student Consultative Committee. The senate, faculty, and student consultative committees, meeting severally or together, serve as consulting bodies to the president.

The *University Committee on Biennial Request and Budget Review* participates in and shares responsibility for developing criteria according to which budgeting requests are examined and ranked, and in developing the rationale for supporting those elements of biennial requests that are of concern to faculty and students. It tests biennial requests for consistency with priorities and criteria, and reviews the operating budget in terms of those criteria.

The *University Committee on Business and Rules* assists the consultative committee, arranges the order of business for the senate, prepares senate agendas, prescribes rules of procedure, and serves as liaison among the senate committees.

The **Senate Committee on Educational Policy** seeks ways in which the total educational work of the University may be improved and makes recommendations appropriate to that end.

The *Council on Liberal Education* is responsible for formulating policy, subject to senate ratification, establishing a floor requirement in liberal studies for all University curricula leading to the bachelor's degree.

The *University College Assembly* is the primary legislative and policy-making body for University College.

The *University Committee on Computing Facilities* reviews the University's academic computing facilities and their uses in the total University enterprise.

The *University Committee on Educational Development* formulates detailed guidelines and operating procedures for the Educational Development Program.

The *University Committee on Extension and Community Programs* considers and recommends policies relative to extending the research and teaching resources of the University to the community and state.

The *University Committee on Instructional Materials and Media* formulates policies concerning the production, use, and distribution of educational equipment, materials, media, and techniques.

The *University Committee on International Education* seeks ways to improve the international educational work of the University.

The *University Committee on Summer Sessions* develops policy with respect to Summer Session and its relationship to the total academic program of the University.

The *University Committee on University-ROTC Relationships* studies and makes recommendations on the relations between the University and the Department of Defense and the several military services.

The **Senate Committee on Faculty Affairs** considers and reviews policies and procedures in the University that may concern the personal and professional welfare of the faculty.

The *University Appeals Committee on Academic Freedom and Responsibility* makes recommendations to the president on appeals relating to questions of academic freedom and responsibility that have been filed with the President's Office and referred to the committee.

The *University Committee on Tenure* is responsible for proposing necessary additions and modifications to the regulations concerning faculty tenure. It also provides interpretations and opinions thereof.

The **Senate Judicial Committee** hears and determines cases principally involving the academic freedom rights of faculty. Cases concern either the dismissal of a tenured professor or, in the case of a nontenured professor, a dismissal or failure to rehire. The committee has an interim jurisdiction to determine certain grievances brought by present faculty members not involving termination.

The **Senate Library Committee** considers and makes recommendations on library policy and administration.

The **Senate Committee on Research** studies and recommends to the senate policies with respect to research activities, facilities, and personnel.

The *University Committee on Animal Care* studies and makes recommendations on the care and usage of animals in research.

The *University Committee on the Use of Human Subjects in Research* conducts prior collegial review of proposed research involving human subjects and provides continuing supervision and advice with respect to approved projects of research involving human subjects, to assure the fullest protection of the rights and welfare of such subjects.

The **Senate Committee on Resources and Planning** considers all matters that may affect the University's long-term development and makes appropriate recommendations to that end.

The **Senate Committee on Social Concerns** makes recommendations for the University's response to social problems.

CAMPUS ASSEMBLIES

Each campus of the University has a campus assembly with functions similar to those of the University Senate. Detailed information on the assembly at a particular campus can be found in the *Faculty Information Bulletin* supplement for that campus.

GENERAL FACULTIES

The general faculty of each college is composed of the president of the University (the provost in the case of the coordinate campuses), the dean, associate and assistant deans, professors, associate professors, assistant professors (including research associates), instructors (including research fellows), and such others as may be specified in that college's constitution. Each faculty controls the internal affairs of its own unit, including entrance requirements, curricula, instruction, examinations, grades, degrees, and disciplinary matters not under the jurisdiction of the Campus Committee on Student Behavior.

III. Duties and Privileges of the Faculty

A faculty member serves the University in a variety of ways, as a teacher instructing students, as a scholar adding to the fund of human knowledge, and as a professional and a citizen contributing special skill and knowledge through various forms of public service.

TEACHING AND RESEARCH

The University emphasizes excellence in teaching and research. The duty of every faculty member engaged in instruction is the communication of knowledge and values to students and the stimulation of their intellectual ability, curiosity, and imagination. The interdependence of teaching and research is the hallmark of a university. Good teaching and learning depend on both pure and applied research. Research may be original with faculty and students or it may be the disciplined ability and willingness to make informed use of the research of others. The essence of a scholarly community is in the pursuit of truth through research, and the transfer of newly gained insights, ideas, and facts to students, both undergraduate and graduate. Faculty members are encouraged to contribute to the ever-expanding realms of human knowledge and will find assistance in obtaining funds and facilities for research through the Office of Research Administration (see Research Funds in section VI). Faculty members are encouraged to improve their effectiveness in teaching in a variety of ways. Assistance may be obtained through the activities and programs offered by the Center for Educational Development and the University Measurement Services Center, and through collegiate and departmental auspices.

As a land-grant university, the University of Minnesota has a lasting commitment to serve society by extending its teaching and research beyond the campus, applying knowledge to the solution of problems of people, of public bodies, and of industry and agriculture — wherever there are needs. These services may be solely the responsibility of the University or may be shared with other institutions or agencies.

PUBLIC SERVICE AND PROFESSIONAL COMMITMENTS

Faculty members are encouraged to contribute, within proper limitations, their special knowledge and skills to institutions and groups outside the University. To regulate faculty service outside the University, the Board of Regents has adopted policy restrictions, generally outlined here and interpreted by administrative policies.

Faculty and general administrative officers are permitted to engage in recurring professional consulting and outside work or service

activities, with or without compensation, provided: (1) that the time involved does not interfere with their capacity to carry out their teaching, research, service, and administrative responsibilities to the University, and (2) that the activities are related to their professional responsibilities and will serve to enhance their professional skills and knowledge. The following specific activities have been defined as recurring professional commitments: (1) any connection with a business enterprise as owner, partner, officer, director, consultant, or agent; (2) the holding of any public office by election, appointment, or employment; (3) any connection with a professional association, educational institution, or foundation as a trustee, officer, lecturer, or representative. The writing of books or articles, or the giving of occasional speeches, lectures, single consultations, such as site visits and the like, have not been considered as "recurring professional commitments."

"Faculty and general administrative officers" include faculty members holding appointments at the rank of instructor and above (includes research fellows and research associates) for two-thirds time or more for an academic year, and deans, directors, department heads, and general administrative officers.

Prior to entering into any final commitment, the staff members as defined above must have the approval of the Board of Regents. For the board's consideration, a president's form 14 must be submitted. Before submission to the board, the appropriate department head or chairperson and dean, or heads of divisions and campus provost at the coordinate campuses, or the vice president for health sciences in the case of health science units, and the vice president for academic affairs must indicate their approval on president's form 14.

While it is not possible to draw the line definitely between professional service of an expert or consultative character and routine professional work, policy does not permit University staff members to enter into ordinary competition in the various professional fields.

Members of the staff shall not accept employment that brings them as experts or in any other capacity into antagonism to the interests of the state of Minnesota.

The general restriction on a staff member's outside time commitments is that they should not exceed an average of one eight-hour day per seven-day week. (The eight hours need not be performed in a single calendar day.) The way in which this time is scheduled must, in the judgment of the department chairperson, be compatible with the staff member's scheduled obligations to the department.

When outside consulting or service arrangements involve single blocks of time that last for a period of more than a day or two, and

thereby interrupt a staff member's regular work schedule, the individual must consult with the department head or chairperson to determine if the activities might more appropriately be managed within the University policy governing leaves of absence.

In every case where outside employment or affiliation is present, it is the policy of the Board of Regents that any regent or employee of the University who makes an appearance, either in person or by way of a written communication, before any public body, commission, group, or individual, to present facts or to give an opinion respecting any issue or matter up for consideration, discussion, or action, shall announce in a clear, complete, and honest manner, in addition to the position held at the University, that he or she speaks not as a representative of the University of Minnesota but as a member of or a consultant for, and/or a paid employee of any person, club, corporation, or other organization for whom said regent or employee acts as a consultant, member, or paid employee.

Every member of the staff who gives professional opinions must protect the University against the use of such opinions for advertising purposes. That is, when a member of the staff performs work in a private capacity, she or he must make clear to the employer that the name of the University is not in any way to be connected with the transaction.

No member of the staff who engages in consultation or other private practice shall use the official stationery of the University or give as a business address any building or department of the institution.

No member of the staff shall use University equipment or services for purposes of private practice without first obtaining approval (B.A. form 39) from the department head or chairperson, dean, and the assistant vice president for business administration in the Office of the Vice President for Finance, and the payment of a reasonable fee for the privilege enjoyed.

In order that the University may have clear records of continuing professional commitments, a system of annual reporting has been adopted.

Although a revision to the regents' policy governing faculty consulting and outside work has been proposed by the University Senate, the Board of Regents may not implement changes in the policy until faculty collective bargaining questions are resolved. Faculty members should confer with their department heads and deans before making any commitments.

The regulations governing faculty consultation are applicable to the faculty of the Medical School. In addition, a special policy, "Consultation Practice in the College of Medical Sciences," was developed by the re-

gents in cooperation with the Medical School to provide guidance in governing practice within the University Hospitals.

POLITICAL ACTIVITY

While staff members share with their fellow citizens the right to campaign for and to hold public office, it is expected that they will plan for an arrangement with the University that will accommodate the contemplated public service activities.

It is expected that any staff member contemplating candidacy for elective political office or appointment to public office, where the duties of a campaign or the holding of the office would seriously interfere with the fulfillment of University responsibilities, will begin consultations with the appropriate collegiate or administrative units of the University. These consultations should focus on the question of whether a temporary suspension of some portion of the staff member's responsibilities can be accomplished without serious impairment of the functioning of the department or unit of the University that is involved. Whenever it is feasible to do so, it is expected that a staff member will begin such consultations well in advance of the time period for which a temporary reduction in responsibilities or a leave of absence is requested.

When a staff member is elected to a political office, e.g., to office in the state legislature, which requires absence from University duties for continuous periods of time less than one year, it is anticipated that normal leave of absence procedures for a portion or portions of the year will accommodate the need to temporarily suspend the staff member's responsibilities to the University.

Prior approval by the Board of Regents will continue to be required for any full or partial leave of absence.

When a staff member is elected to political office requiring full-time service for a period of more than one year, e.g., to offices such as governor, United States representative, or United States senator, it is expected that he or she will resign from the University staff position after election.

The Board of Regents wishes, through this policy, to ensure the balance of public service with the University's primary obligation to staff and maintain its teaching programs and, at the same time, to encourage public service, including the holding of political office. It is understood that the staff member's association with the University should not be misused in campaign activities or campaign literature.

For copies of regents' policies, contact the Board of Regents Office.

UNIVERSITY SERVICE

Committees. Faculty members can contribute to the University and help determine its policies by serving on University committees. The democratic government of the University is dependent on the contributions of all faculty members to committee activities. Accordingly, faculty members are encouraged to share in these activities and may contact the chairperson of the Senate Committee on Committees or the President's Office to indicate a desire to serve. There are four types of committees on which a faculty member may be asked to serve:

University Senate and Campus Assembly committees and sub-committees (see section II).

Special ad hoc committees, which consider problems that arise in two or more colleges.

Collegiate standing and special committees, which deal with the internal matters of a school or college.

All-University non-senate standing and ad hoc committees, which are appointed by the president or the vice presidents and deal with matters of all-University concern.

Commencements. Faculty members serve as marshals and faculty representatives at University commencements. Separate commencement ceremonies are held, usually in December and June, for each of the undergraduate collegiate units and for the Graduate School. For information on commencement ceremonies on a particular campus, check the *Faculty Information Bulletin* supplement for that campus or the University Relations office.

Speakers Bureau. All faculty members are invited to participate in the University Speakers Bureau; participation does not restrict staff members from making their own arrangements directly if they wish. The bureau will, if requested by the faculty member, negotiate speakers' fees and traveling expenses for engagements that are not considered public service. Faculty members interested in participating in the Speakers Bureau should contact the University Relations office on their campus. The *Guide to Speakers and Program Ideas* is described under Publications in section VI.

EXTENSION EDUCATION AND COMMUNITY SERVICE

Public service and extension educational efforts by faculty members either in the name of the University or as private citizens are encouraged, and there are few areas of community service in which staff members are not involved. Civic organizations, political parties, and religious groups

offer a variety of ways to increase the already substantial contribution the faculty member makes to society through professional activity. Although not obligatory, active service benefits the community and strengthens the University's position in it.

Three University units are directly engaged in extension and community service activities. They are Continuing Education and Extension (CEE), the Agricultural Extension Service (AES), and the Center for Urban and Regional Affairs (CURA).

The teaching of correspondence courses and of evening and specially scheduled classes statewide is arranged by CEE, which also assists faculty members in contributing to the lectures and seminars offered in all disciplines in which the University can relate to the general public. Services to special sectors of the public, such as professional groups, government officials, older adults, low-income groups, cultural and artistic organizations, and others, provide faculty members with ways to exercise special skills in service to the community.

The Agricultural Extension Service has faculty in every Minnesota county and also in many University departments and colleges. Each county has a county extension director and a team of extension agents representing the University locally. Extension programs are planned by local county-extension committees working with local agents and campus-based faculty. AES staff and other cooperating faculty annually conduct more than 20,000 seminars, workshops, and other educational meetings and participate in several thousand radio and television programs. In addition, faculty prepare hundreds of special publications and many news articles to carry out their programs. Programs include agriculture and related industries, home economics-family living, 4-H youth development, and community resource development. These programs are provided not only in rural areas and towns but also to inner-city and other urban areas. Extension programs rest on a broad range of disciplines from throughout the University.

Faculty members may also serve the community through the Center for Urban and Regional Affairs, which was established at the University to develop experimental pilot programs and coordinate urban and regional University programs in research, curriculum, and community services. New programs, where needed, are initiated by the center to support and broaden ongoing University urban and regional activities.

A community services coordinator in the Department of University Relations helps inform community groups of services available from the University, and apprises University staff of the needs being expressed in the community. The emphasis in this activity is on minority, youth, and senior citizen programs.

ACADEMIC FREEDOM AND RESPONSIBILITY

Academic Freedom. The Board of Regents approved a resolution on academic freedom on January 28, 1938. It includes the following points:

The University of Minnesota should not impose any limitation upon the teacher's freedom in the exposition of his own subject in the classroom or in addresses and publications.

No teacher may claim as his right the privilege of discussing in his classroom controversial topics that are not pertinent to the course of study that is being pursued.

The University of Minnesota should not place any restraint upon the teacher's freedom in the choice of subjects for research and investigation undertaken on his own initiative.

The University of Minnesota should recognize that the teacher in speaking or writing outside of the institution upon subjects beyond the scope of his own field of study is entitled to the same freedom and is subject to the same responsibilities as attach to all other citizens but in added measure.

It is clearly understood that the University of Minnesota assumes no responsibility for views expressed by members of its staff; and the faculty members themselves should, when necessary, make it clear that they are expressing only their personal opinions.

If the conduct of a teacher in his classroom or elsewhere should give rise to doubts concerning his fitness for his position, the question should in all cases be submitted first to a committee of the faculty, and in no case should any member of the teaching staff be dismissed before the normal termination of his period of appointment without full and open hearing before the Board of Regents, should he desire it, and only upon sufficient notice.

Freedom and the University. On December 14, 1963, the regents released a statement entitled "Freedom and the University," which received wide notice as a reaffirmation of the historic American concept of academic freedom. The statement reads in part:

It cannot be stated too strongly that the only atmosphere in which a university can fulfill its assigned role is the atmosphere of freedom. Nor is it surprising that in America, where free discussion is the first principle of our political faith, universities have flourished best and have made at the same time the most remarkable contribution to the public good. Those universities contributing most have been those which are most free....

