

UNIVERSITY OF MINNESOTA
Graduate School

Minutes of the Executive Committee Meeting
February 12, 1981
11:30 a.m. 608 Campus Club

Members present: Faculty representatives--Professors James Boen, Douglas Lewis, Edward Sucoff, Harold Swofford, Jr.; Duluth representative--Robert Owens; Mayo representative--Donald Weggen for Franklyn Knox; Fellowship Committee representative--William Gerberich; administrative representatives--Deans Warren Ibele, chair, Kenneth Zimmerman; student representative--Maureen Reddy; Civil Service representative--Linda Kleinsasser; guests--Johannes Riedel, Paul Freed; staff--Vicki Field, Andrew Hein, Klaus Jankofsky, Myrna Smith; secretary--Beverly Miller

I. FOR ACTION

A. Approval of the Minutes of the Meeting of December 11, 1980

The minutes were approved with one correction. On page 4, the minutes should read that Diana Dearing from the Council of Graduate Students Office made the trip to Duluth with Virginia Gibbs.

B. Proposal for the Establishment of a Program in Music for the Master of Music Degree

Dean Ibele introduced Professors Johannes Riedel and Paul Freed of the Department of Music who were present to speak on behalf of the proposal. Professor Riedel pointed out that the proposal for the Master of Music followed the trend nationally within the profession; however, he said that two M.F.A. programs in performance will continue to be offered, that in church music and, presumably, one in opera which is presently under consideration. Both of the latter programs will require a more extensive coursework program than the Master of Music which is the reason for the retention of the M.F.A. degree for these emphases.

In response to a question about the use of audition and performance tapes in determining admissibility to the program, Professor Freed replied that the use of tapes would vary depending upon a number of issues, one of them being geography. Dean Hein suggested that guidelines should be developed, rather than that such decisions be made ad hoc for reasons of clarity and equity. Professor Freed said that a written policy to be sent to potential applicants could be developed, and also that it would be possible to grant provisional admission when based on tapes.

Dean Hein asked whether it was intended that the coursework for the M.M. could be taken totally inside the Music Department; Dean Zimmerman said that this would be an option. It was also pointed out that, this being the case, the examining committee might also be made up totally of individuals from within the Music Department.

The proposal was approved unanimously and will go forward to the Board of Regents and the Minnesota Higher Education Coordinating Board for review.

II. FOR DISCUSSION/ACTION

Graduate School Budget 1980-81

Dean Ibele reviewed the steps which had been taken to correct the error in figures used by the Budget Executive in determining the amount of reduction the Graduate School would be asked to absorb over the two-year period 1980-82. He said that a retrenchment of \$25,000 had occurred for 1980-81 and that a decision on the remaining \$50,000 cut originally recommended by the Budget Executive was expected within two weeks. (Copies of relevant correspondence to Dr. K. Keller, attached.)

III. FOR DISCUSSION

Graduate School Admissions Brochure

Dean Ibele reviewed the motivation and purpose of the proposal for the development of an admissions brochure.

Professor Lewis asked how the Graduate School intended to proceed and whether a copy of a revised publication would be made available to the Policy and Review Councils for their approval. Dean Ibele said that it was not intended to handle the development on that formal a basis. Suggestions about the brochure would be useful, he said, and the sense of the Executive Committee on that matter would be sought.

Dean Hein pointed out that comments about the brochure often focussed on funding for it, including increased postage costs to departments, and that that is a question which cannot presently be answered. Although some savings in bulletin costs to the University are expected, these would not be realized for two years at least, and experience is required. In any case, this will not constitute savings to the Graduate School, but to the Office of Admissions and Records which is funded to publish bulletins.

