



UNIVERSITY OF MINNESOTA

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

AGENDA

SENATE CONSULTATIVE COMMITTEE

Thursday, April 28, 1983  
12:30 - 3:00  
626 Campus Club

- 12:30 1. Minutes and Conversation of April 14 (enclosed to those who missed April 21 meeting).
- 12:32 2. Report of the Chair.
3. Report of the Student Chair.
- 12:40 4. Committee Reports.  
A. Finance.  
B. Other?
- 12:50 5. Nominating a vice chair for the Senate.
- 1:00 6. Assembly Steering Committee: Discussion of committee structure rationale, with special reference to proposed Recreational Sports Governing Board and Bookstore Advisory Committee, to other functions for which a committee might be warranted, and to the complex charge to Assembly Committee on Student Affairs.  
With representatives from Business and Rules, Committee on Committees, and ACSA.
- 1:45 7. Proposed Senate by-laws amendment (sent in separate mailing to senators).
- 2:00 8. Task Force on the Quality of Graduate Education and Research. Guest: Dean Robert Holt.



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MINUTES

APPROVED 5/19/83

SENATE CONSULTATIVE COMMITTEE

Thursday, April 28, 1983

626 Campus Club

12:40 - 3:10

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

Guests: Jim Anderson, Steve Feig, David Giese, Virginia Gray, Russ Hobbie, Donald Kahn, Carol Pazandak, Mary Jane Plunkett, Clare Woodward, and press members Rick Bale, Pam Coyle, Mikki Morrisette, and Maureen Smith.

1. The minutes of April 14 and the record of the conversation with the President of that date were accepted as written.

2. Report of the chair from the morning's Faculty Consultative Committee meeting. P. Swan.

A. FCC bylaws amendment motion to the Senate. The Faculty Consultative Committee is presenting a motion to the May 5 University Senate meeting for a bylaws amendment to permit FCC to close some of its meetings when operating in a consultative mode. Swan told SCC that at the one meeting with the President which FCC did close this year, they discussed largely legislative matters. FCC was prepared to close a second meeting, but the Daily challenged it and the FCC upon studying the bylaws concluded the criteria did not permit it to close the meeting; it cancelled that meeting instead. The General Counsel for the University has advised FCC that the state's open meeting law does not apply to the Faculty Consultative Committee.

Student members asked if they would get a list of the topics discussed at any closed meeting. Swan indicated they could have such a list in advance and a more complete list afterwards.

Watson asked whether the proposed amendment could be changed to permit closing certain SCC meetings and/or Student SCC meetings. There was no discussion of this suggestion.

Lenander stated that he thought we would all benefit if FCC were permitted to hold closed meetings, and said he personally favors the motion, but he added his concerns. This year, with renewed FCC concentration on some subjects, the full SCC suffers. It often turns out that the FCC will have discussed in the morning business which is of importance to students as well. He recommended that someone from FCC brief a member of the Student SCC on the agenda for any closed meeting. He observed that the Student SCC has never had a Daily reporter at its meetings.

Swan stated that she would hope any of the faculty members would feel free to brief the students in that way just as they would feel free to brief faculty colleagues except in those few instances where information can't yet be brought out (for example, an early alert that a vice president may leave).

Swan pointed out the tentative and experimental nature of the proposal. Without positive action the experiment will end in June of 1986. A section on open meetings was not in the purview of the committee which revised the constitution in 1979-80. The forum that worked out the existing provision was strongly in favor of open meetings. The attitude of the participants has changed sharply in the past two years.

Anne Hunt stated that student senators feel quite concerned regarding communications between faculty and students. They believe the faculty will discuss matters of concern to students. A provision to close FCC meetings leaves them feeling alienated.

Lenander observed that SCC is supposed to advise the president on the formulation of ideas and policy which will eventually be promulgated. Students will, under the new provision, be eliminated from an important part of that process. He asked, can the advising occur only if there are closed meetings? Yet most faculty business is conducted formally in open meetings and students have more opportunities for private meetings.

Swan told the committee that while the president has the privilege of inviting in a group of faculty, FCC feels such an arrangement gives the meeting a certain slant and is not the same as his meeting with the body elected by the faculty to consult.

Howe told SCC that if the amendment is adopted, it places on the FCC a certain obligation to be forthcoming to their colleagues on the SCC. Freier said FCC should make a special effort to separate the agenda of FCC and SCC so the joint meeting has a fresh and new agenda. Fredricks added that whatever issues can be held for the full SCC should be.

B. Search Committee process and Vice President Bohen's departure. Swan expressed the FCC's deep regret that Vice President Bohen is leaving the University. She summarized President Magrath's letter to her proposing the search procedure he would like to follow and stating he would like to have the SCC interview the final candidates.

Howe reported it seemed reasonable to the FCC for the President to try out a new, smaller, more streamlined approach to this search. Swan told SCC the committee would emphasize to Vice President Bohen with a copy to the President that we hope for a good transfer of knowledge and sense of direction, and that Bohen's perspective will be transmitted to Dean Lilly and the permanent successor.

Pazandak emphasized that if the committee has a student member, he or she must be willing to make a major time commitment including through the summer.

### 3. Other reports.

A. Kathy Watson from the Legislature on Regents nominations. The House/Senate committee has forwarded its slate of nominations to the full House and

Senate; Regents McGuiggan and Lebedoff are nominated for new terms; Rabbi Bernard Raskas is nominated in place of Regent Moore and Wally Hilke is nominated for the student regent position in place of Regent Unger.

Item 4 of the SCC agenda was postponed until 3:00.

5. Assembly Steering Committee discussion on proposals for a Recreational Sports Governing Board and a Bookstore Advisory Committee. Guests from the relevant committees were present for this item: David Giese, Chr., Business and Rules; Virginia Gray and Russ Hobbie, Co-Chrs., Committee on Committees; Clare Woodward and Donald Kahn, Chr. and Chr.-elect of Assembly Committee on Student Affairs; Steve Feig, Chr., Student Services Fees Committee; Jim Anderson, Chr., Recreational Sports Task Force.

Swan asked the Consultative Committee and the guests to engage first in a general discussion regarding Assembly committees. One of the proposals in hand is to establish a Recreational Sports Governing Board (which would report to the Assembly through the Assembly Committee on Student Affairs -ACSA-) and then presumably to disestablish the Assembly Committee on Recreational Sports, while the second proposal is to establish a Bookstore Advisory Committee as a committee of the Assembly, to replace the existing administratively-formed bookstore policy committee.

(The chairs of the Business and Rules Committee and Committee on Committees had raised doubts about the two proposals because they had the appearance of contradicting each other regarding approach to gaining oversight by users and because a recreational sports board reporting to the Assembly through an Assembly committee would seem to have diminished its position. Others had asked why the proposals were coming simultaneously when the recreational sports issue had been under discussion for nearly a year and the bookstore alternative was raised only a month or two ago.)

Feig explained that the two new committee proposals were ready at the same time because the bookstores proposal, undertaken recently, was accepted with open arms and hence is ready for the Assembly, while the Recreational Sports Task Force created last fall had to work long and hard to win the approval of the Vice President for Student Affairs.

Kathy Watson offered a distinction on jurisdiction: business which affects the University community as a whole or the Twin Cities Campus as a whole should be part of the Senate or Assembly respectively; but what concerns student money more largely than it concerns the whole community can be structured outside the Senate and Assembly.

Giese said the Business and Rules Committee agrees with that distinction in general but believes the proportions of participating groups must be taken into consideration. The Senate and Assembly constitutions allow for the separation of business within them into the faculty portion or student portion as well as the whole, he noted.

Lenander distinguished between the generally more limited authority of a committee and the greater power of a board. The Transportation and Parking Committee, for instance, does not approve the budget for the service it monitors. The Health Service Board, however, does have some governance over the budget of Boynton Health Service. Oversight of recreational sports has not worked

through the Recreational Sports Committee. The committee had trouble dragging the budget out of the rec sports office this year. Students feel that because the funding is largely from student fees, a board of governors should exist to make the real budget decisions.