The student and the professor must live in an atmosphere where questioning is encouraged, where every alternative can be explored, where their free minds may be allowed to test the validity of each idea, and where they feel free to follow wherever truth may lead. Such a free atmosphere is not merely necessary to university freedom; it is also the way of life which we have a right to associate with America. To ask that the right of the University to this freedom be respected is not to ask for special privilege, but rather to ask for the opportunity to demonstrate the efficiency of the freedom in which we all believe and for which so many brave Americans have died. The most American activity of them all is to think, to speak, and to inquire freely. The un-American activity is to deny such freedom....

Just as the atmosphere of freedom within a university is the best guarantee of productive and responsible instruction, so also is it the best guarantee that students will grow toward responsible citizenship. A free society calls for citizens well-schooled in the wisdom traditional to that society. It also calls for citizens accustomed to grappling with new ideas, to participating in the give-and-take of public discussion, and to assuming public responsibility for their own thinking. Students properly assert their right to learn the responsibilities of choice and decision which they must bear as citizens, and the free university properly provides the most appropriate setting for such learning....

The university is of paramount importance to our nation because it seeks to bring the methods of reason to bear upon our problems — to find better means to public peace, as well as more effective ways to deter threats of violence which may be directed toward our nation. To do its rational work wisely, a university by its very nature requires freedom to inquire....

The University, operating in an atmosphere of freedom, has made great contributions to the healthy, stable society of which we are all now so proud. We as regents are satisfied that, to a very high degree, the faculty of the University and its administration understand the mission of the University and are using their freedom responsibly. We are satisfied that the existing agencies for enforcement of law and for protection of national peace and safety are alert and adequate to their tasks. We are also sure that the University officials are prepared to, and do, cooperate with them in assuring national safety. We are impressed by the great responsibilities related to national safety and prosperity that are continuously entrusted to University personnel, and we wish to take this opportunity to reaffirm our faith in the University and in the efficiency of freedom.

Academic Freedom and Responsibility. On December 17, 1970, the University Senate issued a statement on academic freedom and responsibility. This statement was approved by the Board of Regents on January 8, 1971,

as affirming and complementing the 1963 Board of Regents' statement. A portion of the statement follows:

Academic responsibility obliges the scholar to strive for a level of excellence and integrity worthy of his vocation and to dedicate himself to the pursuit of knowledge and the cultivation of an atmosphere which stimulates learning. Especially when dealing with controversial matters, he should inform his audience of divergent opinions about the subject at hand. Fostering strenuous and careful thinking, rather than providing ready-made conclusions, is a duty of the scholar as educator. Intelligent disagreement is a part of the educational process. Avoidance of indoctrination is especially important since to develop and to maintain reflectiveness requires the constant re-evaluation of one's views.

A teacher's mastery of his subject and his own scholarship are necessary qualifications for teaching. The teacher is responsible for his course of instruction, which responsibility includes a statement of course objectives and the means of fulfilling them. Thus, it is improper for a teacher persistently and knowingly to intrude material which has no relation to the subject matter of his course, or to fail to present the subject matter of his course. It is equally improper for those outside the University community to dictate what is to be taught. Each individual faculty member must have reasonable latitude to cancel a scheduled class or other scheduled activity for reasons including more effective means of presenting material, illness, engagement in some other professional activity, or even the desire to express individual conscience or conviction. But then the teacher has an obligation to arrange for substitute or make-up instruction in a manner most convenient for all of his students. A vital part of his profession is, of course, his reasonable and ready accessibility to students, since consultation with faculty is not a student's privilege but every student's right.

Staff members should read the full statements. A booklet, *Academic Freedom and Responsibility*, containing complete copies of the 1938 regents' resolution and the other two statements may be obtained from the office of each provost or dean, or from the Department of University Relations.

EQUAL OPPORTUNITY

The Board of Regents has committed itself and the University of Minnesota to the policy that there shall be no discrimination in the treatment of persons because of race, creed, color, sex, national origin, or handicap. A copy of the complete human rights statement appears on the inside front cover of this publication. This policy is particularly applicable in the recruitment and hiring of members of the faculty and staff and in promoting the academic pursuits of all students at both undergraduate and

graduate levels. Individual faculty members are expected to support the development of affirmative action programs that will provide an ethnic and sex balance in their departments. The *University Affirmative Action Program* contains a full statement of policies and programs and is available through departmental offices or the Office of Equal Opportunity and Affirmative Action.

An equal opportunity statement must appear on all University publications. For compliance with Title IX and with Section 504 of the Rehabilitation Act of 1973, all publications concerning admissions and employment, such as catalogs, bulletins, and application forms, must carry the human rights statement. Contact the Office of Equal Opportunity and Affirmative Action for an appropriate statement for a particular publication.

Access for Handicapped Persons. Recent civil rights legislation has clarified and confirmed the responsibility of the University and its faculty to provide handicapped persons equal access to educational programs. The University has attempted to improve such access by removing architectural barriers, developing educational support systems, reassessing admissions policies, encouraging awareness of disabilities, and promoting equal employment opportunity, among other things. This educational philosophy, known as "mainstreaming," recognizes the right of disabled persons to equality of opportunity in education and employment, and stresses the advantages accruing to all students when students with disabilities are integrated into regular programs.

The HEW regulations implementing Section 504 of the 1973 Rehabilitation Act have added impetus to the University's mainstreaming efforts. The primary provision of the regulations is that each program or activity, when viewed in its entirety, should be readily accessible to handicapped persons.

The regulations place responsibility not only upon the University as a whole but also upon individual department heads and faculty members. Consideration of academic adjustments — such as rescheduling classes to physically accessible locations, providing alternative testing arrangements, allowing the use of tape recorders and other educational aids in the classroom, modifying or substituting required courses, and extending time limits for completion of degree programs — is now mandatory. Although the regulations require the provision of academic adjustment on the basis of individual need, they do not call for the arrangement of any accommodation that compromises essential academic standards.

Any faculty member who has a student with a disability in his or her class may consult the *Enabler*, an information and resource guide for faculty and staff as well as disabled students. Copies are available in college offices. Further information about disabilities and technical assistance may be obtained from the Rehabilitation Services office of the Student Counseling Bureau. Information about the regulations may be obtained from the Office of Equal Opportunity and Affirmative Action.

IV. Faculty Personnel Information

FACULTY APPOINTMENTS

New staff members are recommended by the faculty and the dean of each individual college or school, reviewed by the vice president for academic affairs, and approved by the president and the Board of Regents. After final approval, publicity regarding appointments may be released through the news service.

Academic Personnel Records. Each prospective faculty member receives a Faculty Information Form, usually sent by the department head or chairperson who is negotiating the offer of academic appointment. This form, with the original appointment and letters of recommendation, is the nucleus of the academic personnel records in the central files. The faculty member should notify the President's Office in writing whenever an addition to his or her academic or professional background occurs (e.g., additional academic degrees, honors, publications, or professional activities).

Appointments. All nonstudent academic appointees receive an annual Notice of Appointment confirming their titles, salaries, terms, and academic status. Certain terms of employment are designated by letter symbols:

(1) Appointment Period Symbols:

- A — Twelve months (July 1-June 30)
- B — Academic year (September 16-June 15)
- C — Special dates as noted
- E — Nine months (October 1-June 30)
- G — Nine and one-half months (September 1-June 15)
- K — Ten months (August 16-June 15)
- M — Nine months (September 1-May 31)

(2) Tenure Identification Symbols:

- P — Continuous tenure conferred
- N — Probationary
- C — Special contract
- T — Temporary and nonregular
- E — Special employment (restricted to nonfaculty academic administrative titles)
- R — Retired persons receiving retirement allowances

(3) Part-time/Full-time Symbols:

- O — Appointment is 100-percent time
- H — Appointment is less than full time; followed by percentage figure

Regents' Policy on Nepotism (Academic Staff). The University of Minnesota acts in accord with the public policy to encourage and foster, to the fullest extent practicable, the employment of properly qualified persons regardless of their age, race, creed, color, handicap, sex, or national origin or ancestry. In selecting persons for employment, no restriction is placed on hiring persons related through affinity or consanguinity. However, to avoid possible conflict of interest that could result from peer judgment, supervision, or administrative review procedures, a person so related must not participate in decisions to hire, retain, promote, or determine the salary of the other person, and must not be assigned substantive responsibility for work of the other person.

Physical Examinations. Before an appointment becomes fully effective, each new full-time regular instructor or assistant professor must pass a prescribed physical examination. This examination must be completed before the end of the first academic quarter of service. All original full-time regular appointments to the rank of associate professor or professor are effective only upon the passing of the prescribed examination within eight weeks of the beginning of service. All promotions to a tenure rank necessitate a second physical examination. Examinations will be given by the University Health Service without cost. If preferred, the individual may be examined by a private physician, with reimbursement of \$20 when the results have been reported by the private physician to the Health Service on its forms.

APPOINTMENTS TO GRADUATE SCHOOL FACULTY

There are two types of membership in the graduate faculty: full membership and associate membership. Full members teach graduate courses, serve on graduate committees, supervise theses, and serve as advisers to candidates for master's or doctor's degrees. Associate members teach graduate courses, serve on graduate committees, and act as advisers to candidates for master's degrees.

Limited teaching status is available for qualified individuals to teach certain courses for a specific time period; such status does not constitute graduate faculty membership. All such recommendations for Graduate School faculty appointments and limited teaching status are reviewed by the appropriate Policy and Review Council. The recommendation of the council is made to the dean of the Graduate School for final action.

PROMOTIONS

Recommendation for promotion is made by the department head after the members of the departmental faculty with continuous tenure and senior in rank to the individual affected have met and voted on the recommenda-

tion to be made. Procedures that satisfy minimum standards of due process must be followed; information may be obtained from the department head. Recommendations are subsequently reviewed and approved by the dean (and/or provost), vice president for academic affairs, the president, and the Board of Regents. Promotions to and new appointments at the ranks of associate and full professor are reviewed by the dean of the Graduate School.

Recommendations for promotion and the granting of indefinite tenure should be based upon (a) effectiveness in teaching and advising students; (b) professional distinction in research and writing or in artistic production; (c) special contributions to department, college, or University functions, contributions to professional organizations, or professionally related service to the community; and (d) length of service. Criteria (a) and (b) must be considered primary; (c) and (d) alone do not constitute adequate grounds in the absence of a satisfactory record with respect to (a) and (b). Further elaboration on the promotion and tenure process is found in the all-University memoranda from the vice president for academic affairs and the dean of the Graduate School, which guide the process.

TENURE AND PROBATIONARY APPOINTMENTS

The University of Minnesota academic tenure system is set forth in the *Regulations Concerning Faculty Tenure*, as revised and adopted by the Board of Regents December 8, 1972, and reprinted May 1974. Copies may be obtained from the Office of the Vice President for Academic Affairs or Academic Personnel Records. Selected important aspects of the tenure system are presented herein.

There are four classes of regular faculty positions: professor, associate professor, assistant professor (including research associate), and instructor (including research fellow). The following tenure rules apply to the regular tenure and probationary positions:

Professors and associate professors acquire continuous tenure immediately upon attaining those ranks unless they are hired on special contracts that require tenure decisions under Section 17 of the *Regulations*.

Assistant professors who have not previously served in regular faculty positions are appointed initially for two years and may be reappointed twice for additional two-year periods. Section 6 of the *Regulations* provides for written notice by the president of a one-year terminating appointment if the assistant professor is not to be retained. This notice must be sent on or before June 15 for an assistant professor in the first or second year of service, and on or before April 15 for an assistant professor in the third or subsequent year of service.

Credit may be granted for prior service at the time of hiring, which then shortens the probationary period. A decision concerning tenure, if not

made earlier, must be made in the sixth year of regular probationary service. The assistant professor will receive tenure in the seventh year unless notice of a one-year terminating appointment has been given.

Instructors on probationary appointment are appointed initially for one year and may be reappointed for either one- or two-year periods. If the instructor is not to be reappointed at the end of the initial appointment, written notice must be given on or before March 15. If the instructor is not to be reappointed following the second or subsequent year, written notice must be given on or before December 15.

A decision concerning tenure, if not made earlier, must be made in the seventh year of regular probationary service. Continuous tenure will be achieved at the rank of assistant professor following the seventh year of probationary service at the instructor rank. An exception to this rule permits the Agricultural Extension Service and the Libraries to recommend continuous tenure at the rank of instructor.

No credit is given for prior service at another institution for persons hired at the instructor rank.

Probationary appointments meet the following conditions and are coded N:

1. funding for the positions is recurring;
2. the individuals are being considered for continuous appointments, i.e., the faculty titles are not preceded by visiting, clinical, or adjunct; the individuals are not serving in acting capacities; the individuals are not serving in postdoctoral capacities;
3. the individuals are employed for 67-percent or more time during the academic year (September 16-June 15);
4. the individuals are not registered graduate students at this University; and
5. the programs are intended to be ongoing, i.e., they are not limited in duration because of an experimental nature or other such limitation.

Nonregular appointments are made annually and coded T. Under the *Regulations*, tenure credit is not acquired by appointment to a nonregular position, nor is there created any presumption of a right to reappointment.

REMUNERATION

The salary to be paid a prospective faculty member usually is an individual matter agreed upon by the department head and the faculty member, with the approval of the dean of the college, and is confirmed by the president and the regents at the time of the appointment. Salaries for assistant professors, research associates, instructors, and research fellows cannot be set below floors established each year. These minimums

are announced by the President's Office at the time each new budget is prepared.

University employees are paid semimonthly, but not everyone is paid on the same day. The month is divided into two periods, the 1st through the 15th, and the 16th through the last day of the month. Regular payroll employees are paid on the 15th and the last day of the month; those on the miscellaneous payroll are paid on the 10th and the 25th. It is expected that a resigning staff member will complete all work connected with a quarter although the last payday may precede the actual close of the quarter.

Quarterly pay periods fall regularly in six equal semimonthly paychecks as follows:

Fall Quarter. Employment is September 16-December 15. First payment is September 30 for those on the regular payroll and October 10 for those on the miscellaneous payroll. Last payment is December 15, regular; December 25, miscellaneous.

Winter Quarter. Employment is December 16-March 15. First payment: December 31, regular; January 10, miscellaneous. Last payment: March 15, regular; March 25, miscellaneous.

Spring Quarter. Employment is March 16-June 15. First payment: March 31, regular; April 10, miscellaneous. Last payment: June 15, regular; June 25, miscellaneous.

Staff members may choose to have their paychecks deposited directly into their personal checking accounts in any bank in the nation. Checks are deposited on the usual paydays and the staff members receive, through their departments, notification of current and year-to-date information.

INSURANCE AND RETIREMENT PLANS

The following information is a brief outline of the insurance and retirement plans. Both eligibility and benefit provisions are too complex to be included in this brief description, and are subject to all the terms and conditions of the plan documents.

For more detailed information, contact the Employee Benefits Department.

Faculty Group Life Insurance. All full-time faculty members serving not less than nine months during the calendar year with a rank of instructor or above are eligible for Group Life Insurance. The University of Minnesota pays the entire cost of this coverage.

The amount of life insurance coverage is \$20,000. However, that amount is reduced by \$1,500 on the July 1 nearest the 61st birthday and

each subsequent July 1, until it is reduced to \$12,500. The amount of life insurance will remain at that level until retirement.

If entry into the plan is at age 61 or over, the initial amount of life insurance will be based on attained age at entry.

Faculty Group Income Disability. Faculty members eligible for Group Life Insurance also are eligible for the Group Income Disability, with coverage effective on the first date of the University service. The University pays the total cost of this insurance.

If disability lasts for four months, a monthly income equal to 60 percent of monthly salary, not to exceed \$2,000 per month, would be payable. Monthly salary would mean average monthly salary based on compensation earned in the 12 months preceding disability onset date. During continued disability, the benefits would be paid monthly on a 12-month basis, or until the June following the 65th birthday.