IV. FOR INFORMATION

A. Report from the Council of Graduate Students

Ms. Reddy indicated some disappointment at the graduate student orientation attendance in winter. She said that the Council of Graduate Students (COGS) housing brochure had been well-spoken of by the Housing Office which may wish to take over the publication and reissue it for both undergraduate and graduate students. Visits to Duluth by Ms. Diana Dearing of her office and Ms. Virginia Gibbs of the Graduate Assistants Office brought a mixed response. The idea was seen as a good one but there was a problem with the number of people willing to become involved.

With respect to the Task Force on Doctoral Degrees, Ms. Reddy said that she believed it important that COGS be represented.

She reported that the Student Services Fees Committee would apparently endorse COGS' current student support level, although a final vote on that had yet to be taken.

Other activities of the quarter included tax workshops which were being taught by a tax lawyer; distribution of a COGS newsletter; and visits to the legislature to participate in fellowship funding discussions.

B. Computer Registration System Development

Dean Zimmerman reported that a memorandum was expected momentarily from the Office of Admissions and Records informing the University of a delay in the implementation of computer registration in the Twin Cities until the spring of 1982. A test of the basic system was conducted at Duluth in winter 1981 which worked well.

Problems remain to be resolved, some of which were identified as a consequence of the Duluth registration.

C. Thesis Credit Registration

Dean Ibele reported that the proposal has been approved in principle but that the question of how and when to implement it, because it entails a potential tuition shortfall, has not yet been decided. Several proposals have been made for phasing in the system.

D. Graduate School Research Advisory Committee Report

The spring meeting of the General Research Advisory Committee will be held in mid-April. Proposals are due by March 13. It was reported that there is discussion developing about funding from the

private sector and how this might be encouraged in light of the possible impact of government policy on research funding nationally.

E. Director of Graduate Studies Advisory Committee

Dean Ibele reported that the Advisory Committee has been formed. Professor Mahmood Zaidi has agreed to act as chair. It is expected that the Committee will serve as a sounding board for changes and new developments in procedures and operations within the Graduate School. (Copy of Memo of charge to the committee, attached.)

F. Task Force on Doctoral Programs

Dean Ibele said that Professor Burton Shapiro had agreed to chair the Task Force which will address a variety of issues, which have been raised recurrently by the faculty, concerning the conduct of the doctoral programs.

G. Legislative Request--Fellowship Funding

Dean Ibele reported that a 15 minute presentation had been given at the Legislature. He said that Vice President Kegler had met with students to discuss legislative issues with them.

Professor Sucoff and Professor Lewis said that they thought it was important that departmental faculty be involved in presenting information on the importance and role of student funding. Professor Sucoff said that the funding was more comprehensible if presented from a departmental perspective.

The meeting was adjourned.

Respectfully submitted,

Beverly D. Miller
Secretary

UNIVERSITY OF MINNESOTA
TWIN CITIES

Graduate School
Johnston Hall
Third Floor
101 Pleasant Street S.E.
Minneapolis, Minnesota 55455

December 29, 1980

Dr. Kenneth H. Keller
Vice President
Academic Affairs
213 Morrill Hall
East Bank Campus

Dear Dr. Keller:

In connection with the Graduate School's request that the impending budget reduction of \$50,000 for the Graduate School be rescinded, you asked for further information about certain Graduate School operations. Below I summarize the assignment of Graduate School personnel over the past decade and I highlight those functions which would be affected by the personnel cuts imposed by the proposed budget reduction.

There are several points which deserve reiteration. First, there has not been an increase in administrative cost per enrolled graduate student during the past decade as stated by the Budget Executive in their rationale for the recommended reduction. I believe that we now agree that the Budget Executive's data were in error and that it no longer provides support for the recommendation.

Second, although the Graduate School differs from other colleges, it is certainly more than a service unit; the truth is midway between the two extremes. There is an identifiable graduate faculty for each program; graduate students are admitted through a separate process and together with the faculty participate in a governance system apart from the colleges; programs of study are pursued; graduate degrees awarded. All of these collegiate functions and admission procedures are performed for a student body, second in size at the University.