Lenander said the Business and Rules Committee's assumption that a board which can report to the Assembly only through a committee has "lower" authority than a committee of the Assembly is not borne out in reality. Every student organization must register (with the Student Organization Development Office) to be official and to be able to reserve meeting rooms on campus. The requirement that each, as a registered student organization, report annually through ACSA to the Assembly, does not make its authority in its own realm necessarily less than the Assembly's or the Senate's. The Minnesota Union Boards operate under a constitution yet have the same authority as does the Senate, although for a specific and narrow range. Even the Minnesota Student Association, which is equivalent to the Campus Student Assembly, registers as a student organization.

Steve Feig (Fees Committee chair) told the group his committee wants a Recreational Sports Board "upgraded" from policy review to operational review, participating in such matters as establishing the budget and selecting personnel. Because student fees provide 75% of the rec sports budget, the Fees Committee dislikes having equal student and faculty representation on a board.

Don Kahn (Student Affairs) asked what the proportions are among Recreational Sports users. Feig said that 55-60% of students participate. Over the year there are 5,000 civil service and faculty participation cards issued (purchased quarterly). Swan said SCC had asked the REc Sports Committee last fall to generate budget user data and they have not yet replied. Feig said the explanation lies in part in the fact that the program director does not have the data.

Feig said the objective with the bookstores is to have a policy committee which would not enter at all into the operational arena. Committee on Committees would name the committee.

Russ Hobbie (Co-Chr., Committee on Committees), said C on C's does not have the expertise to look at the broad picture regarding these proposals but believes someone should, especially regarding the relationship to the Assembly of a rec sports board such as the one proposed. ACSA and the Assembly Steering Committee have an interest in the structure. He credited the task force with working long and hard to develop the rec sports constitution. He questioned, however, whether the Assembly can take over a committee which has had an administrative home (bookstore).

Watson reported that President Magrath, Vice President Bohlen, and Assistant Vice President Carlson have all said they have no reservations about moving a bookstore advisory committee into the Assembly.

Kahn asked who would decide how bookstore profits were to be used. Swan said if the advisory committee were an Assembly Committee, it could offer advice to the director of the bookstores, and the entire Assembly might be brought behind its recommendations and so advise the President. Ultimate authority lies with the Regents.

Kathy Watson reported that annual Bookstore profits after all costs and obligations have been subtracted are \$800,000 (about 6% of the gross). The new committee, it is

assumed, would advise an operation designed to operate at cost. Some of the current profit would go into a contingency fund. MSA has proposed this plan together with that of lowering the price of textbooks accordingly (5%-7%), and the Bookstores have accepted the recommendation, said Watson.

She described the unusual history of the Bookstore Committee. Gerald Klement (Administrative Director of CEE) has chaired the committee since its inception in 1968. Student membership has varied from none to six. Sometimes, at least, the committee has done no screening of people who apply to be on it. No criteria exist for determining the membership of the committee or how bookstore profits are to be used.

Kahn asked how that can be so if the President and the Regents make the ultimate decisions. Swan said the Vice President (for Finance) might have bought the committee's recommendations outright. Kahn then asked whether a new committee could not do exactly the same. Hobbie noted that an Assembly Committee would be required to report annually to the Assembly which could object to any of its actions they didn't like.

Feig noted that the President has also made some decisions unilaterally (specifically, regarding library hours being underwritten by bookstore profits).

Watson, Howe and Pazandak remarked on the faculty interest in bookstore operations, especially regarding textbook supplies.

Pazandak said she had understood that bookstore profits went into a scholarship fund. Swan said that at least from the year 1976 (when she chaired the Educational Policy Committee) it appeared the profits went into an escrow fund and a scholarship fund. There was no sense there were any profits for other dispersal.

Hobbie asked if it was the intention of the drafters of the Bookstore Advisory Committee proposal that such a committee oversee all bookstores on campus--including MSA's? When Watson and Feig said it was not, Hobbie advised some rewriting.

Hobbie asked why the constitution of the proposed Recreational Sports Board and any future amendments to it are to be approved by the Assembly when that is not the case for all student boards. Jim Anderson (who has chaired the task force) explained that the Assembly approval two years ago of the constitution of the Board of Student Publications seemed like a precedent for Recreational Sports. Feig added that since the task force was trying to involve the entire community the Fees Committee believed they should seek the approval of the Assembly. The reason for requiring Assembly approval for amendments is to prohibit the Board from being able on its own to amend its constitution.

Clare Woodward told the group that the Student Affairs Committee had not been educated about the new committee organization at all which, she said, reveals something about the workings of the Senate and Assembly. (Wording in the constitution gives ACSA an interest in the committee.) She asked for more of the rationale for removing a recreational sports committee from the Assembly.

Hobbie explained that for years, since state funds stopped going to Recreational Sports, no one has been overseeing the operation and budget of the program. The charge to the Recreational Sports Committee does not include approval of

the budget and the recreational sports office has not provided the committee with the data. Feig added that the people involved in developing the new proposal wanted a board to have more clout and wanted a larger proportion of students. They want a board which will set policy, with the Vice President intervening if he differs. Its authority would be comparable to the Minnesota Union Boards, which make policy, said Feig.

The Recreational Sports Committee recommended a change to a board at its spring 1982 meeting. The task force has worked all this academic year. Feig issued a plea for quick action, noting that the Assembly steered the recommendation to Committee on Committees in February, and that committee received the first draft of the constitution then.

David Giese (Business and Rules) told the group that historically recreational sports has reported to the Assembly through another committee. The Assembly constitution revision (1981) upgraded the committee to equal status with the Assembly Committee on Intercollegiate Athletics (a Committee of the Assembly). Faculty were interested in more influence and oversight of the operation. Perhaps the revisers should have written in stronger powers for the committee, he added.

Hobbie suggested steering the draft constitution to the Assembly Steering Committee, Committee on Committees, and Business and Rules with the intent to send it to the Assembly in the fall. Vice President Wilderson has said he is willing to act as though the new structure were already in place; hence no time would be lost.

Since the members of the various committees present agreed that the two proposals should be brought to the Assembly, but since a motion regarding establishment of committees would have to come from committees which have not yet reached an official position and developed a motion (Business and Rules, Committee on Committees, ACSA), those present decided to move a resolution for each new proposed body to the Assembly with the expectation that, were the resolutions approved, the motions for establishment would come in the fall.

MOTION: Resolved, that the Twin Cities Campus Assembly permit the tentative establishment of a Recreational Sports Governing Board according to the constitution mutually agreed upon by the ad hoc Recreational Sports Task Force and Vice President Wilderson, while the Assembly Committee on Committees, on Business and Rules, and on Student Affairs examine the proposal further. These committees shall report their recommendations regarding this action in time for the docket of the fall meeting of the Assembly.

The Chair asked the members of the Assembly committees present to participate in the vote. The motion was approved without dissent. The resolution will go to the Assembly for its May 19 meeting.

MOTION: Resolved, that the Twin Cities Campus Assembly recommends the establishment of a Bookstore Advisory Committee under the Assembly Committee structure; that it steer the proposal for such a committee to the Assembly Committee on Business and Rules and on Committees; and that it request action on the proposal at the fall meeting of the Assembly.

The motion, again with the representatives of Business and Rules, Committee on Committees, and ACSA participating, was approved without dissent. The motion will appear on the docket of the May 19 Assembly meeting.

6. Task Force on the Quality of Graduate Education and Research. Guest:  
Dean Robert Holt.

Dean Holt told SCC he and the President agree the work of the task force is an integral part of the planning process; it is to be congruent with the University's planning document and with steps to be taken within the next two years.

If the present retrenchment is successful, he said, there will be a sum of between two and five million dollars for redistribution. He would be disappointed, he said, if the recommendations of this task force, after processing through the channels, were not put into effect.

- Very little has been done as a result of the many careful graduate school reviews, other than what the department itself could do. There should be a commitment to action on the basis of the outcomes. But we will not have external reviews of 180 programs.