Any income disability benefits are offset by disability benefits received under the Social Security Act, Worker's Compensation Act, Minnesota State Retirement System, Veterans Administration, Railroad Retirement Act, or Federal Civil Service Retirement System, or from any other plan for which the University pays any part of the cost.

The income disability payment will not be less than \$300 monthly.

Faculty Retirement Plan. All staff members participating in the \$20,000 Faculty Group Life Insurance program are eligible to participate in the Faculty Retirement Plan. The effective date of participation in the retirement plan is dependent on various factors. The required waiting period can be determined from the following table:

Professor, associate professor, and class 9301 through 9313 — none to six months

Assistant professor and research associate — two years

Instructor and research fellow — three years

Civil service staff member and class 9314 through 9324 — dependent on salary

Participation in the plan is not obligatory. However, a refusal is an effective forfeiture of contributions that the University would otherwise make. A later decision to participate cannot be retroactive.

A staff member will contribute 2½ percent of covered annual salary. The University will contribute 2½ percent of the first \$5,000 plus 13 percent of covered salary in excess of \$5,000. Covered salary includes the following: basic appointment salary, administrative augmentation, commutation allowance, regents' professor stipend, and nine-month appointee summer earnings paid from 06xx, 07xx, 08xx, or 09xx funds. All other earnings are excluded.

State Plan (Health, Dental, and Life Insurance). Academic staff holding nonstudent appointments of 75-percent time or more are eligible for employee paid health, dental, and additional life insurance. In addition, the University pays the cost of dependent health insurance and one half the cost of dependent dental insurance, with the balance paid by the staff member through payroll deduction.

A newly appointed or newly eligible staff member's coverages (including dependent coverages, if any) become effective on the first day of the first payroll period beginning after the 28th day following the first day of eligible employment. (Individuals who do not make application for dependent coverage within two months after their date of employment may insure such dependents only by furnishing satisfactory evidence of good health.)

In addition to the insurance coverage outlined above, additional coverages are also available.

Property Insurance. Faculty members who bring valuable equipment of their own to their offices should realize that no University insurance covers this personal property.

Social Security. All full-time academic staff members are covered under the Social Security system.

Tax-Deferred Annuity Plan (Mills II). The University offers a tax-deferred annuity plan.

Unemployment Compensation. Effective January 1, 1972, Unemployment Compensation coverage was extended to include academic staff.

U.S. Savings Bond Program. The University allows payroll deductions for the purchase of U.S. Savings Bonds. Bonds may be purchased during the campaign conducted through the Office of Development each spring, or at any time during the year.

Worldwide Travel Accident Insurance. Staff members traveling on behalf of the University outside of their normal officing areas are insured in the amount of \$100,000 for accidental death. The University assumes the entire cost of this insurance, which covers travel by air, ground, or water.

LEAVES OF ABSENCE

For short leaves of a day or two that will not interrupt the regular work schedule, a faculty member needs only oral permission from the dean or department head. For longer leaves that will interrupt the work schedule, a faculty member should submit a formal request to the president and the Board of Regents through the department head or dean.

Appearance in Court. Faculty members do not lose pay when testifying before a court or a legislative committee on a matter concerning the federal or state government or the University, or when called to testify as an expert or to serve on a jury.

Attendance at Scientific or Professional Meetings. Leaves with pay are granted to persons representing the University or attending meetings important to their work.

Maternity Leave. The University is in compliance with the guidelines issued by the Minnesota Department of Human Rights regarding maternity benefits for staff members, which permit up to six months' leave of absence without pay. Accrued vacation days may be used prior to the leave. Requests for leave should be initiated at the departmental level.

Military Service. Leaves with pay are granted to full-time faculty members for required service in the National Guard or any of the armed services reserve forces. These are usually for no longer than two weeks.

Sabbatical Leave. After six consecutive years of regular full-time service at the University, faculty members holding nine-month or more appointments (coded A, B, E, G, K, and M) are eligible for sabbatical leave. This is granted to staff members who have held the rank of assistant professor for at least two years, to associate and full professors, and to instructors who have continuous tenure. All leaves require the approval of the applicant's department head, the dean of the college, the president, and the Board of Regents. Sabbaticals may be taken for one full term of appointment or for a shorter period and may, if continuous, bridge academic years. Half salary for the duration of the sabbatical is paid by the University with the understanding that staff members granted leave will return to the campus for at least one year's service or will reimburse the University for salary. While on leave, faculty members are free to accept nonservice grants for research or study or to augment their sabbatical stipend to approximately the level of their full-time salary, provided that the activity for which compensation is received does not interfere with the purposes of the sabbatical. If unusual travel or living expenses will be involved, the augmentation can exceed half salary. A request for permission to augment salary, with specific information regarding the augmentation, should accompany the application for sabbatical leave. A sabbatical leave report summarizing the work done is to be submitted to the president within three months after return to the University.

Sick Leave. For an absence of a few days, during which time the department can carry on her or his work, a faculty member need only apply informally to the department head. If the absence will extend for a longer period (such as beyond one payroll period), an application for leave of absence must be submitted to the president through the department head and the dean.

Single-Quarter Leave with Pay. Single-quarter leaves with full salary for study and research that will strengthen individual knowledge and understanding in the domain of scholarship and University teaching are granted on an all-University competitive basis to full-time regular appointees who have tenure and a minimum of three full academic years with the University and to assistant professors, who are eligible to apply for such leaves in the second year of service for leave during the third year. Associate professors and professors on special contract appointments are also eligible to apply for these leaves in the second year of service. These leaves may not be used to pursue an advanced degree or to write a textbook.

Single-quarter leaves with pay must not precede or follow sabbatical leaves or a Graduate School research grant for the summer. The quarter spent on leave counts as a portion of the six academic years required for eligibility for sabbatical leave. Eligible persons must pledge themselves to return to University service for a full academic year or its equivalent after completion of the leave.

Application forms for single-quarter leaves are available from the General Storehouse. Announcements of the deadline for submission of applications are sent to department heads for distribution to faculty members eligible for these leaves during the fall quarter of each year.

Vacations. Regents' policy provides that academic staff members on A (12-month) appointments accrue vacation at the rate of two days per full month of service, i.e., 22 days per year. A staff member will not be entitled to vacation leave during the first year of service until 11 full months of service are completed. Vacations are to be taken at the convenience of the department. A staff member with an A appointment who does not take a vacation is not entitled to extra pay, and vacations are not cumulative. Vacation time normally is taken at the conclusion of the year in which it is earned. If the use of vacation days must be postponed for more than the equivalent of one quarter into the subsequent year, the matter must be agreed upon in writing between the staff member and the department head, and a copy of the agreement must be sent to the Office of the Vice President for Academic Affairs. When a staff member terminates from the University, provision is made for earned vacation time in fixing the termination date. Full information may be obtained from the department head. Faculty members employed less than 12 months (A base) or employed part time do not accrue vacation time.

TRAVEL

The University generally pays the travel expenses of a staff member who makes a trip as an official representative of the University. Travel outside of the state at University expense must be officially approved. To obtain approval, the staff member is asked to initiate a request on Business

Administration Form 9, Request for Authorization for Travel Outside State, which is available in the departmental office. Payment of travel expenses authorized through this process is initiated by the staff member in the departmental office and processed through the University Business Office. A brief report on the trip must be submitted by the staff member to the dean within 10 days after returning.

While on University business, most University of Minnesota staff members are insured under the travel accident policy described under Insurance and Retirement Plans in this section.

RESIDENT TUITION FOR FACULTY AND THEIR FAMILIES

New full-time faculty members with the rank of instructor or above, civil service personnel eligible for faculty group insurance, and certain accredited foreign diplomatic officials, and their immediate families, may pay resident fees in all colleges. Any such persons should contact the Admissions and Records Office to make appropriate arrangements.

Graduate students holding appointments as teaching assistants, research assistants, teaching associates, administrative fellows, and instructors at 25-percent time or more pay resident tuition rates. This same privilege applies to members of their immediate families registered in any schools or colleges of the University. "Immediate family" includes spouse, children, parents, or legal guardian living in the same household as the graduate student.

Students who are in postbaccalaureate professional degree programs (doctor of pharmacy, master of public health, master of hospital administration, master of agriculture, master of education) and who are teaching assistants or teaching associates paid on the General Operations and Maintenance Fund and appointed at 25-percent time or more are eligible to pay at the Graduate School assistant rates.

Resident tuition rate privileges are extended beyond the term of qualifying appointment if the qualifying appointee has held one of the above appointments for a minimum of three academic quarters, at 25-percent time or more, after September 15, 1969. Two summer terms count as one academic-year quarter. The use of the privilege is extended, after completion of the qualifying three quarters of appointment, on a quarter-for-quarter basis up to a maximum of six quarters of use. Appointment for three quarters entitles extension of the privilege for three additional quarters; more than three quarters entitles extension (on a quarter-for-quarter basis) for not more than six quarters. This entitlement will not extend beyond three years from the termination of the most recent qualifying appointment. This privilege does not apply to those holding appointments as instructors.

Nonresident medical and dental fellows who are registered in the Graduate School, but not their families, may pay fees at the resident rates.

Residence hall advisers with bachelor's degrees are allowed to pay tuition at the resident rates of the colleges in which they are enrolled. Nonresident undergraduate teaching assistants and research assistants are not eligible to pay resident tuition rates.

Full-time faculty members who hold Ph.D. degrees may informally audit courses (with the permission of the instructor and on a space-available basis) without registration or payment of fees. Should the need arise, official authorization may be obtained from the Graduate School.

There are no residence requirements for admission to classes or courses offered through Continuing Education and Extension.

WORK TOWARD ADVANCED DEGREES

Members of the University of Minnesota staff holding academic appointments above the rank of instructor or research fellow are normally not permitted to take graduate degrees here. Under unusual circumstances, the dean of the Graduate School may make an exception. Requests for exception, including the conditions that are believed to warrant the exception, must be submitted in writing to the dean of the Graduate School.

Faculty members who are completing advanced degrees at other institutions may, on approval of admission to the Graduate School, complete course work here for subsequent transfer to the degree-granting institutions. All such arrangements should be cleared in advance by the adviser and other appropriate individuals at the institutions that will award the degrees.

Approval of admission to the Graduate School is required if an exception to take an advanced degree at the University of Minnesota has been granted or if course work is taken for transfer elsewhere. The appropriate forms and instructions are available in the Prospective Student Office of the Graduate School.

Faculty members with probationary appointments who wish to pursue graduate degrees must transfer to nonregular appointments during the period of study, in accordance with Section 8 of the *Regulations Concerning Faculty Tenure*.

COURSES OPEN TO FACULTY AND THEIR FAMILIES

In addition to the regular day classes offered at the University, a variety of classes, conferences, and other study opportunities are available through Continuing Education and Extension (CEE). Usually there are no scholastic admission requirements and few prerequisites for CEE programs and classes. More than 1,000 evening and specially scheduled classes and over 400 conferences are offered throughout the state each year. Most of them may be taken with or without degree credit.

The Independent Study Department makes available some 300 correspondence courses for both high school and college level credit. The program in Continuing Education for Women offers special seminars accommodating the interests and hours of women. The MacPhail Center for the Arts offers private lessons and classes in the arts for adults and for children of all ages.

The CEE Counseling Office caters especially to the problems and needs of adults and provides information on programs serving all members of faculty families. One of these programs, the Summer Arts Study Center at Hill City, holds particular interest for faculty members who might wish to participate either as teachers or students.

Information on tuition rates for faculty members and their families can be found under Resident Tuition (above).

FACULTY GRIEVANCES

A faculty member who has a grievance should first attempt informal means of resolution. This would include discussion with the department head and, if necessary, the dean. If satisfactory resolution is not accomplished, a complaint may be filed with a request for a hearing before the appropriate committee.

A complaint that involves temporary or permanent removal for cause, nonreappointment of a probationary position, or nonpromotion must be filed with the chairperson of the Senate Judicial Committee within 30 days of the written notice (Sections 13 and 14 of the *Regulations Concerning Faculty Tenure*). A three-member panel is named from the Judicial Committee to serve as the hearing body. The panel submits its findings of fact and recommendations to the president for disposition.

Grievances that involve other conditions of employment may be heard by an ad hoc faculty committee or the dean. The faculty member is accorded fundamental fairness, including the right to be aware of the contents of all documents bearing on the decision, to hear opposing statements, to present evidence on one's own behalf, and to be represented by an academic adviser and/or by counsel. Appeal from an adverse decision may be made to the Senate Judicial Committee.

The Senate Policy on Academic Freedom and Responsibility established departmental and collegiate committees with faculty, student, and civil service representation. These committees hear complaints that allege a violation of academic freedom or failure to meet academic responsibility. Grievances may be brought by faculty, students, or civil service employees against academic administrators, faculty, students, or civil service employees. Appeal from an adverse decision may be made to the collegiate appeals committee or the University Appeals Committee, whichever the case may be.

If the issue involves alleged discrimination on the basis of race, creed, color, sex, national origin, age, or handicap, counseling and investigation is provided by the Office of Equal Opportunity and Affirmative Action.

Questions regarding appropriate channels may be directed to the college, campus, or University grievance review officer.

GRADUATE ASSISTANTS

For University policies affecting graduate assistants, see the *Handbook for Graduate Assistants*, available from departmental offices, or contact the Graduate Assistants Information and Assistance Office.

V. Teaching and Student-Related Matters

ADMISSION TO THE UNIVERSITY

Admission to the University is open to all qualified persons and based primarily on previous achievement and ability. Brief descriptions of admission requirements for individual collegiate units may be found in the *General Information Bulletin* distributed by the admissions office on each campus.

DEGREES AND CERTIFICATES

The University offers extension certificates, two-year associate degrees, bachelor's degrees, master's degrees, specialist degrees, Doctor of Philosophy and Doctor of Education degrees, and certain professional degrees such as Juris Doctor, Doctor of Medicine, Doctor of Dental Surgery, and Doctor of Veterinary Medicine.

ADMISSIONS AND RECORDS OFFICES

Each campus has an admissions and records office. Office personnel receive and process new student applications for all undergraduate colleges and for the professional schools. They also accept requests for transfer between colleges and for readmission.

Students are admitted directly from high school, in transfer from other colleges, by examination, and as adult specials (those who wish limited course work for special needs and who do not have degree objectives). Qualified students may also enroll for summer work only and for work in Continuing Education and Extension without regular admission status.

The admissions and records offices also have responsibilities associated with registration, maintenance of records of academic progress, collection and maintenance of general student information, fees and billing (including authorizations for certain scholarships and awards), determination of residence status and residence fee privileges, transcripts, statistics, diplomas, and publication of bulletins. They also assist veterans and war orphans who qualify for financial support from the Veterans Administration as well as students who qualify for support through Social Security.

REGENTS' POLICY ON ACCESS TO STUDENT RECORDS

Students enrolled in the University are required to give much information in order that the University may make reasonable judgments about them, provide services, and give informed advice regarding courses to be followed. Such personal data and information may become part of the student education record. Students may make the justifiable assumption that the University, as custodian of these data, will preserve their private nature. By requiring or requesting such information, the University gives assurance that the information will be protected against improper disclosure.

The University observes the following principles:

1. Appropriate University officials are held directly responsible and accountable for the careful protection of student education records against possible misuse.
2. Within the University, student education records will be used only for appropriate research, educational, and University service functions. Access to those records is allowed only to those members of the University community whose designated responsibilities require access or to persons to whom the student has given written permission for access.
3. University officials responsible for the use of student records require that there be no communication of such records outside of the University except under proper written authorization, or as provided elsewhere in this policy statement.
4. The University maintains a Directory of Student Education Records that (a) lists the types and locations of records, (b) designates the officials responsible for the records, (c) states the administrative procedures governing student access to student education records on each campus of the University, and (d) defines the conditions under which individuals other than the student may have a legitimate educational, administrative, or research interest in such records.
5. The University provides the student with the right to access, inspect and review, and request amendment of the contents of student education records, to have a hearing if the result of the request for amendment is unsatisfactory, and to include a statement for inclusion in the record if the decision resulting from the hearing is unacceptable to the student.
6. The University notifies students annually of their privacy rights, their right to file complaints concerning alleged failures of the University to comply with their privacy rights, and the location of the University Directory of Student Education Records, where copies of the University policy and procedures on access to student records may be obtained.