Third, although Graduate School enrollment has fluctuated during the past decade it has not decreased and it currently stands at its highest level in ten years. Given the University's special status as the only institution in the state offering a comprehensive array of graduate programs, the needs of the unit administering these programs would appear to warrant careful consideration in the allocation of University resources, particularly in view of a stable enrollment.

Dr. Kenneth H. Keller
December 29, 1980
Page 2

Fourth, and this answers the question you raised earlier, during the last decade the number of FTE Graduate School personnel has remained virtually the same (51.37 in 1979-80 compared with 51.5 a decade ago) while we have allocated 1.5 positions to equal opportunity and 1 position to provide administrative and secretarial services to the Policy and Review Councils which are the core of the Graduate School governance system. This has been accomplished by the periodic reexamination of our functions and the reassignment of personnel to perform them. When warranted, positions (e.g., a full-time assistant dean's position and associated secretarial position in the dean's office) have been eliminated, and this has permitted us to staff new functions and to assign staff to new areas without increasing our number of personnel. All such changes have been accomplished within the Graduate School's regular budgetary allocation and without invading the special funds administered by the Graduate School.

Of our total current staff 31.5 FTE are engaged in the direct delivery of services to students; these constitute the student services areas which I infer have been selected by the Budget Executive for reduction. Of the 31.5 FTE, 1.5 are in Equal Opportunity, 16.5 FTE in admissions, 2.5 FTE in Fellowships, and 11 FTE perform all other student service functions related to the day-to-day business of file maintenance, registration, and commencement. This latter group is also responsible for monitoring compliance with the general regulations of the Graduate School, regulations which embody directly the ongoing collective judgment of the graduate faculty with respect to appropriate educational milestones and mechanisms for maintaining the quality of graduate programs. Granting that monitoring is necessary--and I have no hesitation in saying that a regulation which is not monitored ceases to be a regulation--it is our steadfast conviction that the only positive, and acceptable, monitoring is that conducted during the course of the student's program when deficiencies can be easily detected and remedied to the student's benefit, rather than at the completion of the program when the only recourse is to withhold the award of the degree.

The usefulness of these procedures to the graduate programs was clearly endorsed by the Directors of Graduate Studies, all of whom were surveyed during the course of the Student Services Review. Attached is a summary of the responses received to questions pertaining to the services provided in the area of compliance with Graduate School regulations. To eliminate these efforts in the Graduate School would put additional burdens on the departments, burdens which they do not seek and can ill afford to bear.

In summary, I find the recommended reductions in staff in the student services area extreme and unreasonable both in terms of the rationale originally offered by the Budget Executive, and in terms of the actual services provided and how these services are perceived by the Directors of Graduate Studies in the graduate programs.

Dr. Kenneth H. Keller
December 29, 1980
Page 3

Permit me to add a final observation which I believe you and the Budget Executive would do well to weigh in reaching a decision in the matter. The recommendation for the Graduate School was one of a large number of decisions reached by the Budget Executive; moreover, these decisions were arrived at by a process employed for the first time. Under these circumstances the fair, consensus, judgment has been that the process served us well overall. Having said that, it is no disservice either to the process or the individuals comprising the Budget Executive to acknowledge that in the instance of the Graduate School there was a blunder. Indeed, there is merit to the view that the integrity of the process would be best maintained if restitution were made for an error based on false premises.

The Graduate School has recently completed the same rigorous review of its student services that it asked of the graduate programs it administers. It now has an agenda of tasks which it seeks to carry out in order to improve graduate education at this University during the next few years. We now ask your understanding and support, and that of the Budget Executive, in assisting us with those efforts.

Cordially,

Warren E. Ibele
Dean

WEI:mt

Enclosures

cc: Dean John Wallace
Dean Kenneth Zimmerman
Dean Andrew Hein
Dean Klaus Jankofsky

TABLE VIII

Question #23: Do you feel the Graduate School's procedures are adequate for handling the following? (Please circle "yes" or "no" for as many as apply.)