- The task force wants to compare the ratios of undergraduate and graduate students with respect to the quality ratings across 20 peer institutions.

- Holt has written the chairs of 30 University departments or programs which account for 60-70% of the graduate students, asking what concerns the task force should take up.

- Holt will write the 150 faculty members receiving research awards from the graduate school, asking their suggestions.

Early returns from the chairs indicate the top two concerns to be:

- (1) recruiting graduate students (T.A.'s, stipends, etc.) and
- (2) salaries of the graduate faculty. Also mentioned are
- (3) the University's central research facilities (computer center, library);
- (4) structure of the program review process and the University's commitment to continue the process when Bush money runs out;
- (5) the need for a commitment to action on the basis of the review outcomes--either to have the resources to make a problem better, or abolish the program. (Holt said we are not starting at zero knowledge since we have the benefit of past studies.)

Dean Holt told SCC he wanted to look into the reasons for those changes in rankings which have occurred, not with a view to assigning blame, but rather with regard to the University's structure. There is a fairly high correlation between the size of a program and its quality as measured in the rankings. The task force will look to see where the University ranks higher than one would expect based upon the size of a program, and will look at AAU data (Dave Berg's office) on such variables as faculty size and salaries and ratios of faculty to both graduate and undergraduate students and of graduate to undergraduate students. They will explore for correlations between these data and the quality rankings.



Highly rated programs tend to have a high ratio of graduates to undergraduates. Minnesota has 4.5 undergraduates to one graduate student. It looks here as though our whole decision system gets driven by undergraduates. Were the split 50-50, one would expect different outcomes.

Kathy Watson asked what is the cause of a decline in a program's quality, if it is not the lack of money. She remarked that to undergraduates it appears that graduate education drives the decision system.

Holt replied that increases in undergraduate enrollment have driven the decisions.

In the United States, Holt commented, graduate education and research are very tightly coupled, much more so than in other countries. To make the research system run we must have R.A.'s. In some institutions nearly 50% of Ph.D. candidates now are foreign nationals.

Three to four years from now there will be tremendous competition for the graduate students and institutions will have to offer stipends of \$12,000 to \$15,000. Questions to be answered include:

- (1) Will the University move to differential stipends?
- (2) Will stipend money compete with faculty salary money?

Holt remarked that he sees and hears nothing about the problem regarding declining graduate enrollment, despite the considerable attention being paid to declining undergraduate enrollments.

Professor Howe asked about the connection between the outcome of the task force's report and unit planning. Dean Holt said the task force works closely with Vice President Hasselmo. Membership of the Planning Council and the task force overlaps. He expects to meet with collegiate deans later to inform them on the direction of the task force and ask how that direction fits into their plans. We will have to have coordination and a consensual mode with collegiate deans, he said.

Plans must be feasible both economically and politically. Some suggestions from deans or heads have been controversial, such as to remove all TA funds from the colleges and put them in the graduate school, and to change radically the assignment of T.A. time.

Howe asked if the task force might identify strong departments at the University and say they should go up, and identify weak ones and say they should go down. Holt said recommendations would not be by department, but on a larger scale, by groups of programs, such as "Humanities."

Sundquist asked about the funding of research programs and the need for coordination with the units. Holt said he has had lengthy meetings with Vice President Vanselow and with deans Staehle, Caldecott and Lilly, and will continue to have similar meetings. By and large very few areas of conflict have come up, he said.

Fredricks asked whether in the time of real competition for graduate students the University would not be able to examine the necessary central programs such as English, and would therefore have to look instead at less central programs (such as individual foreign languages)?

Holt said the task force won't get that detailed. Such questions are for the deans.

Holt told SCC that the Dean of the Graduate School serves as Director of the President's Development Committee. This committee has identified five to six priority areas for outside funding. However, there are necessary trade-offs. For example, where the University's #3 priority is the top priority of a funding agency, the University might choose to go for that item.

He gave as an example of the questions the task force has talked about at length a means to recruit good junior faculty and create loyalty and incentives so they will remain.

Freier asked Holt how they hope to fund their plans. She pointed out that many departments are heavily dependent on federal funds and don't receive foundation funds. Holt responded that there are also some departments not dependent at all on federal funds.

Pratt spoke of the need for the University to get undesignated gifts. Holt remarked that the periphery of the University gets well supported from gifts while the core gets nothing. Periphery and core are in competition by the way the fundraising structure has developed. Peripheral programs which the legislature won't support have gone out on their own to seek funds.

Swan expressed the committee's appreciation in hearing from Dean Holt and their anticipation of more reports. She asked if the task force has been given an extension. Holt said we must take care of some parts of the charge now, while others we can work on in the summer and later.

Swan asked if they are addressing tuition. Holt referred to "the whole financial aid trade-off." The schools with highest tuition get good graduate students because they can provide sufficient aid. As tuition goes up we have to look at what we can do to offset it through the RA/TA stipend structure.

4. The SCC returned to this item of the agenda at 3:00. Nominating a vice chair for the Senate.

Swan told the SCC that the Faculty Consultative Committee is prepared to nominate John Turner for a second term. FCC considered several very good nominations. They considered particularly a person's currency because events are moving along so fast. FCC is impressed with the amount of attention and energy Turner has committed this year and his willingness to "ferret out issues" and "wade in." His Regents professorship gives him "double tenure." There was expression of individual agreement from student members.

If he should decline, FCC has said it would regroup to settle upon a new nomination.

The meeting adjourned at 3:10.

Respectfully submitted,

*Meredith Poppele*  
Meredith Poppele, Executive Assistant



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April 21, 1983

Dear Senators:

The Faculty Consultative Committee will be proposing an important change in the by-laws of the University Senate at the May 5th meeting. This letter is to draw your attention to our proposal and to request your support.

During the past two years we have tried to carry out our responsibilities for consulting with the President in open meetings (meetings at which the Press is represented). We have learned that it is at times impossible to achieve effective and candid consultation on certain issues when the meetings are open. In particular, the possibility that comments may be reported by the Press has created two problems:

- 1) Each speaker feels that his/her full views on a subject must be reiterated each time a new point is made, even though all participants are aware of the speaker's general views on the subject. The reiteration is for the benefit of the Press. The result is that meetings of the Committee with the President too often consist of long speeches rather than good exchange of information and perspective. Thus, consultation is neither efficient nor effective.
- 2) There are at times topics that need to be discussed between the President and the faculty, but which should not be immediately aired in the Press. Among these are:
  - a) politically sensitive topics related to the activities of the Legislature and its committees or the Governor and his staff;
  - b) ideas in the very early stages of development, before they are explored well enough to be discussed wisely in public conversation;
  - c) concerns that arise if the faculty believes administrative policies are not in the best interest of the University, especially when discussion of these concerns in the Press would further damage the University in the public eye;
  - d) topics related to anticipated personnel changes, potential legal issues, or other issues involving privileged information which should not be aired prematurely in the Press. When this type of information is involved the President cannot seek advice and consultation due to the presence of the Press.

We, the current FCC members, are unanimous in our belief that we cannot do the job we are elected to do under the current rules of the Senate. The University Attorney's office has advised us that the state's open meeting law does not cover groups such as the Consultative Committee which is an advisory committee and not a governing board. Therefore, we ask your support for a change in the by-laws that will allow closed meetings for some consultation with the President. In our proposed change we are providing an accountability mechanism and a way for the Senate to review the practice of closed meetings after three years. Please telephone any one of us to talk about our proposal.

Sincerely,

*Pat*  
Patricia B. Swan, Chr. (3-1194)

Enc.  
PBS:mbp

Sen. 4-17-80

## VI. SENATE CONSULTATIVE COMMITTEE

### SEARCH COMMITTEE GUIDELINES

(20 minutes)

#### MOTION:

That the University Senate approve the following proposed guidelines for the establishment and functioning of search committees for filling major administrative positions at the University of Minnesota.