7. The University will make available to a student for review and inspection a copy of the student's education record; however, copies of originals or source documents which exist and are available outside of the University need not be released to the student or to a third party.

8. The University maintains a record of requests for information from student education records other than directory information, and of the disposition of the requests.

The student education records of the University vary in their nature and location. Steps taken to protect against improper disclosure are designed for the circumstance.

Directory Information. The student's name, address, telephone number, dates of enrollment and enrollment termination, major, adviser, college and class, and, in the event of the student's graduation, the degrees received, are matters of public record or directory information. Therefore, University officials and departments may provide this information in answer to inquiries without requiring authorization from the student. However, students may prohibit disclosure of directory information during the term of their enrollment.

Other Student Education Records. Student education records other than directory information include, but are not limited to, academic records of studies pursued, grades obtained or abstracts of them, academic ratings, and records of educational services that are provided to students. Such records are not disclosed to anyone except:

1. the student, and others on written authorization by the student;
2. persons within the University who have a legitimate interest in the information for educational, administrative, or research purposes;
3. other educational institutions in which the student seeks to enroll, provided the disclosure is limited to official copies of student transcripts or test scores from the appropriate University office;
4. other organizations conducting educational research studies, provided the studies are conducted in a manner that will not permit identification of students, and the information will be destroyed when no longer needed for the purpose for which the study was conducted;
5. persons in compliance with a judicially ordered subpoena, provided that a reasonable attempt is made to notify the student in advance of compliance thereof;
6. persons whom appropriate University officials have determined to have need of the knowledge to protect the health or safety of the student or other persons in an emergency;

7. accrediting organizations and state or federal education authorities when the information is needed for monitoring, auditing, or evaluating educational programs, provided the accrediting organizations and authorities protect the data in a manner that will not permit the personal identification of students, and personally identifiable information is destroyed when no longer needed;

8. appropriate persons or agencies to ensure the accuracy of student financial records and transcripts.

Certain categories of information in student education records are not subject to student inspection and review. These categories include (1) financial information submitted by parents, and (2) confidential letters and recommendations collected under established policies of confidentiality or to which the student has waived the right of inspection and review.

Other Records. The University maintains other records that contain information about students.

Information in medical or psychological counseling records, including results of examinations by University physicians, psychiatrists, and psychologists, is much more confidential. The University obtains such information with a commitment as to its confidential nature. Such records should not be disclosed, except (a) under direct and special written authorization by the student, or (b) under direct and special order by the appropriate officer on each campus when he finds that extraordinary considerations justify their disclosure, and in compliance with applicable laws.

University police, employment, and hospital records contain information about students, but are not student education records, and are not covered by this policy. University offices responsible for such records maintain and observe information release policies that protect the subjects of such records against improper disclosure and are consistent with applicable laws.

GRADING POLICIES AND PRACTICES

The University Senate, which for the preceding 30 years had determined grading systems to be used throughout the University, approved grading autonomy for individual campuses on March 9, 1972. The senate acted upon the recommendation that, since grading is an integral part of the educational climate of a campus and should be tied to the educational objectives of that campus, the responsibility for grading policies should rest with individual campus assemblies. That responsibility applies to review and approval of experimental grading systems as well as to the standard system to be used on each campus.

For information on the grading policies and practices that have been approved for use on a particular campus, check the *Faculty Information Bulletin* supplement for that campus.

Departmental and collegiate faculties are responsible for determining other policies regarding grading practices. Departmental faculties are urged to give consideration to the utilization of appropriate grading practices.

Final grades for students must be sent to the records office within 72 hours after the final examination for each course. After the grades have been reported, changes can be made only on recommendation of the Committee on Student Scholastic Standing of the college concerned.

COURSES

The initiation of new courses, or the revision of existing ones, is first the responsibility of departmental faculties. Collegial review is expected. College policies regarding the initiation and revision of courses vary. Faculty members will wish to familiarize themselves with their own college policies.

Student registration for courses begins several weeks before the start of each quarter; registration instructions and schedules are published in the *General Information Bulletin* and in the Official Daily Bulletin (or comparable bulletin) of each campus. Detailed information concerning courses is given in the bulletin of each college; time and location of classes are given in the quarterly *Class Schedule*.

Courses listed in the college bulletins usually are numbered as follows:

0000 to 0998	noncredit courses
1000 to 1998	lower division
3000 to 3998	upper division
5000 to 5998	upper division, graduate, or professional
8000 to 8999	graduate only

CLASS LISTS AND ATTENDANCE

Class lists are sent to faculty members through their department heads. Instructors should advise students who appear in class but whose names are not on the official list to verify their registration at the Admissions and Records registration center. Students are responsible for their own registration.

A student may register as an auditor with the approval of the college. He or she pays the regular fee but does not take examinations, receives no grade, and earns no credit.

Policies on student attendance in class vary with the colleges. Staff members should become familiar with their college regulations.

TEXTBOOKS AND PRESCRIBED CLASSROOM MATERIALS

Faculty members should arrange with their department heads for the textbooks and classroom materials they need. Books and supplies are ordered by the University Bookstores on the basis of information received from the office of the department head. Giving this information to the bookstores as soon as firm decisions have been made will minimize the possibility of error and delay.

Approval for mimeographed, photo offset, or similar works is requested on a form available to departmental offices at the General Storehouse. Central Duplicating and the University Bookstores cooperate in producing, pricing, and selling mimeographed publications written for students.

The principal criterion for the choice of any required materials for a course or program should be that the materials are the best available for the purpose. In most cases the decision to require materials rests with the faculty member who has been assigned responsibility for the course or program.

The procedure for selection of course materials must avoid conflict of interest or the appearance of conflict of interest. If the faculty member responsible for a course or program judges that the best materials available for use with the course are materials whose sale will provide personal income to the faculty member, documentation justifying that decision and formal approval of the head of the academic unit or of the dean of the college are required. Documentation may be developed by the faculty member or by faculty peers knowledgeable about the use of the materials.

The head of the administrative unit (usually the academic department) in which the materials are to be used must give written approval for their use. If the head also is the faculty member involved, the dean of the college must give the written approval. The decision to give approval ordinarily should be reached in consultation with faculty peers knowledgeable about the use of the materials. Unless otherwise stated, approval will apply to all offerings of the course for which the affected faculty member is responsible during the 12-month period following the approval date.

A record of the approval by the unit head must be filed with the dean of the college involved and with the Office of the Vice President for Academic Affairs prior to implementing the decision.

TEACHING ASSIGNMENTS

Department heads will notify faculty members of their teaching assignments for the academic year. Faculty members who desire summer session or extension teaching appointments should consult their department heads.

EVALUATION OF UNIVERSITY TEACHING

All faculty members should evaluate at least one of their courses annually, with all types and levels of courses taught evaluated over a period of time. Evaluation should include some form of student opinion of the teaching effectiveness of the instructor and may include evaluation by teaching colleagues, professional peers, and the individual instructor. (Senate Policy on Evaluation of University Teaching, adopted May 30, 1974.)

Materials for gathering student ratings of instruction are available from the Measurement Services Center without charge to faculty members interested in obtaining students' perceptions of their courses. These rating forms, developed through surveys of the technical literature and in conjunction with faculty-student committees, may be used at any time during the term, but the suggestion is offered that ratings be collected early enough that the students who complete the questionnaires might profit from them. Tabulated results of the ratings are returned only to the faculty member involved; data will be released to other persons only upon written request by the rated instructor.

STUDENT SERVICES

Student services not listed here vary from campus to campus. Detailed information can be obtained from the *Faculty Information Bulletin* supplement for each campus.

College Counseling Services. A faculty member may refer a student to the counseling service of the college or campus.

Committee on Student Scholastic Standing. Most colleges have a Committee on Student Scholastic Standing that reviews student petitions for exemptions from requirements, assists students who have difficulty in scheduling required courses, advises those who do not maintain satisfactory scholastic standing, acts on student requests to carry more than the regular credit load per quarter, acts on reports of scholastic misconduct when it occurs within a single college, and recommends administrative procedures to the faculty.

Faculty Advisers. Each student is assigned to a faculty adviser who offers help in academic procedures and some vocational and personal problems. The number of students assigned to one faculty member varies with the college.

Office for Student Affairs. The Office for Student Affairs, headed by the vice president for student affairs, is the University's coordinating agency

for student personnel services. Responsible for carrying out the University's policies affecting students and for consultation with students about policies and problems, the Office for Student Affairs is also interested in the proper utilization of University agencies and facilities to enhance the educational growth and development of students.

VI. Resources of the University

AUDIOVISUAL SERVICES

The Audiovisual Library Service of Continuing Education and Extension provides educational support to faculty, staff, and students with a library of nearly 10,000 nonprint media titles, primarily 16mm motion pictures. Films may be previewed by reservation at the library offices, where reference and advisory services may also be obtained. Help in identifying audiovisual needs and consultative support are available. In-service training in the use of materials and equipment is provided on request.

University Media Resources, also a department of Continuing Education and Extension, is responsible for broadcast radio (KUOM) and broadcast and closed-circuit television. Faculty members are encouraged to use Media Resources channels to reach both students and the public. Media Resources further serves the faculty with motion picture production, photographic services (including film processing), still photography, art and instructional materials, and certain electronic engineering services. With help from Media Resources, faculty scholarship can be illustrated and presented effectively using simple graphics or complete classroom productions incorporating slides, film, and overhead transparencies. Media Resources can place materials in the hands of students in library and laboratory settings outside the classroom, including faculty-created video publications produced with Media Resources color facilities. It also provides software, equipment, and operator-specialists to faculty members on a reserve basis.

CONFERENCE AND WORKSHOP SERVICE

Faculty members interested in arranging conferences in their disciplines or in other areas of interest are urged to contact the Department of Conferences of Continuing Education and Extension. A wide range of conferences, workshops, and seminars at collegiate, professional, and postgraduate levels are offered each year through the department. Assistance in planning, publicizing, administering, and evaluating conferences is provided by the department.

CONTINUING EDUCATION IN THE ARTS

Individuals or groups seeking assistance in areas of the visual and performing arts are encouraged to contact the Department of Continuing Education in the Arts, which offers short courses, individual lessons,

classes, performance programs, exhibits, visual arts competitions, and a Summer Arts Study Center, and runs a performing arts loan library. Help with problems and with development of innovative programs is also available.

INSTRUCTIONAL IMPROVEMENT AND EDUCATION

Center for Educational Development. A unit within the Office of the Vice President for Academic Affairs, the center exists to encourage, facilitate, and support efforts by University faculty and staff to improve education at all levels. The center staff assists in bringing together human and financial resources for the renewal of existing educational programs, disseminates to the University community information about educational development efforts within the University and elsewhere, and administers development grant programs for the Council on Liberal Education (the Small Grants Program) and the vice president for academic affairs (the Educational Development Program).

Since its founding in 1967, the center has attempted to provide support as well as authoritative advice from its own or other University resources to faculty, colleges, and the University as a whole in five general program areas:

Development efforts to improve the quality of education at the University. A wide range of programs is supported under the two grant programs. In addition, information, analysis, and opinion on needs, trends, and developments in higher education are communicated to the University community through discussion and through publications such as the center's periodical, *Comment*.

Development efforts in precollege education. The center works to join resources of schools and the University in development projects initiated with center funds.

Assessment and evaluation. The center is interested in and encourages the development of systematic methods of assessment and evaluation of educational programs, particularly in the context of the development efforts with which it is involved.

Applications of technology to educational practice. Cooperative efforts with other University departments facilitate development and use of films, television, computers, and other media in education.

Interinstitutional educational development. The center encourages programs through which University faculty join with colleagues in other Minnesota institutions of higher learning, as a means of directing the resources and capabilities of the University toward the improvement of education statewide.

Faculty members interested in educational development at any level are urged to consult with the staff of the Center for Educational Development. Announcements are made periodically regarding submission of proposals to the Small Grants and Educational Development Programs.

Consulting Group on Instructional Design. The Consulting Group works with faculty members from all parts of the University in major projects of curriculum and instructional design. Consulting Group staff members bring together research specialists in human learning, people with expertise in the educational technologies (especially computers), and teaching faculty members familiar with the problems of teaching and learning in a particular discipline, in order to design large-scale programs for instruction and evaluation.

A 10-week seminar on instructional design, open to all University faculty members, is offered by the Consulting Group staff two or three times each year.

The Consulting Group, affiliated since 1973 with the Center for Educational Development, was founded in 1962 as the Center for the Study of Programmed Learning.

Measurement Services Center. The primary functions of the Measurement Services Center (MSC) are services related to educational evaluation and measurement in higher education.

The center fulfills its service, research, and teaching missions by conducting research projects, consulting with University faculty and staff, and designing and implementing evaluation-related instructional activities. Although educational development is not its primary mission, the center encourages the development and evaluation of innovations in instruction and curriculum development. The center meets University needs in educational evaluation through its programs in instructional evaluation, curriculum and program evaluation, and testing.

Faculty members are strongly encouraged to consult with MSC staff regarding assistance for studies relevant to the purposes of MSC research, workshops on evaluation, classroom examinations, student evaluations of instruction, and the like. While MSC can provide professional assistance at no cost, funding for special project expenses must be provided by the faculty member or department.

INTERNATIONAL ACTIVITIES

Office of International Programs. The Office of International Programs was established in 1963 to provide program planning and coordination for the diverse international activities of departments, institutes, and colleges of the University. Emphasis is placed on stimulating interest in and obtaining financial support for activities in teaching, research, and service in the

international field. The office is headed by the associate to the vice president for academic affairs. A University-wide Council on International Programs with faculty membership from the principal units of the University has been established to advise the associate to the vice president in carrying out his functions.

International Study and Travel Center. The International Study and Travel Center (ISTC), which is governed by a student, staff, and faculty board, is designed to fulfill the international educational needs of the University community. Among current programs are weekly bag-lunch seminars for students, a charter flight program, orientation and study programs, and an advising service and library. The center assists students in overall planning of work, study, or travel programs overseas, and assists faculty members and others at the University who wish to direct study-abroad programs. ISTC also advises on travel in the United States.

Minnesota World Affairs Center. The Minnesota World Affairs Center is a program of Continuing Education and Extension. It provides impartial information on international questions and gives individuals and organizations an opportunity to participate in a variety of community programs on world affairs. The center organizes conferences and lecture series, helps groups plan programs, and gives advice about speakers, pamphlets, films, and other educational materials.

Harold Scott Quigley Center of International Studies. The Quigley Center is a part of the Hubert H. Humphrey Institute of Public Affairs and also serves the College of Liberal Arts directly as the administering unit of the undergraduate international relations program. Within the Humphrey Institute it assists in administration of the specialization in international affairs for the graduate program in public affairs. It also carries on research activities in the general field of international studies and offers assistance in obtaining outside support for research activities carried out under its auspices. The center maintains a reading room containing a specialized collection of materials dealing with international affairs, which may be used by faculty members and students.

MINNESOTA ALUMNI ASSOCIATION

The Minnesota Alumni Association is a voluntary organization of nearly 20,000 paid members. Its central purpose is to support the University and to serve its alumni in every possible way.

Membership is open to University graduates and to former students who have completed at least 15 credits in daytime or evening classes. Associate membership is available to friends of the University, including faculty members, who have not attended. The organization is governed by

a board of 58 directors, including presidents or representatives of constituent alumni groups, regional directors, and the presidents of the Law Alumni Association and the "M" Club. The association has 45 chapters in the United States and overseas, including ones at the coordinate campuses of the University.