<u>Procedure</u>	<u>Total Number of Responses</u>	<u>% Yes</u>	<u>% No</u>	<u>Number of No Responses</u>
Program approval and committee assignments	112	93	7	6
Thesis title approval	110	96	4	8
Petitions for program changes	110	96	4	8
Examining committee assignments	111	95	5	7
Scheduling doctoral examinations	103	100	0	15
Graduation	107	93	7	11

TABLE IX

Question #21: The Graduate School places "holds" on student registration for the following reasons: low GPA; non-submission of degree programs and thesis title forms; too many incompletes. How well does this system of "holds" assist you in advising students and alerting you to potential problems?

<u>Total Number of Responses</u>	<u>% Extremely Well</u>	<u>% Very Well</u>	<u>% Somewhat Well</u>	<u>% Not at All Well</u>	<u>Number of No Response</u>
110	15	55	21	10*	8

*Percent totals may not equal 100; percentages were rounded off to the first decimal point.

UNIVERSITY OF MINNESOTA
TWIN CITIES

Graduate School
Johnston Hall
Third Floor
101 Pleasant Street S.E.
Minneapolis, Minnesota 55455

October 21, 1980

Dr. Kenneth H. Keller
Vice President
Academic Affairs
213 Morrill Hall
East Bank Campus

Dear Dr. Keller:

I write with respect to the budgetary matters affecting the Graduate School about which you and I corresponded recently. In my earlier letter of 11 July I dealt with some specific problems we were encountering, but I write now to bring to your attention more general issues remaining to be resolved as a result of the recommendations of the Budget Executive, the review of Graduate School Student Services, and the Graduate School Planning Document.

Recommendations of the Budget Executive

In January 1980 the Budget Executive recommended reductions in the Graduate School budget of \$75,000 over the two-year span 1980-82. We have been extremely concerned since that time because these recommendations were premised on both misinformation about the existing budget allotments and how they have changed over the years, and on misconceptions about the record keeping services the Graduate School performs.

Changes in Administrative Costs Per Enrollee

The first matter, misinformation about changes in the Graduate School budget over the period 1970-80, was conveyed to President Magrath in my letter to him of 19 February, 1980, a copy of which is attached (Exhibit I). Very briefly, a substantial error in calculation of administrative costs per enrolled student occurred because of the failure to take into account \$113,601 in "soft-money" salaries in the Graduate School in the early years of this period. The Graduate School received hard-money to cover these salaries in 1974. This oversight, plus the use of an incorrect enrollment figure (fall 1972 rather than 1973), greatly altered the calculations of constant dollars per enrollee. Thus the constant dollars per enrollee for FY 1973 should not be \$52.61 but \$66.28 to be compared with the figure for FY 1980 of \$64.45. Since to a considerable degree the ensuing recommendations appear to hinge upon these figures, it is only fair to expect that a reexamination is in order with respect to the total reduction the Graduate School must absorb. Rather than there having been a substantial increase in constant dollars per enrollee, there has been a decrease.

Duplication in Record Keeping

The second part of the rationale hinged on what I can only conclude was a grievous misconception about duplication of record keeping in the Graduate School. The Graduate School does maintain records on its students because it performs the regular functions of a college (authorization to register, monitoring of requirements for degrees, and recommendation of the award of degrees) as well as admissions functions which the undergraduate colleges do not perform. To the extent that any college record of a student duplicates records in major departments or in the Office of Admissions and Records, ours do as well, but certainly to no greater degree. For your information, I attach a summary sheet describing the records we maintain, the extent to which these may duplicate records maintained elsewhere, and the functions they support (Exhibit II). The only student record unique to the University which the Graduate School has maintained has been the Quarterly Progress Report (QPR) which I discussed in my letter to you of 11 July. As I explained there, only the existence of the QPR system has permitted the Graduate School for fifteen years to provide graduate advisers and programs with information about both the academic record and other degree progress of their students in summary form. The Admissions and Records office of the University has never routinely supplied graduate advisers or programs with the coursework transcripts for their students, and indeed until the advent of computer transcripts in 1975 it would have been extremely difficult for them to do so since the only system which permitted sorting students by major field and adviser name was the Graduate School's QPR system. At this juncture, as we phase out the QPR as an individual student document (we will continue to maintain the computer data file and produce summary reports for departments), we are attempting to obtain copies of the official University transcripts for students' advisers on a regular basis and are being told (by Admissions and Records) that we must pay the associated costs. These are matters still requiring resolution which we raised in our letter to you of 11 July, 1980.