#### I. Purpose of Search Committees\*

Search committees are expected to seek out and identify the best qualified nominees available for administrative positions, irrespective of sex, religion, race, national origin, age, or any other criteria violating affirmative action statutes. One reason for the use of search committees is to assure that all primary constituencies served by the office will have a voice in the identification of nominees. A second is to take advantage of the knowledge that these constituencies have of the necessary qualifications for the position and of potential sources of nominees.

#### II. University Administrative Positions for which Search Committees Should be Formed

Search committees should be established to fill major University administrative positions which serve multiple student, faculty, civil service, and/or administrative constituencies. Among these positions are those of President,\*\* the various Vice Presidents, the Deputy Vice President and Dean of the Institute of Agriculture, Forestry, and Home Economics, Dean of the Graduate School, Provosts of the coordinate campuses, Vice Provosts for Academic Affairs, Deans of all collegiate units, and the Director of University Libraries. This list does not preclude formation of search committees to fill other administrative positions when the President and the Senate Consultative Committee mutually deem the interest of the University to be served thereby.

The length, range, and mechanics of the search process will depend on the nature of the position, the complexity of its constituencies, and the number and diversity of potential candidates. Committee composition will also vary. The search process for the key academic officers should be most thorough, in recognition of their multiple constituencies. But a more abbreviated approach may be suitable for such positions as Vice President for Institutional Relations, Vice President for Administration and Planning, and Vice President for Finance, in recognition of their unique relationship with the President. The President and the Senate Consultative Committee should work out mutually agreeable search procedures for filling these positions.

#### III. Formation of Search Committees

Members of search committees and their chairpersons shall be chosen by the President (or the President's agent) after consultation with appropriate Senate, campus, University, or collegial bodies representative of the constituencies clearly affected by the appointment. In the case of the central administrative officials, the appropriate body shall be the Senate Consultative Committee. Reference should be made to college constitutions for any specific requirements of individual colleges for the composition of search committees for Deans.

\*The term search committee as used in these guidelines designates any committee constituted for the purpose of performing any or all of the functions of compiling lists of candidates for vacant positions, screening (and eliminating) candidates in accord with agreed-upon selection criteria, and determining the slate of nominees for submission to the President.

\*\*The selection of the University President is the legal responsibility of the Board of Regents. The search committee for this office is drawn from members of the Board. This committee has customarily asked that the Senate Consultative Committee function as an advisory committee, and has delegated to it responsibility for certain aspects of the search. It is hoped that the policies outlined in this statement will govern the work of such an advisory committee.

The number of committee members will vary depending on the complexity of the constituent relationships of the position, but since large committees often find it difficult to organize as working groups, committees should be limited as a general rule to no more than ten members.

Membership on search committees shall not be based upon quotas for any minority group or other protected class. It is the responsibility of each member of all search committees to be aware of and to carry out the affirmative action policies of the University of Minnesota.

If a member of a search committee is nominated to the position being searched, and if the member allows his/her name to remain on the list of active nominees, the member should promptly resign from the committee.

#### IV. Charge to Search Committees

The President (or the President's agent) shall instruct each member of the committee in writing as to the following:

- A. Approximate date for submission of list of nominees.
- B. Number of nominees.
- C. Affirmative Action/Equal Opportunity requirements including these guidelines. The committee should also consult with the Equal Opportunity Officer at the outset of the search.
- D. Arrangements for financial and staff resources (including provisions for travel, long-distance telephone calls, meals, and housing).
- E. Personal responsibility of each member for affirmative action and discretion.
- F. Need for keeping minutes of meetings and records of committee decisions.
- G. Any unique concerns with respect to the position.

The committee has the prerogative of discussing with the President (or the President's agent) any of the terms of the charge.

#### V. Committee Procedures

##### A. Formulating the Position Description

The position description, to be prepared by the committee in collaboration with the President (or the President's agent), shall include a full account of the responsibilities of the position and describe the educational background, experience, and competencies desired of the candidates. It should specify those criteria that will be given weight in making the selection and should indicate the information to be provided about each nominee or applicant.

##### B. Posting the Position

The President (or the President's agent), or the chairperson, shall file notification of the position in the office of the Vice President for Academic Affairs and the appropriate publications, taking care that women and members of minority groups and other protected classes are made aware of the vacancy. Members of the committee are urged to inform their respective constituencies as to the position description and the selection criteria. Often, well-qualified candidates will not volunteer their names for such positions. In addition to advertising, therefore, the members of the committee should make every effort to contact knowledgeable sources off and on campus for names of the best qualified individuals, including women and members of minority groups, and names of institutions at which such potential candidates are most likely to be found.

##### C. Selection Process

Each committee will establish its own plan for screening and evaluating nominees and applicants. Whatever procedures the committee may elect to employ in arriving at its slate, the entire committee is responsible for the legitimacy of the process. Every member at every stage of the search shall have full access to the names and files of all persons under consideration.

The function of initial screening is to identify and eliminate, early in the search process, nominees and applicants who are clearly unqualified. Unwillingness on the part of nominees with obviously exceptional qualifications should not militate against eventual consideration until it is definitely established that the potential candidate cannot be persuaded to become interested in the position. The list of persons who remain under consideration after the initial screening will be those to whom the committee will be giving careful consideration and about whom the committee may be seeking additional information. Responsibility for requesting such information should be clearly delegated and its form clearly specified. Agreement should be reached as to assurances of confidentiality to be sought and assurances to be given.

When the committee has narrowed its list to those candidates whom it wishes to interview, the chairperson and the President (or the President's agent) should collaborate in making arrangements for the interviews. The committee may wish to develop a set of questions to be directed to each candidate, but committee members should not be limited arbitrarily to such a list.

Although the committee will wish to seek consensus on the slate of nominees to be submitted, a formal vote should be taken by secret ballot and the results recorded. No committee member should divulge, without authorization of the full committee, the results of the voting. Only the names of fully qualified candidates should be included on the final slate. The committee's list of nominations should then be communicated by the chairperson to the President (or the President's agent). The committee or the President may also wish to schedule a meeting for mutual discussion of the slate.

**D. Communicating with Nominators and Applicants**

All nominations and/or applications should be courteously acknowledged, and so far as possible candidates should be apprised promptly of elimination from consideration. It is particularly important that the persons who have been interviewed be promptly informed when an appointment is made. Files should be kept on each candidate and carbons of all correspondence. Throughout the entire process, insofar as it is possible, candidates should be treated alike. Every precaution should be taken to restrict materials to the eyes of committee members and committee staff.

**E. Responsibility of Individual Members for Affirmative Action and Discretion**

It is the responsibility of any member of a search committee who recognizes that proper affirmative action procedures are not being followed to communicate this concern immediately and privately to both the chairperson of the committee and the Director of the Office of Equal Opportunity and Affirmative Action. If this does not result in a resolution of the difficulty, the committee member should then communicate directly with the President (or the President's agent).

**F. Filing Affirmative Action Reports**

The President (or the President's agent) (in collaboration with the appropriate equal opportunity officer and the Director of the Office of Equal Opportunity and Affirmative Action) shall instruct the chairperson of the committee as to what official reports are to be filed. The chairperson shall file the necessary reports promptly and accurately. Before submitting its final slate to the President, it is the committee's responsibility to inform the Equal Opportunity Officer of the make-up of the pool of applicants and of those candidates interviewed.

**G. Disposition of Files**

Promptly after the position is filled and all affirmative action reports submitted, but not until then, the chairperson shall be responsible for reviewing all applicants' files. After personal data are returned to the applicants or to other sources requesting them, the files shall be disposed of in accordance with current applicable laws and regulations, available to the chairperson in the office of the University Attorney.

**VI. General Statement on the Relationship of the President (or the President's agent) and Search Committees**

The mutually desired end of filling positions with those persons best qualified to occupy them will be best achieved if channels between the President (or the President's agent) and committees are kept open. Like any other interested person, the President (or the President's agent) may submit nominees at the appropriate time for the consideration of the committee, and at any point in the search may inquire as to the committee's progress. The committee, on the other hand, may ask for suggestions or guidance from the President (or the President's agent) or for a reexamination of the charge. Since the purpose of the search is to attract top talent acceptable both to the search committee and the President (or the President's agent) there should be a close working relationship between the two.