The association serves its members through representation on a variety of University committees, publication of the *Minnesota Alumni News*, and recommendation of distinguished alumni for University honors, and by maintaining the Minnesota Alumni Club in downtown Minneapolis, travel programs, and a comprehensive insurance program. The University's alumni relations office acts as secretariat for its constituent groups and helps maintain records of University alumni.

PUBLICATIONS

Assistance with planning and producing publications is available through the Publications Planning Office of the Department of University Relations. Persons in this office will assist departments with copy preparation and will coordinate the editorial, design, and production steps required to get a publication printed. There is no charge for editorial or consultation services.

Agricultural Extension/Agricultural Experiment Station publications and a list of these publications are available from the Duplicating Services and Bulletins office. Single copies of bulletins covering such topics as agriculture, family living, forestry, and home economics extension and research are free; copies for classroom and other special uses are available at cost.

The Annual Report, formerly the *Financial Report*, is prepared by the Department of University Relations and issued by the Office of the Vice President for Finance. The publication presents the fiscal records and accounts of the University.

Brief, a weekly bulletin of current University news items, is produced by the Department of University Relations. It is distributed to faculty, staff, and student leaders on all campuses.

Campus and departmental publications include a variety of newsletters, magazines, and other publications that report on the activities of individual campuses, academic units, departments, and organizations. Information on campus publications is available in the *Faculty Information Bulletin* supplement for each campus.

The Catalog of the University is published in sections referred to as bulletins of the particular schools or colleges. Most college bulletins are

published biennially; an exception is the annual *General Information Bulletin*. The Office of Admissions and Records arranges for publication and distribution of Twin Cities bulletins and has responsibility for the mailing permit used.

Civil Service Rule Books are available in all departmental offices. Additional copies can be obtained from the Human Resources Development division of University Personnel. The *Office Practices Manual*, also available from Human Resources Development, has been distributed to all offices having clerical personnel. Faculty members may find the *Manual* a useful resource book for office staff; in addition to covering general office practices, the book provides much information pertaining specifically to the academic setting.

The Constitution and Bylaws of the University Senate, as well as its handbook of rules and operational procedures, are available from the clerk of the senate.

Educational resources bulletins include *Film Catalog*, *Filmstrip Catalog*, and *Prerecorded Tape Catalog*, listing titles held in the Audiovisual Library Service. An alphabetical description of titles is also included. Specific guides to a wide variety of subjects are available on request to the service.

The Enabler is an information and resource guide for faculty and staff as well as disabled students. Copies are available in college offices.

Faculty Information Bulletin supplements are produced and distributed on each campus by the University Relations offices. A *Faculty Handbook* is produced by Continuing Education and Extension for faculty of evening and specially scheduled classes.

The Faculty Retirement and Insurance Handbook and other benefit publications are available from the Employee Benefits Department.

Guide to Speakers and Program Ideas from the University of Minnesota, published by the Department of University Relations, is a directory of speakers from all campuses of the University. It includes information about a variety of program ideas such as musical ensembles, films, tours, and drama to assist program leaders of organizations throughout the state and the Upper Midwest. Annual speakers guides are also published on some coordinate campuses. For further information, see the *Faculty Information Bulletin* supplement for each campus.

Instructional Resources, available from the Center for Educational Development, is a guide for all University faculty members to instructional services and facilities on the Twin Cities campus.

The Manual of Business Procedures, distributed and updated annually by the Human Resources Development division of University Personnel, is available to all departmental offices. The *Manual* is in three sections: the first section deals with policies and procedures for both academic and civil service staff members and covers such subjects as appointments, leaves of absence, terminations of service, vacations, and sick leave procedures; the second section covers procedures and forms to use in obtaining equipment, supplies, and services; and the third section covers budget preparation, financial records, and research contracts and grants.

Minnesota Alumni News is published 10 times a year for the nearly 20,000 members of the Minnesota Alumni Association.

Official bulletins and student newspapers are published on all campuses. Specific information can be found in the *Faculty Information Bulletin* supplement for each campus.

The Patent Manual, available from the Office of the Patent Administrator, contains the rights and obligations of the faculty member and the University with regard to any inventions or patents that may result from University research activities.

The Policy on University-Sponsored Educational Materials, available from the Office of the Patent Administrator, sets forth the rights and obligations of both the faculty member and the University when educational materials are produced. Included are policy guidelines on copyright matters.

Regulations Concerning Faculty Tenure is available from the Office of the Vice President for Academic Affairs or Academic Personnel Records.

Report, a tabloid newspaper mailed to the homes of all faculty and staff members, is published monthly by the Department of University Relations. It includes news and feature stories from all campuses of the University.

The Student-Staff Directory, published each fall by the Department of University Relations, contains listings of staff members, students, and the various departments and divisions of the University. Copies are distributed through departmental offices and campus bookstores. Directories published by a single campus or unit are available from that campus or unit.

University of Minnesota Travel Regulations is available from the Business Office Travel Department.

University Press catalogs are available from the University Press. The *Complete Annotated Book List* covers all University of Minnesota Press publications in print. Seasonal descriptive catalogs published in fall and spring announce forthcoming books.

The University Awards and Recognitions Handbook describes the policies, practices, and nominating procedures used in determining awards. Copies are available from the Department of University Relations.

University of Minnesota Facts, published annually by the Department of University Relations, is a compact summary of University history, organization, enrollment, finances, students, and activities. It is designed to answer the questions most frequently asked about the University.

Update, published each quarter by the Department of University Relations, is mailed to parents of University students, to alumni, and to other external constituencies of the University. It describes the University in terms of its people and its achievements.

RESEARCH FUNDS

University policies concerning sponsored research and training are established in broad terms by the Board of Regents, who are constitutionally charged with the ultimate responsibility for acceptance of funds and programmatic operations. Only the Board of Regents is empowered to accept grants and to contract on behalf of the University. The University is committed to aid efforts toward accomplishment of the expressed goals of providing education, advancing knowledge, and promoting the welfare of the state by accepting funds and contracting with various agencies for research, training, construction of facilities, and other appropriate activities.

The Graduate School has substantial internal research funds that are used to assist and support faculty research. Applications for such support grants are made directly to the Graduate School by the interested faculty member. The General Research Advisory Committee reviews such requests and makes recommendations to the Graduate School dean concerning the allocation of these grant funds.

The Research Development Council has been established to advise central administration on current research policy, to recommend new policy whenever appropriate, and to facilitate sponsored funding activities at the collegiate level. Membership on the council consists of a research officer for each collegiate unit, and ex officio members from the Senate Committee on Research, the Center for Educational Development, the Office of Research Administration, and the University of Minnesota Foun-

dation. The dean of the Graduate School, who chairs the council, serves as the University's chief research officer.

Staff assistance to the council is provided by the Graduate School Research Development Center (GSRDC), which maintains a library of resource materials on such topics as funding sources, research policy, federal agency programs, federal congressional committees, and legislation. The center prepares periodic analyses of relevant federal legislative measures and, in conjunction with the Office of Research Administration, a monthly research newsletter for faculty. GSRDC also provides staff support to the Senate Committee on Research, the Committee on the Use of Human Subjects in Research, and the Research Animal Resources Committee.

In addition, GSRDC serves as a focal point of the University's renewed effort to improve public understanding of the role and value of research. Addressing audiences through a variety of media and methods, GSRDC works to show how research in all fields, whether sponsored or not, shapes the definition of the University and enhances its other functions.

The Office of Research Administration (ORA), organized under the Office of the Vice President for Finance, has been established to assist faculty and insure adherence to basic University and funding agency policies in sponsored research and training. The office facilitates the processing of applications and assists faculty in the development and preparation of proposals. This assistance includes identification of fund sources, preparation of applications and budgets, review of proposals, direction to appropriate channels, and adherence to deadlines and other requirements of the agencies and the University.

All proposals for research and training funds from outside agencies must be reviewed by, and transmitted through, ORA. The review process is for the purpose of determining consistency with University policies on such matters as space, staffing, use of equipment, cost-sharing, and other considerations as requested by the vice president for finance and the vice president for academic affairs.

Another key function of ORA is ongoing liaison and administrative management of sponsored projects during the life of contracts and grants. Among the functions performed are review and negotiation of contracts and other agreements, review of financial documents, monitoring of effort reporting requirements, and rebudgeting of project funds. ORA also invoices and receives grant and contract funds, provides financial reports to sponsoring agencies, and provides liaison with external auditors.

The office works closely with the director of development when private grant funds are sought and provides staff support for the Administrative Development Committee. ORA also cooperates with the Business Office and the University patent adviser. A special staff gathers and analyzes financial and other data from internal and external sources for the preparation of staff reports relevant to sponsored research and training.

SUPPORT STAFF

Every university has a support staff to help faculty carry on teaching, research, and service activities. The University of Minnesota support staff is employed through the University civil service system, a personnel program independent of state and federal civil service that was established and is administered by the University. There are more than 9,000 civil service employees (not counting students) in the system, working in approximately 750 types of jobs.

The Department of Personnel maintains a staff of personnel services representatives and employment representatives who are assigned to each college, department, and campus of the University to assist faculty and managerial staff with personnel matters. The personnel representatives work with staff in each unit to help create or eliminate positions, classify and reclassify jobs, establish salary ranges and rates, develop orientation and training programs, find solutions for grievance and disciplinary problems, and conduct union relations. These representatives are also available to staff and faculty to explain and interpret University personnel policies and procedures.

The employment representatives recruit, interview, and test applicants and decide whether they are qualified for employment in particular classes of work at the University. After screening, qualified applicants are referred to departments with openings. The department makes the final hiring decision on the basis of its interviews and input from the employment representative.

The University civil service system is based on the principles of equal pay for equal work and equal employment opportunity. It has an affirmative action program for women, minorities, and disadvantaged persons and a promotional program for present employees.

The Personnel Department exists as a service to help the University reach its goals by providing constructive personnel programs for support staff. Every possible step is taken to see to it that these programs are administered fairly and objectively. A detailed account of personnel procedures and the mechanics of how to use them can be found in the University's *Manual of Business Procedures* or *Communications Cycle*, available from the Human Resources Development division.

UNIVERSITY COMPUTER SERVICES

The University has a number of computer centers and computing service centers that offer a wide variety of services to University faculty members. The centers have the primary missions of academic instruction, research, and public service, and will also help faculty members in solving their research and educational problems. They are coordinated by the University Computer Services office.

In addition to the academic facilities listed here, the University has an IBM 370/158 computer for administrative activities for all campuses, including student admissions and records. This computer is managed by the Administrative Data Processing Division.

Computer Centers. The major general-purpose computer centers are the University Computer Center and the UMD Computer Center.

The *St. Paul Computing Center* provides computer services for public-service activities related to the agricultural sciences and some computing services to members of the faculty through remote access to the Cyber 74 and the Cyber 172, as well as interactive access to the CDC 6400.

The *UMD Computer Center*, which serves Duluth campus faculty and students, manages and operates a Cyber 171 and has remote access to the Cyber 74 and the Cyber 172 and interactive terminals to the CDC 6400.

The *University Computer Center* facilities include large-scale digital computers (Cyber 74 and Cyber 172), remote terminals, and peripheral equipment located in a number of buildings on and off the Twin Cities campus. The staff of this center also operate a CDC 6400 time-sharing system for University use and for other systems of education through the Minnesota Educational Computing Consortium.

Computing Service Centers. The computing service centers utilize the Cyber computers operated by the University Computer Center and offer remote-access computing services, consultation and programming services, and research and development activities.

The *Consulting Group on Instructional Design* focuses on research and development in computer-assisted learning (CAL). The facilities are available to faculty members having an interest in CAL.

The *Health Sciences Computing Service Center* provides services primarily for staff members in the health sciences. It has remote access to the Cyber 74 and the Cyber 172, and interactive terminals to the CDC 6400.

The *Special Interactive Computation Laboratory* specializes in interactive graphics, image-processing, and microprocessor applications research and development. These facilities are available for research problems for which special interactive computational technology is desired.

The *UMC Computing Service Center* serves the Crookston campus principally to support the business computer systems program and other instructional areas. Some local administrative and experiment station computing services are provided. The center has an IBM System 3 for instructional support, remote access to the University's Cyber 74 and Cyber 172 for larger data-processing jobs, and an interactive terminal to the CDC 6400.

The *UMD Computing Service Center* is a unit in the UMD Computer Center and provides services to Duluth faculty and students.

The *UMM Computing Service Center* serves Morris campus faculty and students and some campus administrative data-processing functions. Center equipment includes remote job entry to the Cyber computers and the IBM 370/158, and interactive terminals to the CDC 6400.

The *UMW Computing Service Center* provides instructional services for classes offered on the Waseca campus and some administrative data-processing services. The center has remote access to the Cyber 74 and the Cyber 172, and interactive access to the CDC 6400.

The *West Bank Computing Service Center* primarily serves the social sciences, management sciences, and humanities. It has remote access to the Cyber 74 and the Cyber 172, and interactive access to the CDC 6400. Consultation and other services are provided by this center and by the Management Information Systems Research Center and the Social Science Research Facilities Center.

UNIVERSITY LIBRARIES

The University of Minnesota Libraries, with collections totaling over three million volumes, are located on the Twin Cities campus and the four coordinate campuses of the University.

The Twin Cities campus libraries include the Biomedical Library, which supports the health sciences programs; the Institute of Technology libraries; the Law Library; the St. Paul campus libraries, which support the academic programs on that campus; Walter Library and its administratively related units, which support art, education, psychology, music, architecture, and a number of other programs; and Wilson Library, which houses the major humanities-social sciences collections and a number of special units. Central Technical Services, which processes most of the materials for the Twin Cities campus library collections, is located in Wilson Library, as is the union card catalog that lists the holdings of these libraries.

Each of the University's coordinate campuses has a library whose services and collections support campus programs. The sharing of resources among all campus libraries — as well as with other libraries in Minnesota, Wisconsin, and the Dakotas — is expedited by MINITEX (Minnesota Interlibrary Telecommunications Exchange), a cooperative program supported by the Minnesota Higher Education Coordinating Board and located in Wilson Library.

The University Libraries have strong comprehensive research collections, which rank 13th in size among the collections in American university libraries. Particular areas of collection strength include Asian studies, children's literature, exploration and travel, history of medicine, immigra-

tion, European history, Latin American studies, American and Western European literatures, science journals, and social welfare. The library faculty includes bibliographers with competencies in many of the University's academic program areas.

Further information on the libraries and their collections and services can be obtained from any library unit. More information on the resources of any particular campus can be found in the *Faculty Information Bulletin* supplement for that campus.

UNIVERSITY PRESS

The University of Minnesota Press publishes books for scholars, professionals, students, and general readers. Its authors include University faculty members and other scholars and writers. The Press maintains professional editorial, design and production, marketing, and business staffs, and distributes its publications through established booktrade channels in the United States and abroad.

The Press invites faculty members to submit projects to its acquisitions editors, who also welcome the opportunity to discuss authors' ideas for publication before manuscripts are completed or even begun. Decisions as to acceptability for publication of promising projects are made with a faculty committee, after advice from specialists in the fields concerned has been obtained.

UNIVERSITY RELATIONS

The Department of University Relations on the Twin Cities campus is the public relations arm of the University for all-University and Twin Cities campus functions and information. Each campus also has its own University Relations office (Campus Relations at Duluth).

The University News Service, a major section of the department, prepares and disseminates news and information of all-University or Twin Cities campus significance. Its staff members maintain working relations with local newspaper, radio, and television reporters, and also have contact with media representatives throughout the state and occasionally with national and international media representatives. University Relations offices on the other campuses include news service functions, as do three University units — the Institute of Agriculture, Forestry, and Home Economics, the Department of Men's Intercollegiate Athletics, and the Department of Women's Intercollegiate Athletics — which maintain specialized information services. Any faculty member who is involved in a newsworthy project or event should consult in advance the news service on his or her campus for assistance in obtaining appropriate newspaper, television, radio, and magazine coverage.