Rationale for the Budget Reduction

We understand the need for frugality and we appreciate that there are times when all units must share in budget reductions. The Graduate School has done so in the past. However, we also believe that when rationales are offered for the extent of the cuts to be absorbed, it is reasonable to expect that they will have been soundly derived from an accurate base. Given the facts above I do not believe that the reductions recommended for the Graduate School by the Budget Executive pass this test. Passing reference is made in the Budget Executive recommendations to the report of the Weaver Committee. However, since the Weaver Committee's remarks about the Graduate School consist of a short paragraph referring to an alternative way of organizing graduate study at other institutions, without explanation or discussion, this would hardly seem to provide a basis for the current recommendations.

Impact of the Recommendations of the Budget Executive

The Graduate School summarized the recommendations of the Budget Executive for its Policy and Review Councils and the Executive Committee in the winter of 1980. A copy of that summary is attached (Exhibit III). At this juncture, I can only emphasize the remarks in the brief discussion which accompanies those materials. The decentralization, or transfer of functions, from the Graduate School to other University units will not achieve savings for the University and in some instances, apparently, not even for the Graduate School. Such decentralization is, in addition, inimical to current University organization under which colleges perform certain functions, and the departments others.

In discussions in University and Graduate School committees subsequent to the publication of the recommendations of the Budget Executive, it is clear that these suggestions were seen by many as a potentially troublesome and expensive transfer of responsibilities without compensatory economies. The Graduate School Executive Committee stated in part: "The Committee does not believe that the proposed reduction reflects an appreciation of the need for centrally maintained records and the ramifications in the possible decentralization of some of these functions to the individual graduate program offices." The Council of Graduate Students wrote to President Magrath on this issue "... the unstated assumption that 'mere record-keeping' can be eliminated without touching 'important quality control functions' is disputable... Written records are the Graduate School's primary window to current quality in the graduate programs, and to rising or falling trends...the Council of Graduate students urges that a serious second look be taken at the proposed Graduate School cut to see if some of the 'record-keeping' functions are not in reality an integral part of the Graduate School's quality control." The University Committee on Biennial Request and Budget Review (UCBRBR) was also doubtful of the wisdom of applying substantial budget reductions to the Graduate School on the assumption that the Office of Admissions and Records could absorb some of these functions until it had been clearly established that this would be possible (Fred Morrison letter to Senate Consultative Committee, 2/22/80).

Achieving the Reductions

The Graduate School was granted a reversal in the order of the reductions from \$50,000 in 1980-81 and \$25,000 in 1981-82 to \$24,000 in the first year. To accomplish the \$24,000 cut one full-time civil service position and three part-time positions were eliminated. A small balance required was taken from other 0100 funds.

Potential Impact on Student Service Areas

The potential cut of \$50,000 for 1981-82, figured at an annual average salary of \$10,000 would involve the elimination of five full-time, line positions. The student services areas which were identified by the Budget Executive as those to which the reductions should be applied employ 31 full-time people. A reduction of five positions would mean a reduction of the total full-time work force in (1) the Admissions Office, (2) the Registration and Permanent Student Files Office, (3) the Student Programs and Commencement Office, and (4) the Systems and Data Management Office, of 16 percent. Our part-time work force in these areas, reduced by previous retrenchments, is down to three students, two of whom are work-study for whom the federal government pays 80 percent of the salary.