After submitting its final slate, the committee should expect in the case of long delay in filling the position some explanation of the difficulty. When committee nominees are unavailable for appointment, or unacceptable to the President (or the President's agent), the committee may be asked to provide additional nominees. In such a contingency a full explanation of the circumstances requiring reopening of the search process should be rendered to the committee. The committee may decline to participate in any further search. When a search committee is unable, for whatever reason, to fulfill its charge, the President (or the President's agent) may discharge it.

Since conformity to affirmative action requirements is imperative and the committee's responsibilities in this area are obligatory, the committee chairperson may wish at any point in the search process to seek information from the Equal Opportunity Officer. Doubts about the legality of procedures being followed should be resolved when they arise.

**INFORMATION:**

The Senate Consultative Committee has reexamined the guidelines for search committees for filling major administrative positions at the University, as passed by the University Senate on March 4, 1976, and recommends the changes contained in the above text. Those changes (1) emphasize the affirmative action aspect of a search and charge each search committee member with responsibility for seeing that affirmative action policies of the University are carried out; and (2) eliminate sexism in the guidelines' language.

**WENDELL P. GLICK, Chairperson**  
**Subcommittee on Search Committee Guidelines**  
**RICHARD L. PURPLE, Chairperson**  
**Senate Consultative Committee**

*Approved*

**VII. QUESTIONS TO THE PRESIDENT**  
**(15 minutes)**

none

**VIII. OLD BUSINESS**

none

April 1983

ASSEMBLY STEERING COMMITTEE

MOTION: Resolved, that the Twin Cities Campus Assembly permit the tentative establishment of a Recreational Sports Governing Board according to the constitution mutually agreed upon by the ad hoc Recreational Sports Task Force and Vice President Wilderson, while the Assembly Committees on Student Affairs, on Committees, and on Business and Rules examine the proposal further. These three committees shall report back to the Steering Committee in the fall in time for a motion regarding the official establishment of a Recreational Sports Governing Board to appear in the docket of the November 17, 1983 meeting of the Assembly.

Patricia Swan, Chr., Assembly  
Steering Committee

David Giese, Chr.,  
Business and Rules

Russell Hobbie and Virginia Gray,  
Co-chairs, Committee on Committees

Clare Woodward, Chr., Assembly  
Committee on Student Affairs



UNIVERSITY OF MINNESOTA  
TWIN CITIES

Space Science Center  
103 Shepherd Laboratories  
100 Union Street S.E.  
Minneapolis, Minnesota 55455-0128

April 19, 1983

Professor Patricia Swan, Chair  
Twin Cities Campus Assembly  
Food, Science, & Nutrition  
166 F Sc N

Dear Pat:

The Committee on Committees received the enclosed Constitution for a Recreational Sports Board of Governors today. Because we did not have time to study it and our student members were not present, we took no action.

In informal conversation, however, we did observe that this proposal removes a supervisory committee from the Assembly at the same time that a proposal from the MSA asks to establish a committee of the Assembly to formulate policies for the University Bookstores. We do not understand why these cases should be handled differently.

Our informal recommendation is that the Assembly Steering Committee consider the question of both Recreational Sports and the Bookstore in the broad context of any other similar committees or Boards. It also seemed to us that the Assembly Committees on Student Affairs and Business and Rules, as well as the Committee on Committees, should be involved in these discussions. Perhaps a joint meeting of all these committees with the Assembly Steering Committee would be a good idea.

If I may add my personal feelings: I do not like the idea of changing the Constitution or Bylaws on a whim. While a year's deliberation and negotiation has gone into the Recreational Sports issue, the Bookstore issue seems to have received much less study and goes in the opposite direction in terms of structure.

I think a careful consideration of the entire problem is needed, even if Assembly action must wait until fall.

Sincerely,

Russell K. Hobbie  
Co-Chair, Committee on Committees

RKH:kc

Enclosure

cc: Marty Smith; Professor Clare Woodward  
Professor David Giese; Mr. Carl Nelson  
Mr. Jim Anderson

April 1983

MINNESOTA STUDENT ASSOCIATION FORUM

MOTION: Resolved, that the Twin Cities Campus Assembly recommends the establishment of a Bookstore Advisory Committee under the Assembly Committee structure; that it steer the proposal for such a committee to the Assembly Committees on Business and Rules and on Committees; and that it request action on the proposal at the November 17, 1983 meeting of the Assembly.

Kathleen Watson, Speaker,  
MSA Forum

Patricia Swan, Chair,  
Assembly Steering Committee





UNIVERSITY OF MINNESOTA  
TWIN CITIES

Minnesota Student Association  
240 Coffman Memorial Union  
300 Washington Avenue S.E.  
Minneapolis, Minnesota 55455  
(612) 373-2414

April 27, 1983

TO: Pat Swan, Chair SCC/Steering Committee  
David Geise, Chair Business and Rules  
Russ Hobbie, Chair Committee on Committees  
Clair Woodward, Chair ACSA

FROM: Kathy Watson, Speaker  
Minnesota Student Association

The enclosed bill was passed by the MSA Forum at our April 21, 1983 meeting. The Forum felt that the University Bookstores were too vital to University students, faculty, and community not to have a place in the Assembly. It is the hope of the Forum that this could be acted upon in a timely manner and that a committee could be in place by Fall Quarter 1983. If you have questions please call Marty Smith or myself at 373-2414.

Enclosure

cc: Student Consultative  
Faculty Consultative  
Bruce Thorpe, Student Body President  
V.P. Fred Bohlen  
V.P. C.L. Carlson  
Martin Smith, Reps to Regents  
Gerald Klement, Chair Bookstore Committee  
James Duffy, Director Bookstores

Bill #037

Background

The Ad-hoc Committee for Decent Bookstore Policy was formed by concerned students after the revelation that bookstore profits would be used to maintain Wilson Library hours. Many students were appalled at the size of the margin being charged above basic operating needs, year after year, with no formal direction as to the disbursement of the excess funds.

We feel that the relationship between the bookstores and the student/faculty users bears considerable review, both at the Assembly and departmental level. Not only do the obvious items such as profit margin and textbook price bear scrutiny, but the practice of carrying multiple versions of the same basic work (i.e., different editors, different publishers) reduces economies of scale and makes the task of reselling books difficult for the stores and individual students as well. This is an issue which will require considerable discussion, which does not appear destined to occur with the present committee outside of the Assembly structure.

The most appropriate manner to ensure that the much-needed discussions of policy occur, for this very central service to the University community, is to place the committee advising its administrators in the TCCA. With status as a full committee of the Assembly, students, faculty, and staff would discuss and improve current policies. The reports from such a committee would enlighten and stimulate discussion among most members of the Assembly. We feel that the somewhat "closed" membership selection process and lack of any formal reporting requirements of the current committee does not and will not adequately serve the needs of the entire community.

So the Ad-Hoc Committee asks that the MSA Forum formally approve the resolution. After doing this we will move it to the Assembly steering committee to be put on the May 5, 1983 Assembly agenda.

Bill #037

Proposal

To make the Bookstore Advisory Committee a standing committee of the Twin Cities Campus Assembly.

Bookstore Policy Committee

The Bookstore Policy Committee is concerned with all matters dealing with the bookstores on the Twin Cities campus. It deals with policy and procedures that govern the operation of the non-profit bookstores on campus.

Membership

The Bookstore Policy Committee shall be composed of three members of the faculty, six students, one representative of the Civil Service staff, and an ex-officio representative from the Office of the Vice President, Finance and Operations. At least one of the faculty members and at least one of the students shall be a member of the Assembly at the time of appointment. Members shall be appointed by the Committee on Committees.

Duties and Responsibilities

- To formulate and recommend policies governing the operation of the bookstores.
- To make recommendations in regard to the operation of the bookstores and disbursement of operating margins of the bookstore. This includes the establishment of guidelines by which the funds be disbursed.
- To submit an annual report to the Assembly.



