

Minutes*

Faculty Consultative Committee
Thursday, January 24, 2008
1:15 – 3:00
238A Morrill Hall

Present: Gary Balas (chair), Nancy Carpenter, Carol Chomsky, Shawn Curley, Dan Dahlberg, William Durfee, Barbara Elliott, Lois Heller, Emily Hoover, Jeff Kahn, Mary Jo Kane, Judith Martin, Geoffrey Sirc, Jennifer Windsor

Absent: Marti Hope Gonzales, Carolyn Hayes, Nelson Rhodus, Martin Sampson, Becky Yust

Guests: Vice President Steven Rosenstone; Provost E. Thomas Sullivan

Other: Kathryn Stuckert (Office of the Chief of Staff); Assistant Vice President Sharon Paulsen (Office of the Provost)

[In these minutes: (1) election of 2008-09 chair; (2) committee business (copyright committee, metrics & measurement subcommittee, Morris issues, organizational structure); (3) discussion with Vice President Rosenstone; (4) discussion with Provost Sullivan]

1. Election of the 2008-09 Chair

Professor Balas convened the meeting at 1:20 and called for the election of next year's chair. Professor Emily Hoover was elected, to a round of applause.

2. Committee Business

Professor Balas noted that the Committee needed to appoint representatives to the copyright committee the Provost has agreed to have appointed. Professors Curley (from the Committee) and William McGeeveran (Law School, and copyright expert with a faculty perspective) have agreed to serve.

Professor Windsor reported that the metrics-and-measurements subcommittee has been meeting regularly with faculty and administrators and most recently with faculty experts on measurement. The subcommittee will bring a report with recommendations on the measures of faculty research and discovery that the University might use in gauging its progress in reaching the top tier of research universities.

Professor Balas observed that the issues raised by colleagues at the Morris campus seem not to be addressed. Committee representatives visited the campus in December and heard many of the same issues that were raised in the FCC visit the previous December. It was agreed that Professor Carpenter would raise them with the Morris Consultative Committee, in order to bring them forward to the University administration, and that this Committee would lend its support. It was also agreed that this

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Committee would, after a period of time, ask for a report from the administration on how the issues are being addressed.

The Committee also needs to identify individuals who can be asked to serve on the University-wide metrics committee. Committee members identified the names of several individuals. Professors Durfee, Kahn, and Windsor (all members of the metrics-and-measurement subcommittee) agreed to serve in rotating capacities as two of them go on single-semester leaves.

Professor Balas reported that he and Professor Hoover met over lunch with Vice President Brown to discuss the reviews of central officers. At present the President reviews them and there is no regular mechanism for outsiders or stakeholders to express their views. Vice President Brown agreed that it would probably be a good idea to create a more formal process for incorporating the views of those who work with the executive officers and promised to talk with the President about getting a process in place. (The executive officers are the senior vice presidents, the vice presidents, the chancellors, the General Counsel, the Associate Vice President for Audits, and the Director of Intercollegiate Athletics.)

The Committee reviewed the organizational charts from the President's Office and those from the three senior vice presidents. The Committee was interested in learning from central administration (1) whether it is believed the current organizational arrangements are working for them and (2) whether there are criteria for establishing a new direct report to one of the four senior executives. Professor Balas said the Committee should formulate the questions it wishes to pose. It was agreed that this topic should be raised with the President at a future discussion.

Questions related to organizational structure are complicated by the new Enterprise Financial System, Professor Martin added. Professor Balas agreed: the academic mission and the ability of faculty to do research is being driven by the implementation of a software system.

Professor Martin next reported on the light-rail issues (which will be covered extensively in the 1/22/08 minutes of the Committee on Finance and Planning). It is a complicated and politically-difficult issue, she observed.

3. Discussion with Vice President Rosenstone

Professor Balas welcomed Vice President Rosenstone to the meeting. Vice President Rosenstone thanked the Committee for the opportunity to discuss his responsibilities and plans and made some opening remarks.

"I appreciate the opportunity to meet with you today, to describe the work I am doing in my new role as Vice President for Scholarly and Cultural Affairs, and to welcome your counsel on all fronts.

"President Bruininks has charged me to work in close partnership with students and faculty, deans and chancellors, centers and institutes, museums and galleries, as well as with organizations across the state to strengthen scholarly, artistic, cultural, and civic programs and events at the University of Minnesota.

