



UNIVERSITY OF MINNESOTA  
TWIN CITIES

All University Senate Consultative Committee

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HISTORY OF THE DEVELOPMENT OF THE  
REVISED SENATE CONSTITUTION, BYLAWS AND RULES

The University Senate at its May 25, 1978 meeting approved a resolution to establish a Select Committee to study the structure of central administration and the consultative institutions of the Senate and to review the decision-making process at the University. The January 30, 1979 Report of the Select Committee <sup>(known as the Watson Report)</sup> was widely distributed. The introduction to that report stated an awareness that "the University is entering perilous times and that difficult, far-reaching and perhaps irrevocable decisions affecting its future have to be made." It continued that there is a "need for these decisions to be based on academic priorities, to be informed by full and appropriate consultation and to conduce to the academic integrity of the University."

Many of the report's comments and recommendations were related to the University Senate and its committee structure, and the message was clear: there was a need for improved consultation, coordination, and communication. The report cautioned that "if any revision of the present system is to work, it must be developed through discussion and consensus of faculty and students, so as to command their subsequent active support." Accordingly, the Senate Consultative Committee established a Subcommittee on Senate Reorganization, chaired by Professor W. Donald Spring of the Morris campus, who had served on the Select Committee, to pursue with students and faculty possible revisions in the present system. An interim report of the Subcommittee was presented at the May 31, 1979 meeting of the Senate, the same meeting at which the President responded to the recommendations of the Select Committee. Discussions at that Senate meeting subsequently led the Consultative Committee to expand the Subcommittee and charge it to develop further its recommendations and, if possible, to issue a final report at the Spring, 1980 meeting of the Senate. The Subcommittee and the chairpersons of the Senate committees communicated regularly over the course of that year.

The Subcommittee did present its final report to the Senate Consultative Committee in the spring of 1980. The SCC reviewed and approved the report and brought it to the University Senate for action on May 15, 1980. The Senate on that date approved in principle the 26 recommendations of the Joint Subcommittee and established a Joint Subcommittee on Senate Reorganization with the charge to incorporate those 26 recommendations into a revised Constitution, Bylaws, and Rules of the Senate. The Joint Subcommittee was composed of the following members:

Josef Altholz, former chair, University Committee on Business and Rules  
Orhan Arkan, member, Senate Consultative Committee  
James Connolly, parliamentarian of the Senate  
Marcia Eaton, chair, Senate Consultative Committee  
Russell Hobbie, vice chair of the Senate  
John Howe, chair, Senate Committee on Committees  
W. D. Spring, associate chair, Senate Consultative Committee and chair,  
Joint Subcommittee on Senate Reorganization  
Constance Sullivan, chair, University Committee on Business and Rules  
Marilee Ward, clerk of the Senate.

At the Faculty Consultative Committee luncheon meeting with the Regents on June 5, 1980, copies of the Senate-approved reorganization principles were distributed to the Regents and Professor Spring presented an overview of the origins, development and present status of the plan.

Major changes incorporated into the new Constitution, Bylaws, and Rules, and rationale for those changes.

1. Academic units having more than six faculty representatives to the University Senate may choose to restructure themselves into smaller constituencies for voting purposes in the election of Senate members (old and new Constitution, Article III, 4,a.)

Rationale: The Subcommittee believes we should improve consultation and communication between the Senate and collegiate unit constituencies. The size of the major voting units dilutes the representative quality of the Senate in so far as it impairs the opportunities for consultation and communication between Senators and their constituents.

2. On 12 of the committees appointed by the Committee on Committees, at least one of the faculty members appointed each year must be a senator at the time of appointment (see committee membership descriptions in Bylaws, Article III, both old and new). After this rule is in effect for three years, approximately one-third of the 165 faculty senators will be serving on committees of the Senate.

Rationale: We are seeking here agreement in principle to improved communication and consultation between the Senate and its committees.