UNIVERSITY OF MINNESOTA  
TWIN CITIES

Minnesota Student Association  
240 Coffman Memorial Union  
300 Washington Avenue S.E.  
Minneapolis, Minnesota 55455  
(612) 373-2414

Memorandum

To: Professor David Giese, Chair, Assembly Business and Rules Committee  
Professor Pat Swan, Chair, Assembly Steering Committee  
Professors Hobbie and Gray, Co-Chairs, Assembly Committee on Committees  
Professor Woodward, Chair, Assembly Committee on Student Affairs

From: Marty Smith, Student Representative to the Board of Regents

Re: Proposal to establish a Bookstore Policy Committee in the Twin  
Cities Assembly

A committee was formed by concerned students after the revelation that bookstore profits were used to maintain Wilson Library hours. Many students were appalled at the size of the margin being charged above basic operating needs, year after year, with no formal direction as to the disbursement of the excess funds.

Students feel that the relationship between the bookstores and the student/faculty users bears considerable review by the Assembly. This is an issue requiring considerable discussion; discussion which does not appear destined to occur with the present committee operating outside of the Assembly structure. The most appropriate manner to ensure that the much-needed discussion of policy occur is to place the current bookstore advisory committee into the Twin Cities Campus Assembly with full committee status. Students feel that the somewhat "closed" membership selection process and lack of any formal reporting requirements of the current committee does not and will not adequately serve the needs of the entire community.

This policy for an Assembly Bookstore Policy Committee has been reviewed and approved by President C. Peter Magrath, Vice President for Finance and Operations, Fred Bohlen, Assistant Vice President for Finance and Operations; Verne Carlson and the MSA Executive Committee. The proposed Bookstore Policy Committee will be presented to the MSA Forum at the April 14th meeting of the Forum.

In closing, I bring this information to your attention for consideration and action in your respective committee. Since this proposal is basically uncontroversial and has the support of students and administrators, I hope that you can address the issue with all deliverative speed. If you have further questions, contact me at the MSA Office, 240 CMU, 373-2414.

cc: C. Peter Magrath  
F. Bohlen  
C.L. Carlson  
Bruce Thorpe  
Kathy Watson  
Shawn Mahoney

Advisors  
Committee

BOOKSTORE COMMITTEE

Spring 1983

James Duffy, Manager  
University Bookstores  
290 Williamson Hall

3-3236

Matthew Dion (Deon)  
Honors Program  
115 Johnston

3-5116

Dr. William Rosendahl  
310D Lind Hall

3-0104

Richard Springer  
142A Mechanical Engineering

3-3032

Gerald Klement  
150 Westbrook Hall

3-5407

Marcia Pankake  
Reference & Resources Section  
180 Wilson Library

6-8707  
home #  
331-2551

Home Address:  
904 19th Ave. S.E.  
Mpls., MN 55414

Roland Delattre  
American Studies  
225 Lind Hall

3-3669

Students

Annette Gauthier  
425 13th Ave. S.E.  
Mpls., MN 55414

379-1733  
parents #  
459-8638

Parent's Address:  
8265 Harkenss Road  
Cottage Grove, MN 55016

Natan Paradise  
Sophomore  
Honor Student CLA  
works at 115 Johnston

3-5116

Home Address:  
8515 Duluth  
Golden Valley, MN 55427  
544-7478

Matt Pedersen  
IT Student

Home Address:  
1122 14th Ave. S.E.  
Mpls., MN 55414  
379-3054 (call after 3:00)



UNIVERSITY OF MINNESOTA  
TWIN CITIES

Office of the Coordinator of Student Activities  
107 Temporary North of Appleby  
122 Pleasant Street S.E.  
Minneapolis, Minnesota 55455  
(612) 376-1685

April 18, 1983

TO: Russell K. Hobbie, Chair  
Committee on Committees

FR: Carl Nelson

A handwritten signature in cursive script that reads "Carl Nelson".

RE: Constitution for the Recreational Sports Board of Governors

The attached Constitution which was developed by the Recreational Sports Task Force is acceptable to the Office for Student Affairs. We encourage the Twin Cities Campus Assembly to ratify the Constitution at the May meeting.

The Vice President for Student Affairs will work with the appropriate Committees to initiate appointments to the Board as soon as possible this Spring.

CEN:decn



UNIVERSITY OF MINNESOTA  
TWIN CITIES

Minnesota Student Association  
240 Coffman Memorial Union  
300 Washington Avenue S.E.  
Minneapolis, Minnesota 55455

(612) 373-2414

Memorandum

TO: Recreational Sports Board Enthusiasts  
FROM: Morale Director *Jim Anderson*  
DATE: April 6, 1983  
RE: Final meeting of the Recreational Sports Task Force

You are cordially invited to attend the wrap-up meeting of the task force. It will be held on Monday, April 11, 1983 at 9:30 am in room 346 of Coffman Memorial Union. The agenda will consist of minor language in Article II, section 2, accolade for chair, and other important annotations.

Please find enclosed the almost final draft of the constitution.

CONSTITUTION OF THE  
RECREATIONAL SPORTS BOARD OF GOVERNORS

ARTICLE I - Name, Purpose and General Statements

Section 1 - Name: The name of the organization shall be the Recreational Sports Board of Governors, hereinafter referred to as the Board.

Section 2 - Purpose: The Board shall formulate program, operational and fiscal policy for the Office of Recreational Sports(ORS) with the advice and consent of the Office for Student Affairs. Policies established by the Board must be consistent with other University policies.  
University policies.

Section 3 - Status: The Board shall operate as a non-profit student organization in conformity with all applicable University policies.

Section 4 - Intra-University Relationships

A. The Board shall consult with the ORS, the OSA, the Assembly Committee on Intercollegiate Athletics, the Sports Club Council, and other interested parties before formulating policies which may affect those parties. Board policies regarding facilities useage must be consistent with priority documents of the Facilities Board.

B. The Board shall review and approve program, operational and fiscal policies related to the Office of Recreational Sports, including recommendations made to it by the Director.



- C. The Board shall periodically monitor the implementation of all policies and programs as set by the Board.
- D. Appeals regarding policy decisions of the Board shall be considered by the Board. If the matter is not resolved it may be appealed to the Assembly Committee on Student Affairs.
- E. The Office of Recreational Sports is a Department of the Office for Student Affairs. Daily administration of the ORS is the responsibility of the Director, the Coordinator of Student Activities and the Vice President for Student Affairs.
- F. The Board shall submit a written annual report to the Office for Student Affairs, Office of Recreational Sports, Assembly Steering Committee, Student Services Fees Committee, Minnesota Student Association, Sports Club Council, Extension Classes Student Board, Civil Service Committee, Assembly Committee on Student Affairs, and other interested bodies upon request.

ARTICLE II - General Powers

Section 1 - The Board shall formulate policies which shall be implemented with the advice and consent of the Vice President for Student Affairs. The Vice President shall report any objections to policy stances of the Board in writing.

Section 2 - The Board shall have the basic responsibilities and functions to:

- A. formulate the overall scope and policies of the ORS.
- B. participate in the search and selection of the Director of the ORS as described in the Bylaws.
- C. participate in reviews of the Director's position and performance.
- D. review the implementation of University program and personnel policies in the ORS and make recommendations to the Office for Student Affairs.
- E. review and act upon appeals regarding staff interpretations or implementation of Board policies, as outlined in the Bylaws.
- F. participate in the search and selection of administrative staff and others as defined in the Bylaws.
- G. formulate the annual budgets of the ORS and the Sports Clubs Council.
- H. monitor and assure compliance with approved budgets.

- I. present along with the Coordinator for Student Activities an annual funding request to the Student Services Fees Committee.
- J. formulate and approve all ORS fees and recommend those fees needing approval to the appropriate approving bodies.