"My charge is to bring together students, faculty, and the community to deepen their engagement with the world's greatest scholars, scientists, and thinkers, public figures and artists to address the most

innovative ideas and challenging issues facing our world, in ways that advance creativity, innovative learning and research, and enrich the cultural and scholarly life of the University and the state of Minnesota.

"Several key principles will guide my work:

"1. The programming that I will help advance—whether it's speakers or symposia, concerts or exhibitions—must advance academic priorities. It cannot be just my ideas.

"2. Programming must be developed in partnership with faculty, deans, chancellors, and center directors; it cannot be a separate exercise, unconnected to our students and faculty. We must put the pieces together in more powerful ways, not create more ships passing in the night. I welcome proposals from students, faculty, and leaders of academic and research units for places where these partnerships might best be built.

"3. We need to deepen our connection to the state's civic and cultural organizations, working in partnership, not competition, with them.

"4. We need to dramatically enhance access and opportunities for the University and broader community to engage with ideas on campus. At the moment, it is difficult for students and faculty to figure out what's available on campus; it's nearly impossible for members of the broader community to do so unless they are expert on how the U is organized. I am working with academic units and University Relations to increase the visibility and provide a clearer roadmap in ways that will deepen engagement with the cultural, civic, and scholarly life of our University." For example, often each unit has its own mailing list and there is no way for anyone to find out what is going on at the University (e.g., on the website). The University is also invisible in the Sunday paper coverage of arts and entertainment.

"Part of my responsibilities include oversight of the Institute for Advanced Study, the Weisman Art Museum, Concerts and Lectures, and Northrop. The overarching goal is to help ensure that these units work in closer collaboration with each other, with the colleges, and with all the University's campuses. Some priorities here include:

"Institute for Advanced Study

- Continue to broaden the kinds of faculty the Institute serves through its fellowships and research collaboratives. As a University incubator, the Institute for Advanced Study needs to support a broad array of researchers and research endeavors from across the U.
- Continue to refine the Institute's programs and strategies to ensure that the Institute's activities indeed advance breakthrough research and creative work, and that we are focusing resources on those activities that will be most consequential.
- Actively invest in the most promising faculty and research initiatives.

"Weisman Art Museum

- Implement the expansion of the Weisman: 3 new galleries, totaling approximately 4,400 asf and the Target Studio for Collaboration (comprising another 1,400 asf). We anticipate that construction will begin by the end of the calendar year and will run at least 12 months. Lyndel

King and the Weisman Advisory Board have done a superb job in securing commitments for private gifts totaling over \$10 million that will enable the new galleries and the Target Studio to go forward.

- Build the collection, particularly in American modernism and ceramics.
- Forge new strategies for collaboration with U of M faculty and other museums to strengthen academic programs and increase the number of high profile, excellent, Weisman-curated exhibitions that can travel around the country.
- Craft a comprehensive master plan for public art for the University of Minnesota campuses.
- Complete the digitalization of the Weisman's collection and make it broadly available through the University's Digital Content Library.

"Concerts and Lectures

- The kinds of programming that Concerts and Lectures supports must move beyond the dance and jazz series, and I've already suggested strategies by which we should be working with academic units and the community to set the priorities and create new, exhilarating, and deeply engaging cultural, scholarly, and civic programs that will nourish both the soul and the brain.
- Create a financial model that will support these activities through sponsorships, gifts and endowment, partnerships, and ticket revenue.

"Northrop

"President Bruininks has also asked me to lead the transformation of Northrop into an academic and cultural center of distinction that is a vital, state-of-the-art gathering place for students, faculty, and the community.

"As you probably know, the exterior renovation of Northrop has been completed. New windows, doors, roofs, entry canopies, refurbished lanterns and tuck pointing have restored Northrop's historic exterior to its original luster and has protected the building from the elements and deterioration. Under Vice-President Kathleen O'Brien's leadership, this phase of the project was completed on schedule and \$6 million *under* budget.

"Phase II of the project focuses on transforming Northrop into a bustling, dynamic, 21st century cultural and academic center of distinction that serves students, faculty and staff as well as the community as a place of discovery that nourishes, inspires, challenges, and stirs imagination and the human spirit.