3. A consulting relationship, similar to that which obtains between the Senate Consultative Committee and the president, has been incorporated into three committees (old and new Bylaws, Article III):

- a. between the Educational Policy Committee and the vice president for academic affairs
- b. between the Finance Committee and the budget executive
- c. between the Planning Committee and the vice president for administration and planning.

Rationale: Behind this recommendation lies the conviction that SCC, the Finance Committee (formerly UCBRBR), the Educational Policy Committee and a Planning Committee must deal with the most crucial issues facing the Senate at this time. Hence, the Subcommittee believes connections between these groups and Central Administration must be as direct, open, and timely as we can make them. This proposed consultative relationship should not be confused with the currently assigned ex officio representation on committees from the offices of these vice presidents.

4. The expanded subcommittee concept has been built into the structure under the heading of Special committees (old and new Constitutions, Article IV,5.).

Rationale: In the past, problems and issues of some moment, which often come up on short notice and demand quick but careful action have been handled in two different ways. Some were given to already over-burdened standing committees with the result, on occasion, that action was delayed. Moreover, standing committees often lack required expertise. The second way of handling such problems (and the way recommended by the Watson Report) has been to create a task force which would have the expertise and which could focus its full attention on that particular problem. The difficulty with task forces, on occasion, has been that they do not always bring to bear upon problems the perspectives of the Senate governance system and some difficulty or delay is regularly encountered in re-integrating their recommendations into that system. Hence they are frequently at odds with the objective of improved consultation, coordination and communication. Accordingly, the Subcommittee has recommended that standing committees in whose purview such issues fall should be directed to establish a subcommittee with some overlapping membership from the parent committee but expanded to include the expertise and data sources necessary to complete the task. Such Expanded Subcommittees should be required to make regularly recurring interim reports to the parent committee so that the larger view of the governance system can be provided all along the way.

5. A new three-category system of committee classification is proposed:

a. 5 Senate committees governing broad areas of policy making (new Bylaws Article III, 1.A. through 2.b.): Consultative, Educational Policy, Social Concerns, Faculty Affairs, and Judicial.

b. 15 standing committees with specific policy making and operational powers within 3 of the 5 Senate committees and clustered with those 3 to improve the flow of Senate business:

- (1) <sup>6</sup> clustered with Educational Policy: Extension and Community Programs, International Education, Liberal Education, Library, Research, Summer Sessions
- (2) 5 clustered with Consultative: Business and Rules, Committees, Finance, Physical Plant and Space Allocation, Planning;
- (3) 2 clustered with Faculty Affairs: Equal Employment Opportunity for Women, Tenure.

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c. <sup>1</sup> Operations committees (and the University College Assembly) dealing with regulations and procedures and advising administrative offices (new Bylaws, Article III, and new Rules, Operations Committees; and old Handbook of the University Senate, esp. U1.302 and U1.3021.): Academic Freedom and Responsibility Appeals, All-University Honors, Animal Care, Educational Development, Student Academic Services Committee, Use of Human Subjects in Research, University College Assembly. 7  
✓  
Support  
services for the  
handicapped

Rationale: The Subcommittee believes the present structural division of committees is flawed, its reporting procedures largely ignored, and the method for appointing committee members not calculated to fit the differing needs of committees or the proper integration of the Senate itself with the flow of committee business with the deliberations of its committees. The new three-category system is not hierarchical: we reject the notion that importance ought to be the basis for classification. We believe that at any given moment the action of any committee may be the most important business confronting the faculty and students of the University.

We designate as "Senate Committees" those committees to which the Senate has delegated responsibility in broad areas of policy making.

We designate as "University Committees" those three groups or clusters of committees existing around SCC, SCEP and SCFA to which policy-making and operational powers have been delegated by the Senate within the broad areas assigned to SCC, SCEP, and SCFA. This new clustering principle is important, we believe, to improve consultation, coordination, and communication.