The magnitude of this potential cut in relation to the work force in the affected areas is, I believe, a clear indication of the fact that the Graduate School cannot absorb a \$50,000 reduction without direct adverse consequences affecting applicants, faculty and students, and other University staff. Timeliness, accuracy, and effectiveness will suffer directly and conspicuously at a time when these factors are of increasing importance, with the result that overall quality of the graduate programs will be jeopardized.

Workload in Student Service Areas

A few statistics, the most recent available, will I think illuminate the situation. The workload of the student services areas is directly affected by a number of variables including (1) inquiry rates about application to the Graduate School; (2) application rates; (3) numbers of students enrolled; and (4) degrees granted. The extent to which these figures have varied over the 10 year period is shown in the attached Exhibit IV. While there have been fluctuations, there has been no persistent decrease which would indicate a reduced workload in the student services areas. It is worth noting, in passing, that there is a 3.6 percent increase of Graduate School enrollment for this fall, giving us the highest enrollment since fall of 1969.

Other Financial Considerations

I review now other current and impending financial issues because of the adverse effect such a severe budget reduction would have on our ability to implement efforts previously agreed upon, and to respond to recommendations of the student services review, and because there are issues, particularly in the Planning Document, which will require the identification of additional funding resources. These are all matters which have been examined at length and found to be worth pursuing by earlier task forces (e.g. the Odland Committee), both internal and external review committees, and by the

Graduate School Policy and Review Councils and the Executive Committee; therefore, we believe that we are obligated, in spite of our recognition of the financial stringency of the times, to make every effort to find a means of accomplishing them.

Budgetary Implications of the Review of Graduate School Student Services

A number of recommendations coming out of the review of Graduate School Student Services and endorsed by the Graduate Deans have budgetary implications. These are the following:

- 1.) Provision of additional staffing arrangements to serve evening students (an associated cost of making graduate study opportunities more widely available)

Cost: Initially we intend to provide staffing from among our academic employees without additional compensation. If these arrangements warrant continuation, we will need to consider the use of civil service staff on an over-time basis. To cover the Continuing Education and Extension in-person registration period after hours for fall, winter, and spring terms with a staff member of at least senior office specialist rank will require, at current rates, from \$560-\$680 annually.

- 2.) Publication of an admissions brochure

Cost: We have an estimate from the University Printing Department of \$7,000 for producing and printing 50,000 copies (approximately the number we require annually) of an admissions brochure. This would constitute an increase of \$4,500 over our present printing costs for application materials. We estimate that the cost of mailing these materials will be from \$7,240 to \$13,040 higher (depending upon final weight) than current costs. It is intended that departments will be provided with supplies which they may mail themselves, rather than the Graduate School's doing so as in the past, so these additional costs will accrue to the University but not necessarily to the Graduate School. We expect at the same time to cease automatic bulletin mailings, and to introduce the use of a postcard to be included with the brochure, with which the applicant will request a bulletin. We would estimate that this will reduce bulletin mailings (in great part by eliminating duplicate mailings) by as much as 10,000 copies per year. This would constitute a saving to the University (specifically to the Office of Admissions and Records) of approximately \$8,400 annually at 1978 costs of \$0.84/bulletin.

3.) Collection of qualitative data on applicants and the conduct of validity studies of criteria

Cost: We tentatively estimate that it would take at maximum one full-time civil service position to compile, code, and enter qualitative data on applicants. At a secretary or data entry operator classification, the cost would range from a low of \$9,600 to a high of \$12,252 annually. There is some question that the present applicant computer file would have sufficient space to contain the data to be entered. If not, the development of a separate file might be required. We cannot at this time make an estimate for this development with great confidence, inasmuch as the Admissions and Records applicant file is about to be redesigned.

We would also have to employ individuals to design the validity studies, presumably from within the University community. These costs similarly are impossible to estimate at this point.