"To achieve this bold vision, Northrop's interior will be reconfigured:

- President Bruininks and Provost Sullivan have decided that The University Honors Program and the Institute for Advanced Study will become part of Northrop, further situating Northrop at the center of student and faculty life on the Twin Cities campus as well as at the crossroad of pioneering scholarship, creativity, and learning.
- The auditorium will be rebuilt to dramatically improve acoustics and sight lines, to provide more comfortable seating, and to integrate state-of-the-art technologies.

-- Beyond the auditorium, there will be additional, shared public spaces and lounges where students, faculty, and patrons can get together for informal conversation and great coffee during the day as well as before and after Northrop events.

-- We anticipate being able to include in Northrop between 10 and 15 seminar and class rooms as well as a 225-seat (+/-) space that can be used for symposia and talks, recitals and smaller performances, as well as a lecture hall during the day.

-- All told, about 40% of the existing assignable square feet in Northrop will be re-assigned to key academic priorities—the University Honors Program, the Institute for Advanced Study, classrooms, and informal gathering space for students and faculty. As Honors and the Institute for Advanced Study relocate, we will also be freeing up about 10,000 asf in other facilities that would be available for other priorities.

"Current plans call for renovations to begin in summer 2009. During construction, the programs shepherded by Concerts and Lectures will continue, as will other major University academic events, though in different venues. Northrop's grand re-opening, if all stays on schedule, will be in fall 2011.

"I look forward to your counsel on all fronts, look forward to working with you on these efforts, and to celebrating our progress over the years ahead."

Professor Windsor asked two questions in the context of the Committee's metrics and measures subcommittee discussion of the University's reputation and how to measure it. First, would his office have a role in helping to increase reputation and visibility by translating basic science to the community and the world; and how will these efforts relate to the work of the University Relations? Second, the University's reputation also relies to some extent on how excellent work that is done in collaboration with community partners is visible as University-affiliated work. Will his office have a role in facilitating this type of visibility?

To the first question, Vice President Rosenstone said he will indeed be working to increase discussion about and visibility of research and creative work on campus. He is working with University Relations to develop strategies to more deeply engage the community with the scholarly and cultural life of the University. The initial pilot project will focus on arts and culture. He is bringing together colleagues from across the arts to forge a collaborative effort to make the arts on campus more visible and to increase community engagement around the arts. This pilot effort will serve as a template for a similar effort that will focus on scholarly and civic programs.

As for the second question, one model that has clearly worked is the joint actor training program between the Guthrie Theater and the University. Part of the success and visibility of a collaborative effort depends on the depth of engagement between the two organizations and the pride that each organization takes in the partnership. Vice President Rosenstone will be working with University Relations to ensure that the University's contributions to community partnerships are visible.

Professor Sirc mentioned that he has a friend at the Walker who has asked him why the University has such a wonderful relationship with the Guthrie but not the Walker. Dr. Rosenstone said he has already met with the person as well as with other curators at the Walker and is developing plans for deepening the U's collaboration with the Walker.

Professor Martin said she liked the proposal for the smaller venue in a remodeled Northrop but worried that the University will become competitive with other smaller venues in the Twin Cities. The University should not make their lives more difficult. Dr. Rosenstone agreed. The University will not compete with them, he said, but it will allow the University to support activities it cannot now offer. For example, conversations before and after performances should be a signature for University events and would be held in the smaller space. There are currently no break-out areas for discussion, which the smaller spaces will support in addition to serving as seminar and classrooms during the day..

Professor Martin also asked about the relationship of events in Northrop with things like the Carlson Lecture series. Dr. Rosenstone said he has spoken with the dean of the Humphrey Institute and is working on leveraging resources in order to increase the number of Carlson Lectures. He does not want to compete with existing programs but rather wants to magnify their impact. Typically such events are free and bring people to the campus who might not otherwise come, Professor Martin observed; will that be true of events in Northrop? Vice President Rosenstone said his intention is that events supported by his office will be free and open to the public.

Professor Durfee asked about the relationship of his office with the Bell Museum. Dr. Rosenstone said he has involved them in the discussions.