We designate a new category of committees of the Senate as "Operational Committees," committees concerned largely with overseeing and enforcing regulations and procedures or with advising administrative offices. The creation of such a category acknowledges and emphasizes the importance of continuity in collegial governance at the University of Minnesota; a large segment of important committee business not only can be carried on independent of Senate meeting action, but, for the sake of timely action, must be.

6. New principles and procedures for the appointment of committee members are proposed (old and new Bylaws III.1.B.).

a. <sup>4</sup> Senate and <sup>9</sup> Standing committees and one Operations committee are appointed directly by the Committee on Committees and approved by the Senate: Educational Policy, Social Concerns, Faculty Affairs, Judicial, Physical Plant and Space Allocation, Extension and Community Programs, International Education, ✓

Liberal Education, Library, Research, Summer Sessions, Equal Employment Opportunity for Women, Tenure, and Academic Freedom and Responsibility Appeals.

b. 2 Standing committees (Planning, Business and Rules) and the at-large members of a third (Finance) are appointed directly by the Consultative Committee and approved by the Senate. One Operations committee (All-University Honors) is nominated by the Consultative Committee and approved by the President.

c. ~~4~~ Operations committees are appointed directly by the president (Animal Care, Educational Development, Student Academic Support Services, and Use of Human Subjects in Research). *Service for the handicapped*, ✓

d. One Senate (Consultative) and one Standing (Committees) committee are elected.

Rationale: The Senate should in most cases control the appointment of faculty members to its own Senate committees.

7. Major changes have been made in specific committees:

a. The committee structure has been redesigned in part to reflect new administrative mechanisms in planning, budget, and biennial request procedures: Resources and Planning has been disestablished and its responsibilities dealing with physical plant given to a new committee to which would be added the responsibilities of space allocation: Physical Plant and Space Allocation Committee.

Rationale: Space allocation is a concern many Senators have long felt belonged in the committees of the Senate.

Another area of SCRAP's responsibilities--planning, including representation on the Planning Council--is assigned to a Committee on Planning whose membership and responsibilities will be determined temporarily by the SCC.

Rationale: This unusual arrangement is recommended because although the function of the Planning Council is in a transitional stage, the Subcommittee believes it important to follow the advice of the Watson Committee to relate the Planning Council to the Senate governance system

The two descendants of SCRAP now join the Finance Committee in a cluster with the Senate Consultative Committee.

b. The University Committee on Instructional Materials and Media has been disestablished; its duties and responsibilities revert to the Educational Policy Committee.

c. The University Committee on Computing Facilities has been disestablished; its duties and responsibilities revert to the Educational Policy Committee. The Subcommittee recommends that Educational Policy establish an expanded subcommittee to review and evaluate how effectively computer facilities meet the needs of both instructional and research users.

Rationale: The Computing Facilities Committee has been inactive for several years.

d. The University Committee on University-ROTC Relationships is disestablished as a committee of the Senate. The Subcommittee recommends it be reconstituted as an Assembly committee on those campuses where it is appropriate.

e. The subcommittee has found the question of the Council on Liberal Education and a proposed Council on Undergraduate Education too complex to deal with in short order, and accordingly recommends an interim arrangement to allow the question to be pursued further: The Council on Liberal Education has been included as a Standing Committee of Liberal Education clustered with the Educational Policy Committee. The subcommittee recommends that Educational Policy study the matter and return its recommendations within two years.

8. Addition of ~~permanent~~ continuing membership on the SCC & Com on Lib for UAC & UMC
9. Establishment of Com on Service for the Handicapped as ap Comm. C. thru SCC
10. Open Mtg.

These revised documents do not reflect accomplished or pending collective bargaining arrangements. The Joint Subcommittee on Senate Reorganization believes that such adjustments should be made only after all negotiations and determinations are completed. We believe we need, in the meantime, the best Senate governance system we can devise.