4.) Use of long-distance telephone to deal with problems on applications

Cost: We have done this on an experimental basis for the past several months and the cost has been very low. However, we are just beginning to use an application form which requests the applicant's phone number, and we are also just entering the annual peak application period, so we expect the use to increase significantly. Out of an annual total of 10,000 applications approximately 2,000 do not routinely go through a complete review, among these will be some superior students who may be enrolled because of a telephone call. At an average cost of \$2.00 per call the expense, if all 2,000 were contacted by phone, would be a maximum of \$4,000 annually.

Summary of Costs

The projected incremental costs for implementing these recommendations stemming from the review of Graduate School Student Services are from \$25,900 to \$34,472 annually. This is exclusive of development costs, mentioned above, for which estimates cannot as yet be made. Nor does this figure take into account the potential savings to the University to which we referred.

Budgetary Implications of the Approved Graduate School Planning Document

Among the issues addressed in our planning document, there are also a number which have financial requirements. These include the following:

1.) Continuation of graduate program reviews, second cycle

Cost: For approximately 20 reviews annually at \$3,500 @, \$70,000 a year. Graduate program review was initiated with a grant from the Bush Foundation. At that time the University indicated to the Foundation that every effort would be made to replace these funds when the grant expired in 1979. A request for \$60,000 per year for this purpose was a part of the Graduate School Biennial Request in 1979-81. That request, however, did not receive the support of the Central Officers and was excluded from the Legislative Request when it went forward. We await discussions with the Office of Academic Affairs regarding the means by which the program reviews will be continued.

2.) Development of a research publication

Cost: A first issue, expected for delivery about November 1, 1980, has been financed with funds from various Graduate School sources. At current prices the estimated cost for production of four issues annually, with a run of 17,000 copies, is \$125,000. This is for production and printing costs. Salaries are borne within the budget of the Graduate School Research Development Center.

3.) Development of faculty seminars

Cost: One half-time Research Assistant 9-month appointment, \$5,454.

4.) Increasing Hill Visiting Professorships

Cost: An increase in the Hill Visiting Professor fund by \$35,000 annually is sought (current annual funding is at the \$65,000 level) to raise the number to 10 professorships per year.

5.) Increasing Graduate School Fellowships

Cost: An additional \$100,000 annually was included in the Graduate School's biennial request for 1981-83. This item cleared central administration and is included in the Legislative Request. This sum would raise the total level of support to \$1,000,000 annually.

6.) Replacing funding for the recruitment and financial support of minority and disadvantaged students

Cost: Support for these activities originated with a grant from the Bush Foundation which will expire June 30, 1981. A request for annual funding in the amount of \$143,000 (\$18,000 for recruitment and \$125,000 for Opportunity Fellowships) was included in

the Graduate School biennial request. This request also cleared central administration and is included in the Legislative Request for 1981-83.

- 7.) Increasing Graduate School tuition fellowships and dissertation grants, and creating a travel fund for graduate students for professional meetings

Cost: A request for funds to increase the number of tuition scholarships the Graduate School can award was included in the 1979-81 Legislative Request. The amount requested was \$25,000 annually which was not funded. At the present time we have \$10,000 for dissertation grants specifically, and have for the past three years received an additional \$10,000 from the Minnesota Foundation. We seek an additional \$30,000 for dissertation funding. We also seek to establish a travel fund for graduate students which would enable them to travel to national meetings to present papers and to attend professional meetings. For this purpose the goal is to have available a fund of \$10,000 annually.

- 8.) Maintaining and expanding the dollars available through the General Research Fund, the Medical/Cancer Fund, and the Summer Research Fund

Cost: A total of \$200,000 annually in additional funding has been included in the 1981-83 Legislative Request, having been cleared through central administration. Of this, \$125,000 is for the General Research Fund and \$75,000 for the Medical/Cancer Fund.

- 9.) Financing a conference annually with state graduate schools

Cost: Estimated at \$1,000 annually. With the prospect of enrollment changes during the next decade throughout higher education, it is desirable to establish lines of communications between the centers of graduate study activity in the state.