The publications section of the department prepares a monthly tabloid newspaper, *Report*, which is mailed free to the home of every staff member; *Brief*, a weekly summary of major University news, which is distributed through departments; and several other publications described under the Publications heading in this section.

The Publications Planning Office, the newest section of the department, assists all units of the University in planning and producing publications. Besides offering editorial services, the editors in this section can provide advice about appropriate printing alternatives and can coordinate the editorial, design, and production requirements of a printed piece.

The department also provides for tours of the Twin Cities campus through its Visitor Information Center, maintains a Speakers Bureau, and serves as a link between the University and various community organizations. The special events coordinator is involved in planning and organizing many ceremonial and honorary events, including commencements, award ceremonies, and building dedications.

VII. Miscellaneous Policy Matters

USE OF THE UNIVERSITY OF MINNESOTA NAME

The name of the University and its buildings, facilities, and personnel may not be used in advertising, although the interpretation of this policy permits public service advertising and some types of institutional advertising. In these cases, the Department of University Relations approves advertising copy. The name of the University is not to be used in any way by members of its staff in a manner suggesting University endorsement of any product, service, publication, solicitation of funds, or political viewpoint. University letterhead should never be used for these purposes.

SOLICITATION OF FUNDS ON CAMPUS

Soliciting funds or contributions on any campus is forbidden unless specifically approved by the Administrative Development Committee.

RELATIONSHIPS WITH LEGISLATORS, STATE AGENCIES, AND GOVERNMENTAL OFFICES

The Office of the Vice President for Institutional Relations is responsible for liaison between the University and the state government. This responsibility covers relationships with the governor's office, the Minnesota Legislature, and the agencies of state government.

Faculty members seeking information on state legislation or wishing to report on or arrange for contact with state legislators should contact the office for assistance. The office subscribes to state legislative services and numerous association newsletters to keep track of developing legislation, and can advise faculty members on the status of bills, prospective contacts that might be helpful, and previous contacts that may have been made regarding a particular legislative concern.

The faculty should also use the office for information about cooperative programs with state agencies and postsecondary educational institutions in Minnesota. Increasingly, federal funds for research, development, and manpower projects are being channeled through state agencies that set priorities and reallocate funds accordingly; interested faculty members should be aware of these programs and their potential relationship to them. Faculty interested in these programs should contact the vice president's office promptly, as close coordination is essential to this type of project activity.

This office also works closely with the President's Office in carrying out the responsibilities for federal congressional relations, especially in

those instances where an official University position statement or testimony is requested or desired. In congressional relations, the office's role is limited to pending federal legislation and those problem areas that warrant the involvement of the Minnesota Congressional Delegation. Faculty wishing to contact members of the Minnesota Congressional Delegation on University-related matters should check first with this office.

The office works with several of the national associations to which the University belongs and receives a variety of materials on pending federal legislation, following those bills that appear to be important to the University. Faculty requests to have the office track other bills will be honored as much as possible.

Information on available funds for sponsored projects (after the authorization and appropriations bills are passed) is available through the Office of Research Administration and the Graduate School Research Development Center (see Research Funds in section VI).

ACADEMIC COSTUME

Academic dress at the University of Minnesota generally conforms to the rules of the American Council on Education. Exceptions are: honor students wear maroon and gold shoulder braids on their gowns, and the tassels on the caps of bachelor's degree candidates indicate their colleges or schools by color. The wearing of academic costume, by faculty or students, is a matter of individual choice. Faculty members who do not have academic costumes may secure them for University of Minnesota events from the University Bookstores; there is no charge if prior approval is obtained from the Department of University Relations.

GIFTS TO THE UNIVERSITY

All matters concerning gifts and the solicitation of gifts to the University, including wills and bequests, should be cleared with the Office of Development. All development projects involving a goal of \$1,000 or more from a private extra-University source are to be reviewed by the Office of Research Administration (see Research Funds in section VI).

The major fund-raising agencies at the University of Minnesota are listed below.

The **Office of Development** is the major private fund-raising office of the University. All approaches to outside private sources must be coordinated with this office. Included in the funds and campaigns administered by this office are:

Annual Giving Program, a mail and telephone solicitation program supporting a small grants program designed to meet creative and unusual needs that are not scheduled in the University's budget.

University Century Council, a program to raise discretionary funds for the development and support of the individual collegiate units.

University of Minnesota Memorial Fund, directed by a 12-member committee of academic and civil service staff representatives from all University campuses. Staff members or their spouses may be remembered through gifts to this fund. Contributors may designate the way in which their gifts should be used.

General Memorial Fund, through which persons not identified with the University as staff members may be remembered.

The **University of Minnesota Foundation** is an independent, nonprofit corporation organized to secure gifts from alumni and friends of the University through various fund-raising programs. Examples of some of the foundation's fund-raising programs and funds are:

Regents' Professorship Program, through which faculty members are recognized for their outstanding academic contributions, the quality of their teaching, and their contributions to the public good.

Leukemia Research Fund, through which key private citizens provide active support to the Leukemia Task Force.

Hubert H. Humphrey Institute of Public Affairs Campaign, a special effort to endow the institute.

Kappel Chair in Business and Governmental Relations, an endowed chair for the College of Business Administration.

Corporate Associates Scholarship Program, which provides private corporate support for graduate students in the Institute of Technology and the College of Business Administration.

The **Minnesota Medical Foundation (MMF)** is a nonprofit organization dedicated exclusively to the advancement of medical education and research at the University. MMF conducts fund-raising programs on behalf of the medical schools on the Twin Cities and Duluth campuses. Its funds are granted for medical research, professorships, Biomedical Library support, medical student loans, and teaching and research honors and awards. MMF assumes a major role in providing a financial support system and counseling service for medical students, currently investing more than a quarter of a million dollars annually in long-term medical student aid. MMF advocates voluntary recycling of such aid by recipients.

MMF sponsors a number of honors to recognize excellence in research, teaching, and student achievement, and two grant programs. Among these are:

Distinguished Teaching Awards, awarded to outstanding medical teachers who are chosen by the students.

Medical Student Achievement Awards, awarded for scholastic achievement, community service, and leadership.

Kaplan Award, awarded annually for the outstanding research paper by an undergraduate or graduate medical student.

Quarterly Small Grants Program, for medical faculty and students, awarded particularly as start-up money for younger faculty members, but also as interim funding for senior-level faculty researchers.

Special Grants Program, awarded for unusual needs of medical research or education, particularly for research equipment.

AWARDS AND RECOGNITIONS GIVEN BY THE UNIVERSITY

The University of Minnesota confers honorary degrees and a variety of awards on persons who have achieved distinction and recognition in public service, education, science, literature, or the arts. The Committee on All-University Honors, appointed by the president, screens recommendations for building names, honorary degrees, Horace T. Morse-Amoco Foundation Awards, and Outstanding Achievement Awards. Nominations for the Alumni Service Award should be submitted to the Alumni Honors Committee of the Minnesota Alumni Association. Nominations for Regents' Awards should be submitted to the Board of Regents. Details concerning nominating procedures may be obtained from the honors committee chairperson.

Alumni Service Awards are conferred upon graduates or former students of the University in recognition of service to the University, its schools, colleges, departments, or faculty, or to the Alumni Association or any of its constituent groups. Faculty members are not eligible while on active service at the University.

Buildings names may be chosen to honor an individual. The regents determine building names; recommendations are made by the honors committee. Information on policies and procedures governing bestowal of a personal name on a building may be obtained from the honors committee chairperson.

Honorary degrees are conferred upon persons who have attained distinction through contributions of such importance that honor is warranted beyond the recognition that would ordinarily be accorded for meritorious service or prominence. The contribution may be local, national, or international in scope, but it must be exceptional in level or effect. Traditionally, the committee has considered not only former University students and

graduates, but also persons who have rendered distinguished service to the state of Minnesota or the University.

Honorary degrees are given sparingly. From 1925, when the first honorary degree was awarded, to fall 1976, only 53 have been given. The present policy of the honors committee is not to recommend current or retired faculty members for an honorary degree.

Horace T. Morse-Amoco Foundation Awards are given, upon the recommendation of the All-University Council on Liberal Education, to faculty members in recognition of their outstanding contributions to undergraduate education. Each receives a University citation and a \$500 grant provided by the Amoco Foundation. More information is available from the Office of the Vice President for Academic Affairs.

Outstanding Achievement Awards are conferred upon former students of the University of Minnesota who have attained distinction in their chosen fields or professions or in public service, and who have demonstrated outstanding achievement and leadership on a community, state, national, or international level. Candidacy is limited to former students of the University of Minnesota. Faculty and retired faculty are not eligible.

Regents' Awards are given to individuals, organizations, or groups in recognition of contributions to the growth and development of the University through significant benefactions or in recognition of exceptionally valuable service to the University. Candidacy is not limited to former students of the University. Nominations for this award should be submitted to the Board of Regents.

Regents' Professorships were established by the Board of Regents in 1965 as the highest recognition given by the University to members of its faculty. Regents' professors are to be of outstanding academic distinction, judged by the scope and quality of their scholarly or artistic contributions, the quality of their teaching, and their contributions to the public good. Once they are named regents' professors, faculty members hold the title for as long as they remain at the University and receive a \$5,000 gift annually from the University of Minnesota Foundation during their tenure. They also receive a sterling silver medallion suspended from a gold and maroon ribbon, to be worn over academic costume. Upon retirement from the University, the faculty member becomes a regents' professor emeritus.

Teaching awards are also given by some individual collegiate units.

VIII. University Administration

BOARD OF REGENTS

The Honorable Wenda W. Moore, Minneapolis
Chairman

The Honorable David C. Utz, M.D., Rochester
Vice Chairman

The Honorable Erwin L. Goldfine, Duluth

The Honorable Lauris D. Krenik, Madison Lake

The Honorable Robert Latz, Golden Valley

The Honorable David M. Lebedoff, Minneapolis

The Honorable L. J. Lee, Bagley

The Honorable Charles F. McGuiggan, Marshall

The Honorable Lloyd H. Peterson, Paynesville

The Honorable Mary T. Schertler, St. Paul

The Honorable Neil C. Sherburne, Lakeland

The Honorable Michael W. Unger, St. Paul

Dr. C. Peter Magrath, President

Mr. Duane A. Wilson, Secretary

Mr. Clinton T. Johnson, Treasurer

ADMINISTRATIVE OFFICERS

President of the University

C. Peter Magrath

Vice President for Academic Affairs

Henry Koffler

Vice President for Administration and Planning

Robert A. Stein

Vice President for Finance

Donald P. Brown

Vice President for Health Sciences

Lyle A. French

Vice President for Institutional Relations

Stanley B. Kegler

Vice President for Student Affairs

Frank B. Wilderson, Jr.

Provost, University of Minnesota, Duluth

Robert L. Heller

Provost, University of Minnesota, Morris

John Q. Imholte

Provost, University of Minnesota Technical College, Crookston

Stanley D. Sahlstrom

Provost, University of Minnesota Technical College, Waseca

Edward C. Frederick

COUNCIL OF ACADEMIC OFFICERS

Wilbert H. Ahern, Acting Academic Dean, University of Minnesota,
Morris

Carl A. Auerbach, Dean, Law School

Donald P. Brown, Vice President for Finance

Donald R. Browne, Interim Associate to the Vice President, Academic
Affairs, for International Programs

Richard S. Caldecott, Dean, College of Biological Sciences

Phillip H. Coffman, Dean, School of Fine Arts, University of Minnesota,
Duluth

Willard K. Dodge, Acting Dean, School of Social Development, University
of Minnesota, Duluth

Sidney A. Ewing, Dean, College of Veterinary Medicine

Edward C. Frederick, Provost, University of Minnesota Technical Col-
lege, Waseca

Lyle A. French, Vice President for Health Sciences

William E. Gardner, Dean, College of Education

N. L. Gault, Dean, Medical School

James L. Gibson, Assistant Provost, Academic Affairs, University of
Minnesota Technical College, Waseca

David L. Giese, Acting Dean, General College

Robert L. Heller, Provost, University of Minnesota, Duluth

William F. Huet, Jr., Deputy Vice President and Dean, Institute of
Agriculture, Forestry, and Home Economics

Warren E. Ibele, Dean, Graduate School

John Q. Imholte, Provost, University of Minnesota, Morris

Stanley B. Kegler, Vice President for Institutional Relations

Henry Koffler, Vice President for Academic Affairs

John W. Labree, Dean, School of Medicine, University of Minnesota,
Duluth
M. Harry Lease, Jr., Acting Vice Provost, Academic Administration,
University of Minnesota, Duluth
David Lilly, Dean, College of Business Administration
Fred E. Lukermann, Dean, College of Liberal Arts
C. Peter Magrath, President
Keith N. McFarland, Dean, College of Home Economics
Harold A. Miller, Dean, Continuing Education and Extension
Allen Myers, Dean, College of Education, University of Minnesota, Du-
luth
Richard C. Oliver, Dean, School of Dentistry
Irene G. Ramey, Dean, School of Nursing
George R. Rapp, Jr., Dean, College of Letters and Science, University of
Minnesota, Duluth
Stanley D. Sahlstrom, Provost, University of Minnesota Technical Col-
lege, Crookston
Donald G. Sargeant, Assistant Provost, Academic Affairs, University of
Minnesota Technical College, Crookston
Richard A. Skok, Dean, College of Forestry
Eldred Smith, Director, University Libraries
Roger Staehle, Dean, Institute of Technology (beginning Feb. 1, 1979)
Lee D. Stauffer, Dean, School of Public Health
Robert A. Stein, Vice President for Administration and Planning
James F. Tammen, Dean, College of Agriculture
Willard L. Thompson, Director, Summer Session
Frank Verbrugge, Director, University Computer Services
David A. Vose, Dean, School of Business and Economics, University of
Minnesota, Duluth
Lawrence C. Weaver, Dean, College of Pharmacy
James H. Wertz, Jr., Director, Center for Educational Development
Frank B. Wilderson, Jr., Vice President for Student Affairs

IX. University Organization

President

Coordinate campuses
Office of Equal Opportunity and Affirmative Action
Department of University Relations

Vice President for Academic Affairs

Academic Divisions

Institute of Agriculture, Forestry, and Home Economics

Agricultural Experiment Station
Agricultural Extension Service
College of Agriculture
College of Forestry
College of Home Economics
Coordinate campus liaison (Crookston and Waseca)

College of Biological Sciences

Bell Museum of Natural History
Dight Institute for Human Genetics
Gray Freshwater Biological Institute

College of Business Administration

Continuing Education and Extension

College of Education

General College

Graduate School

Graduate School Research Development Center
Hormel Institute
Mayo Graduate School of Medicine
Space Science Center

Law School

College of Liberal Arts

Summer Session

Institute of Technology

University College

College of Veterinary Medicine

Departments of Aerospace Studies, Military Science, and Naval Science (Air Force, Army, and Navy ROTC)

Department of Concerts and Lectures

Center for Educational Development

Office of International Programs

Measurement Services Center

University Computer Services

University Gallery

University Libraries

University Press

Center for Urban and Regional Affairs

Vice President for Administration and Planning

Athletic Finance and Facilities Department

Office of Emergency Preparedness

Department of Intercollegiate Athletics for Men

Department of Intercollegiate Athletics for Women

Personnel Department

Department of Police

University Planning Council

Vice President for Finance

Department of Alumni Relations

Budget Office

Business Administration

Department of Audits; Business Office; Investments and Cash Management; Property/Casualty Insurance; Purchasing; Research Administration; Treasurer

Office of Development and University of Minnesota Foundation

Finance and Administration

Management Planning and Information Services

Physical Planning

Planning; Space Programming and Management

Support Services and Operations

Bookstores; Food Service; Housing; Physical Plant Operations;
Printing and Graphic Arts; Technical Services; Transportation