Does he have sufficient staff to carry out his responsibilities, Professor Durfee inquired? Vice President Rosenstone said he is using the opportunity of his appointment to reconfigure staff to enhance the sharing of resources. There will be an RRC manager for Human Resources, University Relations, and his office, and one financial service unit will be responsible for all of the units in his portfolio. He has one associate and will probably add one more part-time clerical person, but has no interest in building an administrative infrastructure. He said he wants to invest in programs, not administration. He will work with the Foundation, Human Resources, University Relations, the Office of Information Technology, etc., to share whatever services he needs.

Professor Elliott inquired about the purview of his office: does it include arts beyond the Twin Cities? It does, Dr. Rosenstone said; he visited Duluth in December and met with Chancellor Martin, Dean Bowman, and the heads of the fine arts programs. He is looking to build collaborations among the Duluth, Morris, Rochester, Crookston and the Twin Cities campuses and he is exploring opportunities for joint cultural programs that would be offered on multiple campuses.

Professor Balas thanked Vice President Rosenstone for joining the meeting.

4. Discussion with Provost Sullivan

Professor Balas now welcomed Provost Sullivan to the meeting. The Provost provided updates on several matters.

-- The Science Classroom and Student Services building: there have been five meetings of a committee the Provost appointed to consider the configuration of the classrooms. As a result of those discussions, he asked the architects if it would be possible to convert two of the classrooms from flat to tiered with enlarged demonstration areas. They are waiting for a cost estimate, which appears will not be excessive, and the scheme is acceptable to curricular leaders in Chemistry as well as to the Office of

Classroom Management and to those in capital planning. Professor Balas said this was a great outcome and expressed appreciation to the Provost for appointing the committee; he said the University would be better off and he applauded the efforts the Provost made to reach agreement.

Professor Wambach asked about the number of classrooms that would be in the building; Provost Sullivan said he did not believe the number would change. He also said that inasmuch as the Governor has recommended funding for the building, it is reasonable to hope that the money will be provided.

-- There has been a concern that there will be over-enrollment on the Twin Cities campus, the Provost reported. There have been close to 28,000 applications for the campus for Fall 2008 (for about 5200 spaces). There were about 26,000 applications for Fall 2007 and about 24,600 for Fall 2006. It is expected to be the last year before demographic changes occur, he agreed with Professor Martin. In terms of acceptances, the admissions office is on target. There has been no change in the instructions to the office nor has there been any change in the model. They are monitoring the "yield rate," Ms. Paulsen reported, but Dr. Sigler reports that it is on target to meet the goal of 5200 freshmen.

Professor Wambach observed that the measurement of institutional prestige is not just the number of applications but also the quality of the students who accept. What information is there about the incoming students? Provost Sullivan said it was too early to be specific about the Fall 2008 class. They do track the information, with reports on the Provost's website, and he added that in the last three years the quality of the incoming class increased significantly. Do they feel that these application and graduation trends are related to strategic positioning, Professor Kane asked? Dr. Sigler believes they are, the Provost reported; advisors and parents talk about the University's goals and aspirations. So it has produced an increase in student quality, Professor Kane concluded. She suggested that the information be shared through University Relations. They try to do so on a regular basis, Provost Sullivan said. Professor Martin commented that fewer students in her classes are earning Ds.

Provost Sullivan noted a couple of other measures. The libraries have gone from being ranked 19th to 15th in the last three years, at a time when the University has increased investments in the libraries through strategic action. On virtually any measure, the quality and diversity of incoming classes at the University are remarkably better. Surveys of undergraduates and graduates have also indicated an increased approval of their student experiences.

Professor Wambach asked if there had been conversation about transfer admissions in the midst of all the talk about gains in student retention and graduation rates. The University used to be able to admit more transfer students because its retention rate for incoming freshmen was low. As more freshmen and sophomores are retained, will the number of transfer students be reduced? Provost Sullivan said that Vice Provost Craig Swan (in previous years) and Dr. Sigler (and now Vice Provost McMaster) will monitor the numbers. Dr. Sigler believes, as did Dr. Swan, that the transfer cohort is an important part of admissions. The University has good relationships with MNSCU and other institutions and has clear standards. It is important for students to have the opportunity to come to the University later in their educational careers, Provost Sullivan said.