### ARTICLE III - Membership

Section 1 - The voting membership of the Board shall consist of nine currently registered students, two faculty, and two civil service employees. These members shall consist of:

- A. Three student members elected in the All-Campus elections.
- B. Three student members appointed by Twin Cities Campus Assembly Committee on Committees.
  - 1. At least one registered in a St. Paul college.
  - 2. At least one registered in a Graduate or Professional program.
- C. One student member selected by M.S.A. Forum.
- D. One student member selected by the Sports Club Council.
- E. One student member selected by the Extension Classes Student Board.
- F. Two faculty members appointed by the Assembly Steering Committee.
- G. Two Civil Service members appointed by the Assembly Civil Service Committee.

Section 2 - Alternates

- A. Three student alternates selected by Committee on Committees shall attend all Board meetings, and vote in the absence of up to three at large student members.
- B. One faculty alternate selected by the Assembly Steering Committee, may attend Board meetings, and vote in the absence of a faculty member.
- C. The other appointing bodies may designate alternates for their representative.

Section 3 - Ex-Officio Members

The Bylaws shall provide for non-voting ex-officio members.

Section 4 - Recreational Sports employees may not serve on the Board.

Section 5 - No person shall sit on the Board as a representative of more than one category of membership, as constitutionally defined.

Section 6 - Members may be removed for cause as defined in the Bylaws.

Section 7 - Terms of Membership

- A. Student members shall serve one-year terms beginning on July 1 and ending June 30. Students may serve more than one term.
- B. Faculty and civil service members shall serve two-year terms beginning July 1 and ending June 30.

Section 8 - Vacancies

Vacancies shall be filled by the appointing bodies and by Committee on Committees in the case of elected members.

ARTICLE IV - Officers

Section 1 - All officers shall be student members of the Board.

Section 2 - The Board shall have three officers, a Chairperson, a Vice Chairperson of Programs, and a Vice Chairperson of Finance.

Section 3 - The Chairperson shall: preside at Board meetings, appoint all committees except the executive committee, chair the executive committee, appoint committee chairs, propose Board agendas, act as primary spokesperson for the Board, and perform the other usual duties of the office.

Section 4 - The Vice-Chairperson of Programs shall chair the Program Committee and perform other duties as prescribed in the Bylaws.

Section 5 - The Vice-Chairperson of Finance shall chair the Finance Committee and perform other duties as prescribed in the Bylaws.

Section 6 - Elections and Terms

A. Officers shall be elected by a majority of the voting members of the Board.

B. Officer terms shall be one year in length and run concurrent with their membership terms.

C. Officers may be removed from their office for cause or as specified in the Bylaws by a two-thirds (2/3) vote of the Board after ten-day prior written notifications. A call for such action may be made by any three members of the Board.

#### ARTICLE V - Committees

##### Section 1 - Executive Committee

A. The Executive committee shall be composed of the three officers and one staff/faculty member elected by the Board.

B. The Executive Committee shall conduct Board Business when the full Board cannot meet, subject to ratification at the next Board meeting.

C. The Executive Committee shall not consider or take disciplinary action.

D. The Executive Committee shall prepare the annual report.

##### Section 2 - Finance Committee

A. The Finance Committee shall be composed of five Board members, at least three of whom are students, and one staff/faculty, and chaired by the Vice Chairperson of Finance.

- B. The Finance Committee shall review the financial statements of the ORS and recommend fiscal, personnel, and capital expenditure policies to the Board. It shall review and revise budget proposals submitted by the Director and the Sports Club Council, and determine an annual budget and fees request for each, subject to the ratification by the Board. It shall also make recommendations on capital expenditures, shifts within an already-operating budget, and user fees.
- C. The Finance Committee shall periodically monitor budget compliance within the ORS and Sports Club Council.

Section 3 - Programs Committee

- A. The Programs Committee shall be composed of five Board members, at least three of whom shall be students, and one staff/faculty, and chaired by the Vice Chairperson of Programs.
- B. The Programs Committee shall review programs and program policy within the ORS and make recommendations to the Board.

Section 4 - Grievance Committee

- A. The Grievance Committee shall consist of one student, one staff, and one faculty member of the Board, none of whom may concurrently serve on the Executive Committee.

B. The Grievance Committee shall hear grievances against the ORS and the Sports Club Council unresolved by all other appropriate channels, and render judgement.

C. Committee decisions may be appealed to the full Board. Appeals must be presented to the Board Chairperson in writing within fourteen days of rendition of judgement.

Section 5 - Additional Committees

Additional Committees may be established by the Board. Such committees and their duties shall be



ARTICLE VI - Meetings

Section 1 - Regular meetings shall be held each month of the regular school year at a time and place set by the Chair.

Section 2 - The Chair shall provide written notice of meeting times and places at least seven days in advance.

Section 3 - Quorum

Quorum is seven, four of whom must be students.

Section 4 - The Board shall be governed by Roberts' Rules of Order, Newly Revised, except in areas herein specified.

Section 5 - Special meetings may be called at the discretion of the Chair, or upon written request of any three members. Notice of the time, place and purpose of special meetings shall be mailed to members not less than five days in advance of the meeting.

Section 6 - Orientation of New Members

The May meeting will include orientation of new members.

Section 7 - Officer Elections

Elections of officers shall take place at the conclusion of ongoing business at the June meeting. (see Article 4, Section 6)

ARTICLE VII - Financial Matters

Section 1 - The Board shall not provide monetary gain, incidentally or otherwise, to its officers or membership.

Section 2 - No member of the Board shall receive a stipend from the Board.

Section 3 - In the event of disestablishment of the Recreational Sports Board of Governors after all the liabilities of the Board are rectified, the Student Organization Finance Division shall hold the remaining monies in trust for the Board for three years following the Board's last meeting. If after that period the Board has not been reactivated the funds shall be distributed to the Minnesota Student Association Student Services Fees Committee.

ARTICLE VIII - Amendments

Section 1 - This Constitution may be amended by a two-thirds (2/3) vote of the full Board at regular meetings if copies of the proposed amendments have been distributed at the meeting prior to the one in which the vote is to be taken.

Section 2 - Amendments upon approval of the Board shall be forwarded to the Twin Cities Campus Assembly for review and ratification.

Section 3 - Amendments shall take effect immediately upon ratification by the Twin Cities Campus Assembly.

ARTICLE IX - By-laws

Section 1 - The Bylaws may be amended by a two-thirds (2/3) vote of the full Board at any regular meeting if copies of the proposed amendments have been distributed at the meeting prior to the one in which the vote is to be taken.

ARTICLE X - Ratification

This constitution and initial bylaws take effect immediately upon ratification by the Twin Cities Campus Assembly.



UNIVERSITY OF MINNESOTA  
TWIN CITIES

Minnesota Student Association  
240 Coffman Memorial Union  
300 Washington Avenue S.E.  
Minneapolis, Minnesota 55455  
(612) 373-2414

*Circ SCC 4/28*  
*sent copies to SCC members*  
*+ guests for this item*

18 April 1983

Prof. Clare K. Woodward  
Chair, Assembly Committee on Student Affairs  
Biochem-Biol. Sci.  
358 Gor E  
St. Paul Campus

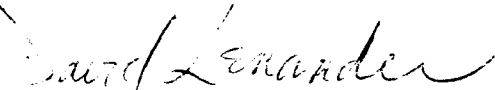
Dear Prof. Woodward:

\* During the 1980-81 academic year I chaired a sub-committee of the ACSA which recommended to the ACSA the formation of at least one standing or operations committee to report to the ACSA on the subject of organizations subject to the Regents' Policy on Business Enterprises. The range of issues needing some attention has not grown smaller in the past several years, but I notice that although we expected that the ACSA would pursue this matter during the following year, no further discussion of the proposal ever occurred. At the time that the sub-committee reported (other members included M. Migan and Prof. M. Guadagno) the ACSA seemed to favor this proposal. At this time, when there are proposals to bring the University Bookstores Advisory Committee into the Assembly (presumably under your committee), and to remove the Assembly Committee on Recreational Sports from the Assembly in favor of a governing Recreational Sports Board of Governors (which would interface through your committee with the TCCA) perhaps your committee might wish to undertake a study of its own role, its relationships to the various operations committees that report through it, and its own structure. The Assembly Steering Committee has briefly discussed this topic (perhaps Prof. Swan has previously contacted you with this information) and student members (at least) have wondered if a smaller ACSA charged primarily with oversight and steering responsibilities for an expanded list of standing and operations committees might be more workable than present structures. Having served on ACSA, I know from experience that it can be most difficult to arrange even two meetings each quarter at which a quorum of the twenty-six voting members can be present (I may be mis-remembering the total membership number). Besides a committee devoted to business enterprises, I believe that the ACSA might wish to consider the creation of a committee devoted to the Student Organization Development Center--an idea that was also discussed two years ago--and perhaps even several more.