Office of the University Attorney

Vice President for Health Sciences

Academic Divisions

School of Dentistry

Mayo Medical School

Medical School

School of Medicine, University of Minnesota, Duluth

Mortuary Science

School of Nursing

College of Pharmacy

School of Public Health

Alcohol and Other Drug Abuse Programming

University Hospitals

Vice President for Institutional Relations

Congressional relations (federal)

Coordinate campus liaison (Duluth and Morris)

Governmental relations (state)

Institutional relations (other educational systems)

Vice President for Student Affairs

Office of Admissions and Records

Boynton Health Service

Housing Office

International Student Adviser

Minnesota Unions

Minnesota Women's Center

Minority and Special Student Affairs Office

Recreational Sports Office

Special Counseling Office

Student Activities Centers

Student Affairs Office (St. Paul)

Student Counseling Bureau
Office of Student Financial Aid
Student Life Studies and Planning

Provost, University of Minnesota, Duluth

Vice Provost for Academic Administration
School of Business and Economics
Dental Hygiene Program
College of Education
School of Fine Arts
College of Letters and Science
Library
School of Medicine
School of Social Development
Supportive Services Program

Vice Provost for Business Affairs
Business Administration
Accounting; Cashier; Inventory; Loan Collections; Payroll
Plant Services
Department of Police
Support Services
Bookstore; Food Service and Vending; Printing and Graphic
Arts; Transportation Services

Vice Provost for Student Affairs
Administrative Data Processing Center
Admissions
American Indian Adviser
Black Student Adviser
Career Development and Placement
Counseling
Financial Aids
Health Service
Housing
International Student Adviser
Intramural Recreation
Kirby Student Center
Orientation
Registrar
Supportive Services

Lake Superior Basin Studies Center Director

Provost, University of Minnesota, Morris

Academic Dean

- Audiovisual
- Computer Center
- Continuing Education and Regional Programs
- Division of Education
- Division of Humanities
- Library
- Division of Science and Mathematics
- Division of Social Science

Assistant Provost for Student Affairs

- Admissions
- Career Planning and Placement
- Counseling
- Financial Aids
- Health Service
- Housing
- Minority Student Program
- Records
- Residential Life
- Student Activities

Business Manager

- Business Services
- Campus Security
- General Services
- Post Office

Plant Services Superintendent

University Relations Director

Provost, University of Minnesota Technical College, Crookston

Assistant Provost for Academic Affairs

- Agriculture Division
- Business Division
- General Education Division
- Home and Family Services Division
- Hotel, Restaurant, and Institutional Management Division

Assistant Provost for Student Affairs

- Admissions and Financial Aid
- Campus Security
- Counseling
- Food Services
- Health Service

Intercollegiate Athletics
Minority Program
Placement and Alumni Relations
Student Activities
Student Housing
Veterans Affairs

Business Manager

Continuing Education and Community Services Director

Learning Resources Center Supervisor

Plant Services Director

University Relations Director

Provost, University of Minnesota Technical College, Waseca

Assistant Provost for Academic Affairs

Agricultural Business
Agricultural Industries and Services
Agricultural Production
Animal Health Technology
Food Industry and Technology
Home and Family Services
Horticultural Technology
Related Education

Assistant Provost for Administration

Assistant Provost for Student Affairs

Admissions, Records, and Financial Aids
Counseling
Health Service
Housing
Placement and Alumni
Student Development

Business Manager

Learning Resources Center Supervisor

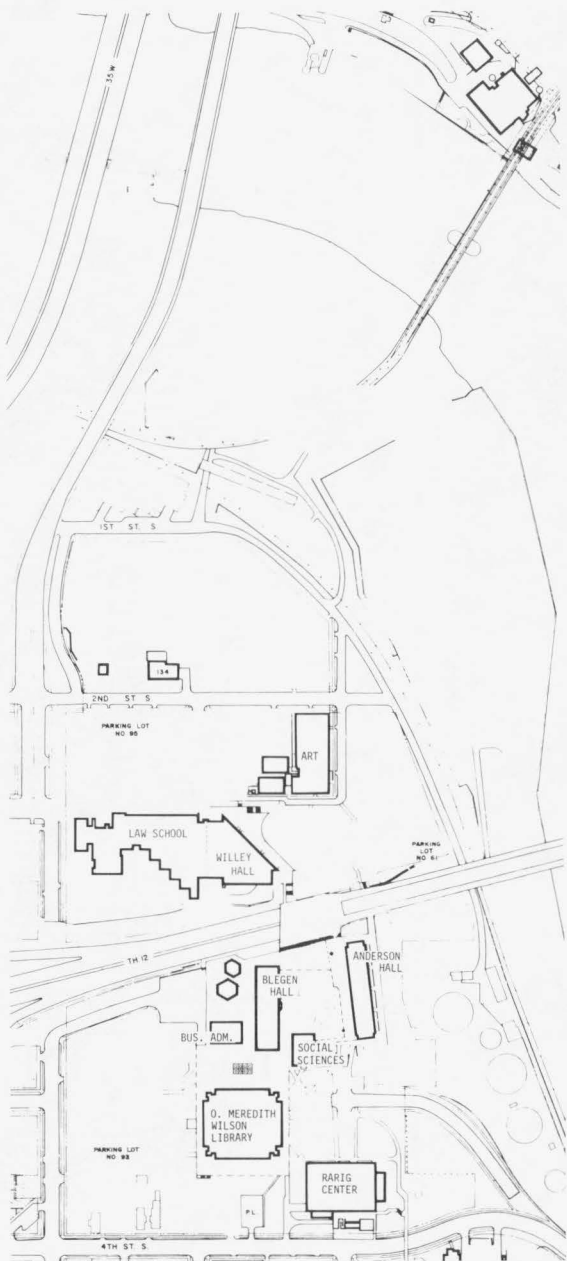
Physical Education, Recreational Sports, and Athletics Director

Plant Services Supervisor

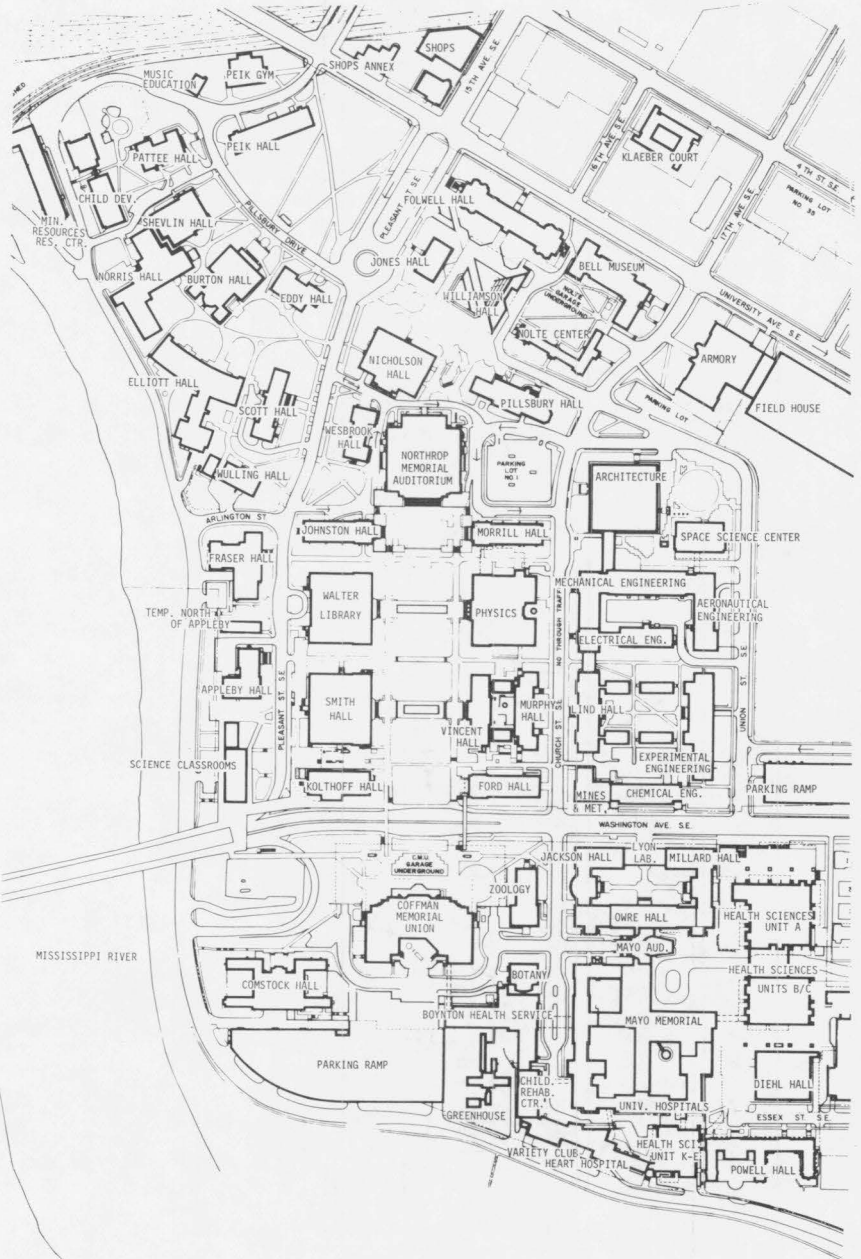
University Relations Supervisor



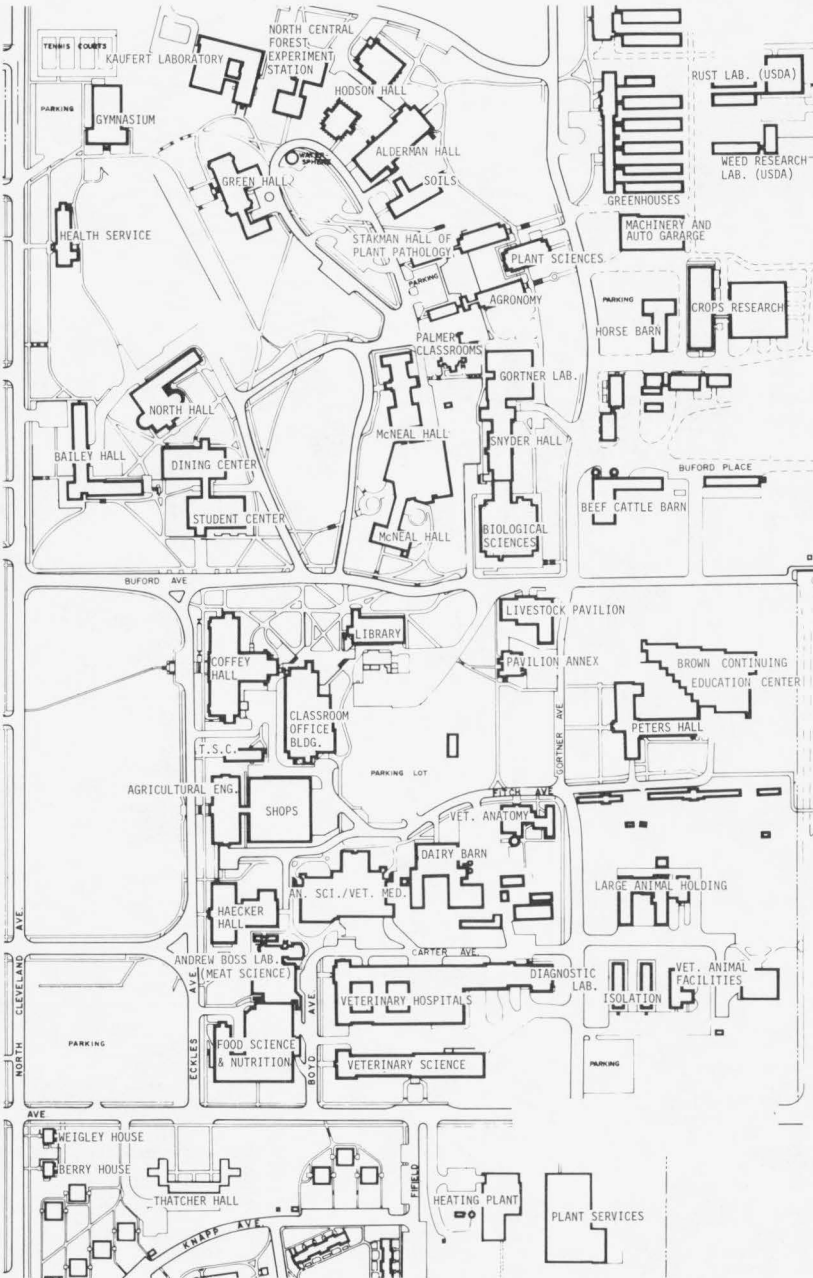
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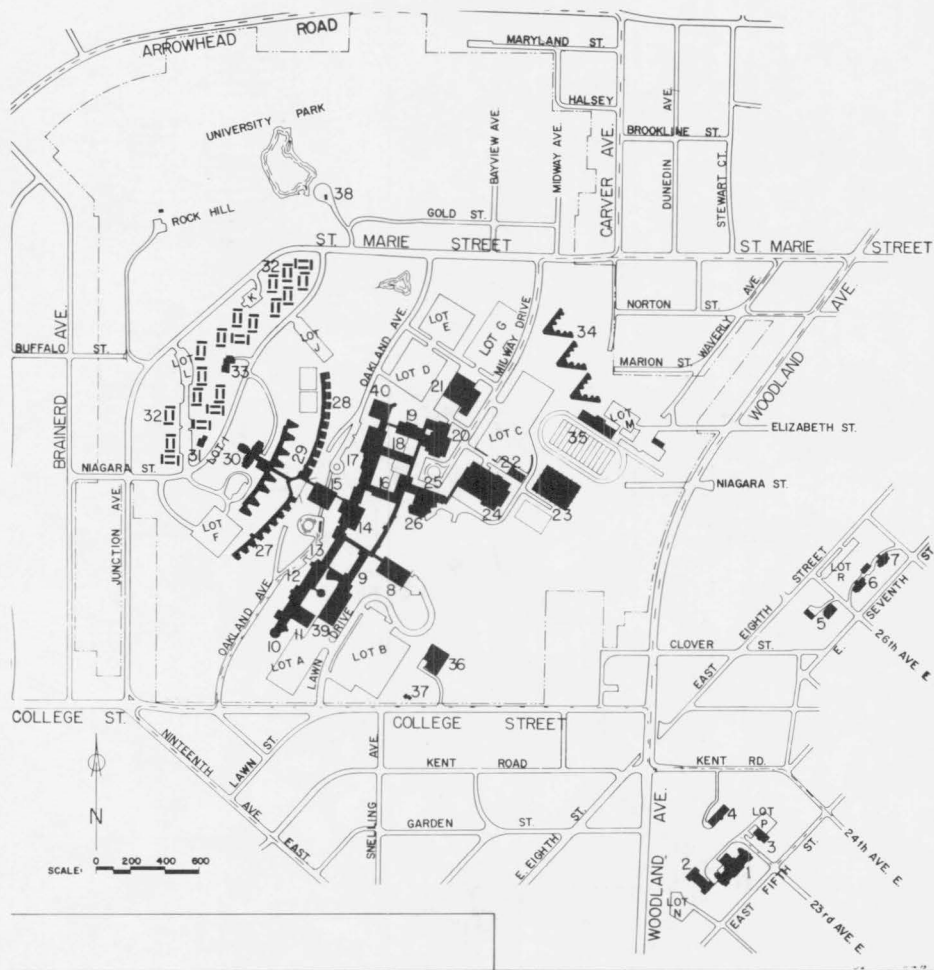
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UNIVERSITY OF MINNESOTA TWIN CITIES CAMPUS ST. PAUL