The size of upper division will increase, Professor Wambach said. Will that mean an increase in the number of 3XXX and 4XXX courses? If so, that will require more faculty. Provost Sullivan agreed that is a good question. He said he expects retention will soon reach 90% and it will be necessary to examine capacity and revenues. Departments are being called on to offer more opportunities to

undergraduates in research and other high-quality experiences and the faculty try to deliver them, Professor Wambach said. An optimal ratio between faculty and students in upper division courses is critical if the University is to be able to deliver the education it promises. Provost Sullivan agreed.

Professor Hoover recalled a New York Times editorial pointing out that with the decision at Harvard to offer more financial aid to middle-income students, it could be cheaper for those students to attend Harvard than Minnesota and that Harvard's decision will have an effect on lower-profile institutions and lower SES students. Where does the University stand on this issue? If it wants to continue to improve academic quality, it may need to give away more money.

Provost Sullivan said he would be glad to do a comparison of financial aid offerings. There have been a lot of false statements made about tuition increases. He said the discussion should focus on the marginal average cost to students of a tuition increase, factoring in tuition discounting, scholarships, fellowships, and other financial aid support. He said he would be glad to match the University's Founders Scholarships against the financial aid of other institutions in the country in helping lower-income students attend. The University was the second public institution to announce such scholarships; the University of North Carolina at Chapel Hill was first, but it has a smaller student body and a lower percentage target: it initially cost UNC about \$1.2 million per year while Minnesota will spend about \$22 million per year once the program is fully implemented in 2008-09. Professor Hoover suggested that the Provost write an editorial for The New York Times. Professor Balas commented that the number of students who receive Founders Scholarships equals the number of students who attend Princeton. The University's program has enormous implications for students. Professor Kane suggested that this information also needs to get out. Professor Hoover said that Harvard and Yale receive ludicrous coverage and the University doesn't make the case like they do. Provost Sullivan agreed that modesty and understatement is a terrible approach for an institution like the University and said that University Relations is working on getting more national stories on topics like this one. He also pointed out that the University has hundreds of faculty who are receiving tremendous awards but who are not being recognized beyond the University for their talents.

Professor Kahn asked if the metrics of the matriculating freshmen are something the University can be proud of compared to its peer institutions. It can, the Provost said, because the University has improved significantly. There remain gaps in some places and the University's peers are also not standing still. There is need for a sophisticated "gap analysis" and to be mindful that there are both relative and absolute comparisons to be made.

-- The Provost reported briefly on the bonding bill. The University is not happy that the Bell Museum was not funded, that the regional research centers were not supported, and that the HEAPR request was not fully funded. The President has described the Governor's recommendation as "a good start" and the University will work on increasing it.

-- The Provost reviewed the situation with respect to the Central Corridor. He noted the University's commitment to public transit, the statistics about projected University-related use of the Central Corridor, and problems with the federal funding formula and the timeline set by the Metropolitan Council. He explained information related to the proposed tunnel under Washington Avenue and the University's efforts to have a northern alignment considered as an alternative to the Washington Avenue route. The University's point, he said, is that once construction starts on Washington Avenue, a decision

has probably been made for the next 100 years, with its impact on teaching, research, transportation, and safety.

It is clear the legislative session will be dominated by transportation issues, the Provost said, and the state has a problem because it has no dedicated funds for transportation. That means there are only two sources of money: the general fund, which could be increased through taxes (which the Governor will not approve raising) or bonding. If it must be bonding, transportation projects will replace a lot of other priorities—with domino consequences in other areas.

Professor Wambach inquired why there was no alternative planning for a northern alignment of light rail several years ago. Because no one believed it would go on Washington Avenue without a tunnel, Professor Martin said. Provost Sullivan agreed and said that now that the cost has reached the level it has, the University is trying to get the appropriate studies done. This is a matter that is going to take a lot of the President's time and leadership, he said, because the University and the Metropolitan Council planners can't get this decision wrong.

-- There will be three deans reviewed this year (Elde, Biological Sciences; Crouch, Institute of Technology; and Lloyd, Dentistry). The procedures are in place and the reviews will be completed.

-- There were five searches under way earlier. Two have been completed: Vice Provost McMaster has assumed his position, the Law School dean has been named, the CLA finalists will be announced in March or April, the finalists for the Director of the Institute on the Environment will be named in a month, and he is considering the finalists for the position of founding and acting director of the Institute for Science and Engineering.

Professor Balas thanked the Provost for his report and adjourned the meeting at 3:10.

-- Gary Engstrand

University of Minnesota