\* Another matter which may merit some study is the suggestion that a Senate Committee on Student Affairs be established, which would include the ACSA membership in a committee devoted to a broader perspective on Student Affairs. Perhaps the ACSA might wish to investigate the range of activities carried on by its coordinate campus analogs next year.

I would be happy to discuss these ideas further with either you or your committee. Should the ACSA decide that either study is worth pursuit, I would be interested in participating in meetings of any task group this summer. Thank you for discussing this idea with your committee. I realize that any final recommendations would have to be forwarded to the Committee on Committees and the Committee on Business and Rules before consideration by the Assembly or Senate.

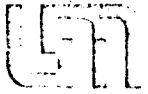
Cordially,



Dave Lenander, Student Chair  
Assembly Steering Committee

cc: Prof. Swan, Student Senate Consultative Committee

DL/sh



UNIVERSITY OF MINNESOTA

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

*Circ See 3/3*

February 24, 1983

TO: The Task Force on the Quality of Graduate Education and Research  
Robert T. Holt, College of Liberal Arts/Graduate School, Chairman  
James W. Bodley, Medical School  
Richard S. Caldecott, College of Biological Sciences  
Shirley M. Clark, College of Education  
H. Ted Davis, Institute of Technology  
Margaret B. Davis, College of Biological Sciences  
Marcia M. Eaton, College of Liberal Arts  
Stephen G. Gasiorowicz, Institute of Technology  
David W. Hamilton, Medical School  
Willard W. Hartup, College of Education  
Thomas F. Jordan, College of Letters and Sciences, University of  
Minnesota, Duluth  
Johannes C. Nitsche, Institute of Technology  
William T. Peria, Institute of Technology  
Ronald L. Phillips, College of Agriculture  
Richard H. Skaggs, College of Liberal Arts  
Andrew H. Van de Ven, School of Management  
George T. Wright, College of Liberal Arts

*Bruce Overmuer*

Dear Colleagues,

I am writing to ask you to serve on a Task Force on the Quality of Graduate Education and Research.

The task force is being established as part of the current cycle of institutional planning. It will deal with one of five areas identified for special emphasis during this cycle and is one of two areas being given immediate attention. The five areas are: the quality of graduate education and research, higher education and the economy of the state, the student experience (focussing primarily on certain aspects of undergraduate education), the international character of the University, and the impact of computation, communication, and information technology. The other task force to be set up at this time will deal with higher education and the economy of the state; the remaining task forces are expected to be appointed over the next few months.

I am most gratified that Robert Holt, Dean of the Graduate School, has accepted the chairmanship of this task force. The role is both a very natural extension of the responsibilities of the graduate dean and one for which Dean Holt is eminently qualified. I hope that you will be able and willing to join Dean Holt in this important undertaking.

The themes identified above have been selected after extensive discussions with the President's Planning Council, deans, and the Senate Consultative Committee. There is strong support for the special emphasis being given to the topic of

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the task force on which I am asking you to serve. I am also personally strongly committed to the pursuit of this topic. It obviously involves an area that is of primary importance to an institution such as the University of Minnesota. Addressing it at this time is especially appropriate, since recent national reviews and rankings of graduate programs have pointed up both our considerable strengths and some of our potential weaknesses. It is of course not our intention to substitute a crash program limited to a particular planning cycle for the continuing attention that must be paid to the disciplines and programs that constitute the core of a major research university. Rather, we are focusing attention on this area at this time in order to develop a strategy for addressing more systematically the many complex questions that have to do with the quality of our graduate and research enterprise. I am looking to the task force for recommendations concerning new or revised policies, steps that might be taken to assess more quickly and more regularly the quality of graduate programs, organizational issues that have a bearing on the topic of the task force, funding arrangements, etc.

Let me quote from the plan for the current cycle of planning:

Objective: "To improve substantially the quality of graduate education and research".

Discussion: "One of the best ways, perhaps the best way, to address the question of quality in an institution such as the University of Minnesota is through its graduate programs and research. Briefly stated, Minnesota cannot be a high-quality institution without high-quality graduate education and research. The University has many graduate programs and many faculty members of national and international distinction. A trend has been apparent over the past two to three decades, however, which gives cause for concern: a number of graduate programs which used to rank among the top ten to fifteen in the country have slipped in the rankings. To some extent, this may be due to the emergence of new strong programs elsewhere. However, also in terms of more objective criteria, Minnesota appears to have lost ground in the past two to three decades; most of our graduate faculties are considerably smaller than those of the institutions with which we compete; our salaries compare less favorably than in the past with those of many of these institutions, both public and private; and considerably greater numbers of undergraduates are taught by our faculties than by those in institutions with which we compete. A few exceptions to the downward trend suggest that these factors, while important, do not totally determine the quality of graduate programs; strong leadership has resulted in important gains against the odds in some instances. In order for us to safeguard our most important characteristic, that of quality, it is important that we fully understand the factors that produce quality as well as the factors that inhibit it. Having understood these factors, we must take systematic steps towards ensuring that quality programs are maintained and that programs which offer an opportunity for quality improvement are enhanced."

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I would like to receive the recommendations of the task force as soon as possible, and no later than May 15, 1983. I do not necessarily expect the work of the task force to be finished by that date, but I feel that it is important that we get recommendations for immediate action. If the task force also wishes to make recommendations that may require further analysis and/or planning before they can be implemented, I will certainly be prepared to consider an extension of the life of the task force. It may also be that some recommendations of the latter kind would be better pursued through other mechanisms.

In order to ensure coordination of the work of the task forces with other aspects of our planning effort, I am asking Dean Holt and the task force to cooperate with the President's Planning Council. I am asking Vice President Hasselmo, as our planning vice president and the chairman of the President's Planning Council, to serve as liaison between central administration and the task force. He will assist the task force with staff support as needed.

I appreciate your willingness to consider this important assignment. If for some reason you will be unable to accept the assignment, please let me know as soon as possible.

For your information, I enclose a copy of an "Overview of the Second Cycle of Planning". If you have any questions concerning the planning effort or the work of the task force, please feel free to contact either Bob Holt or Nils Hasselmo.

Cordially,



C. Peter Magrath  
President

pw

cc: University Vice Presidents  
General Counsel  
University Provosts  
Patricia B. Swan, Chair, Senate Consultative Committee  
Irwin Rubenstein, Chair, Senate Planning Committee

Encl.





UNIVERSITY OF MINNESOTA

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

February 28, 1983

Robert T. Holt, Dean  
The Graduate School  
321 Johnston Hall  
Minneapolis Campus

Dear Bob:

The Senate Consultative Committee is pleased to see that you will be chairing the Task Force on the Quality of Graduate Education and Research.

We would appreciate very much having an opportunity to meet with you around the end of April to hear the progress your group is making and to exchange ideas and perspectives. As you may know, our committee has taken a special interest in this planning theme and we are strongly desirous of progress in improving our graduate programs during the next two years. It may be that when we meet, we'll only cheer you onward, but we do hope we can have the opportunity for conversation.

To this end, may I inquire if you would be available to meet for an hour either at 1:00 p.m. or 2:00 p.m. on April 21st or April 28th. If not one of those times, perhaps May 5th? We will certainly try to arrange another time, if none of these is good for you.

In the meantime, the very best of luck as you undertake your work (starting with the terrible problem of getting that group of busy people together!).

Sincerely,

Patricia B. Swan, Chair,  
Senate Consultative Committee

PBS:mbp

xc: Vice President Nils Hasselmo