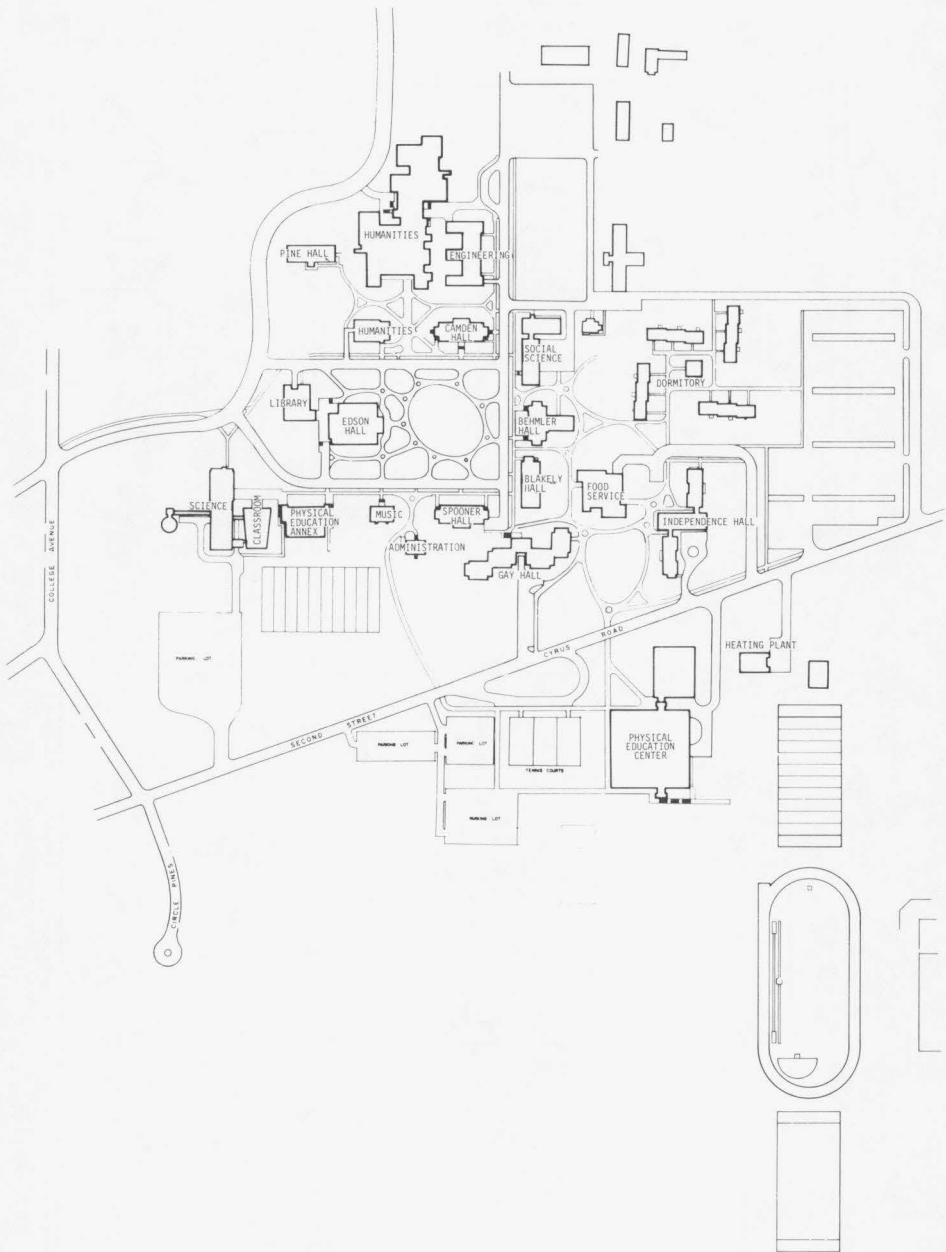
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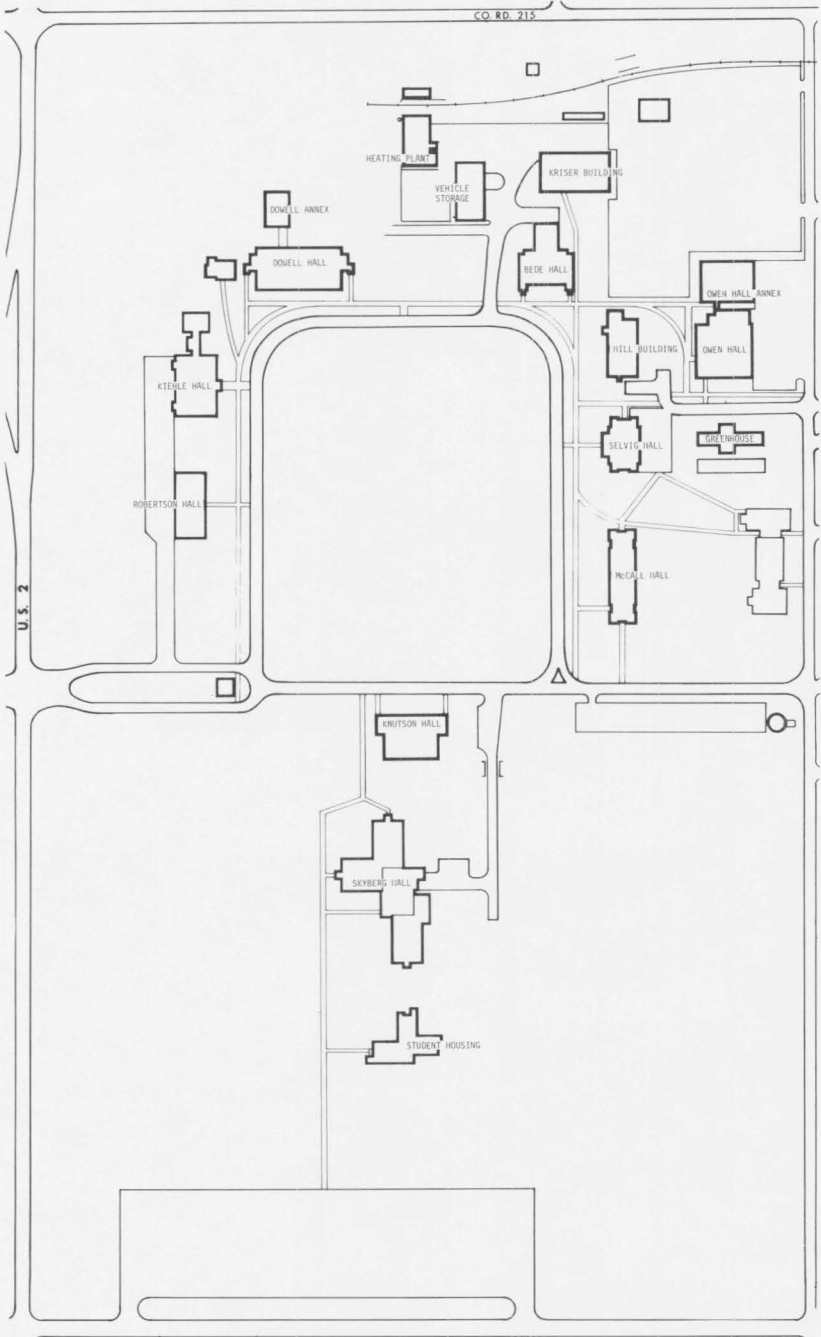
LEGEND

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| 1. OLD MAIN | 16. SOCIAL SCIENCES | 30. LAKE SUPERIOR HALL |
| 2. SCHOOL OF MEDICINE | 17. LIBRARY | 31. HEALTH SERVICE |
| 3. WASHBURN HALL | 18. BOHANNON HALL | 32. THE VILLAGE |
| 4. TORRANCE HALL | 19. HOME ECONOMICS | 33. VILLAGE SERVICE CENTER |
| 5. PROVOST'S RESIDENCE | 20. MARSHALL PERFORMING | 34. STADIUM APARTMENTS |
| 6. ALWORTH APARTMENTS | ARTS CENTER | 35. STADIUM & GRIGGS FIELD |
| 7. ALWORTH RESIDENCE | 21. INDUSTRIAL EDUCATION | 36. LUND PLANT SERVICES |
| 8. ADMINISTRATION | 22. R O T C | 37. DRUG INFORMATION CENTER |
| 9. CHEMISTRY | 23. PHYSICAL EDUCATION | 38. SKI CHALET |
| 10. MARSHALL W. ALWORTH | FIELD HOUSE | 39. BASIC MEDICAL SCIENCE |
| PLANETARIUM | 24. PHYSICAL EDUCATION | 40. HEALTH SCIENCE LIBRARY |
| 11. MARSHALL W. ALWORTH HALL | 25. HUMANITIES & TWEED | |
| 12. LIFE SCIENCE | MUSEUM OF ART | |
| 13. MATHEMATICS—GEOLOGY | 26. A. B. ANDERSON HALL | |
| 14. KIRBY STUDENT CENTER | 27. VERMILION HALL | |
| 15. RESIDENCE HALL DINING | 28. BURNTSIDE HALL | |
| CENTER | 29. GRIGGS HALL | |
- CITY BUS LINES -----
 INTER CAMPUS BUS - - - - -

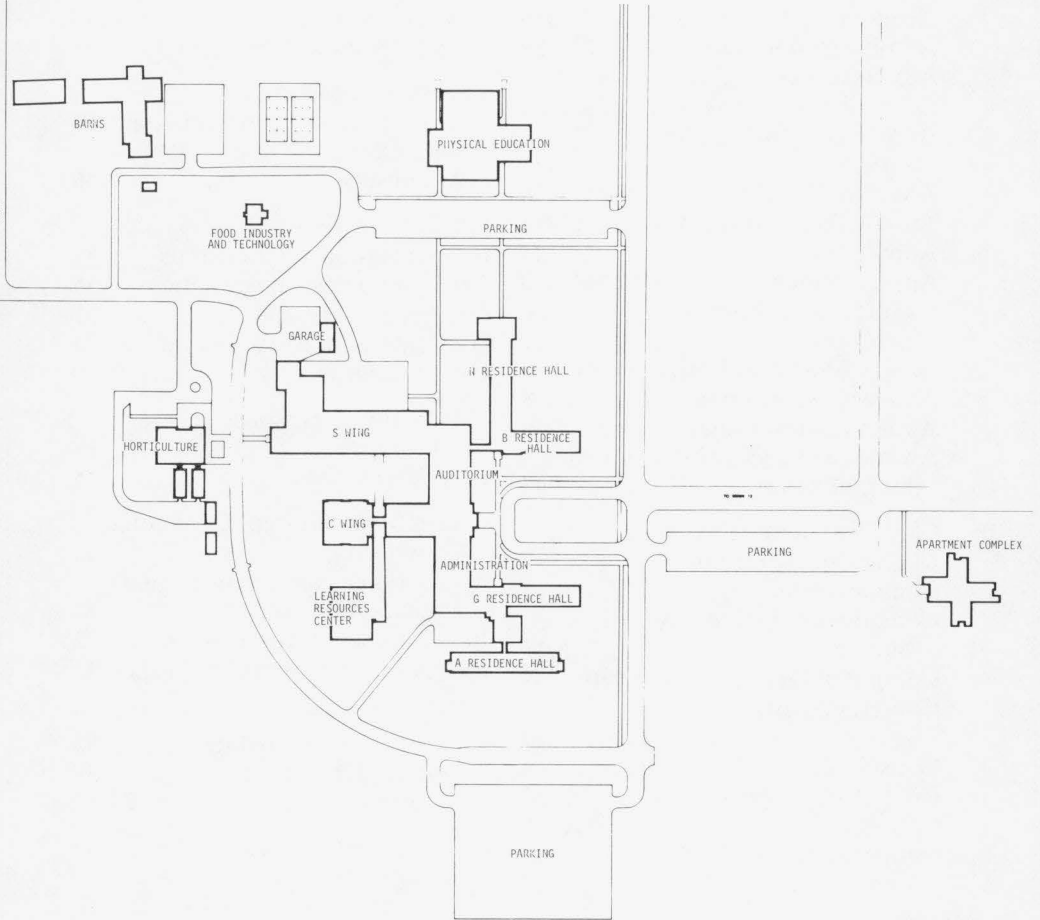
UNIVERSITY OF MINNESOTA MORRIS



UNIVERSITY OF MINNESOTA TECHNICAL COLLEGE, CROOKSTON



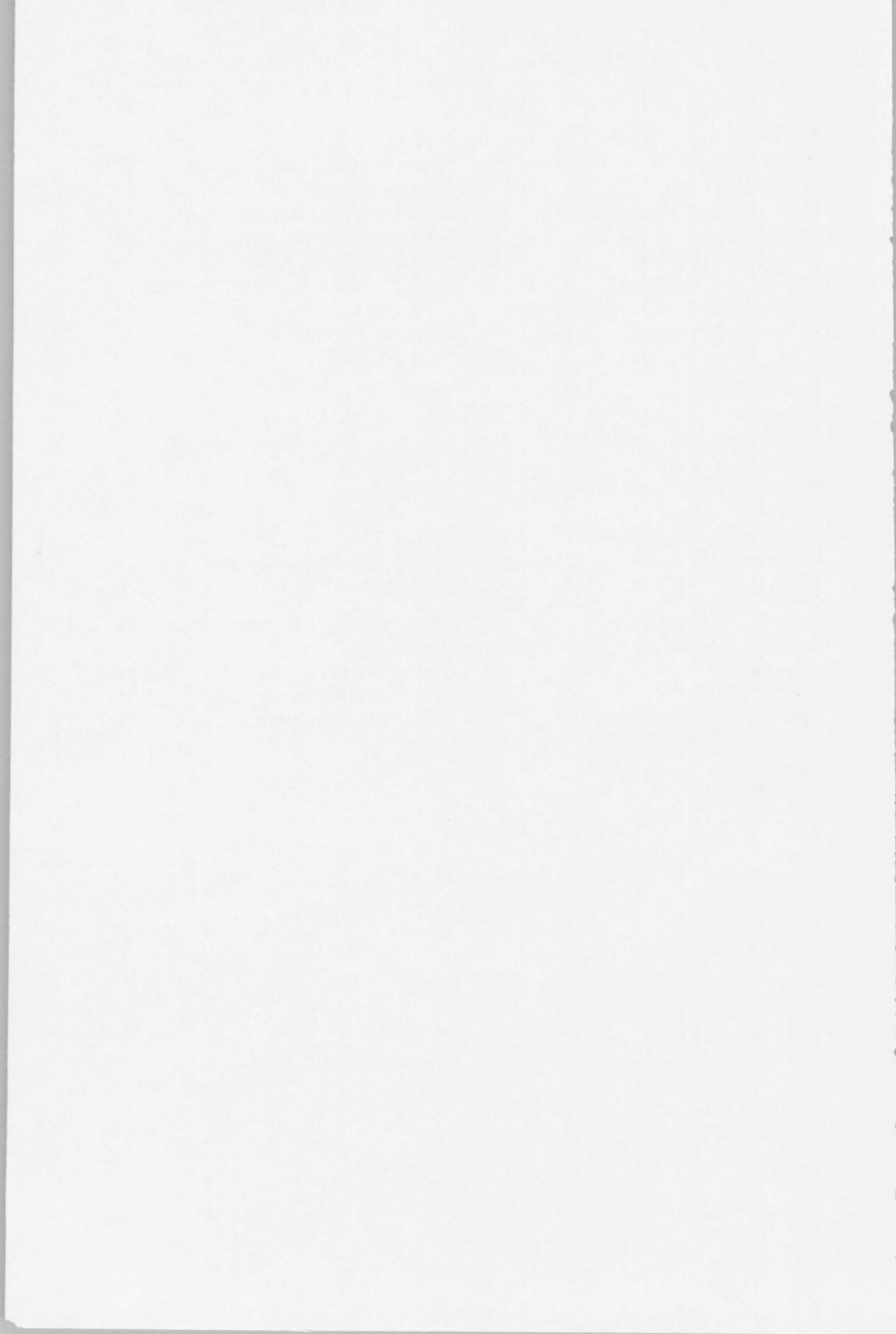
UNIVERSITY OF MINNESOTA TECHNICAL COLLEGE, WASECA



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