Summary of Costs Associated with the Planning Document

These planned developments would involve an expenditure of \$744,454 in incremental funding annually. Of this total \$443,000 is a part of the University's 1981-83 Legislative Request. Assuming that these funds are obtained, a total of \$301,454 in incremental funding annually will be required to support developments which are a part of the approved Graduate School Plan.

Budgetary Implications of the New University Computerized
Registration System

As I mentioned in passing in my letter to you of 11 July, we have found, in working with the Registration Development Team under Dr. Preus' leadership, that there are a number of areas in which the Graduate School will clearly incur additional operational costs in connection with the implementation of the computer registration system and student data base.

For example, colleges will be responsible for entering information to the data base as to a student's major, degree sought, and adviser and information about college registration holds. In the present system the entering of information on major, degree sought, and adviser can be accomplished by use of key-tape machines which the Graduate School owns. We have been informed that the use of these machines will no longer be possible if the Administrative Data Processing Division phases out certain equipment as an economy measure (to ADPD). It has been estimated, however, that we would have to incur ongoing monthly costs for the Graduate School in excess of \$200 for the rental of compatible equipment and the use of a remote telephone line to obtain access to the computer. In the instance of holds these are now entered for the Graduate School automatically by use of the computer. The computer determines, on the basis of programmed criteria, what holds must be placed, and this information is transferred by computer to the system which produces registration materials for students. We have been informed that, for the immediate future at least, this will no longer be possible. Rather, we will have to generate a list of holds with the computer which will then have to be entered online by a data entry operator at a CRT. For our purposes, this effectively reduces the usefulness of the computer to the level of an electric typewriter. The additional costs would have to be borne by the Graduate School.

We should be able to offset some of these costs by other changes, for example the elimination of Graduate School produced registration documents. But it is virtually impossible, given the number of apparently unanswerable questions at this point, to estimate the extent to which the new registration system will cost the Graduate School more money than it presently spends to accomplish registration of its students.

Summary

The above account presents a comprehensive recitation of the Graduate School's major activities having important financial implications. You will understand our concern that the recommended \$50,000 budget reduction for 1981-82 be disposed of promptly. I believe the above evidence constitutes a compelling case for rescinding that proposed budget reduction and I am confident

Dr. Kenneth H. Keller
October 21, 1980
Page 10

that when you have considered the matter you will reach the same conclusion. In that instance, I ask your assistance in achieving that end. With the threat removed, we will then be in a position to deal constructively with the other items on the Graduate School's agenda.

Most cordially,

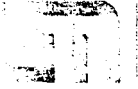


Warren E. Ibele
Dean

WEI:mt

Attachments

cc: Dean John Wallace
Dean Kenneth Zimmerman
Dean Andrew Hein



UNIVERSITY OF MINNESOTA
TWIN CITIES

Graduate School
Johnston Hall
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Minneapolis, Minnesota 55455

February 9, 1981

MEMORANDUM

TO: Professor P. Patrick Cleary
Professor M. Janice Hogan
Professor Frank D. Irving
Professor Dale L. Lange
Professor William A. Madden
Professor Matthew V. Tirrell
Professor Mahmood A. Zaidi

FROM: Warren E. Ibele, Dean *Warren Ibele*

SUBJECT: Director of Graduate Studies Advisory Committee

I write to ask you to serve as a member of the Director of Graduate Studies Advisory Committee for the Graduate School. Professor Mahmood Zaidi of the Department of Industrial Relations has agreed to chair the Advisory Committee.

The formation of the Committee is, in part, a consequence of the review of Graduate School student services, but it also reflects a need which continues to arise as we carry on the day-to-day business of the Graduate School. As you know, general governance with respect to matters of policy is carried on for the Graduate School by the six Policy and Review Councils and the Executive Committee. However, much of the interaction of faculty and students with Graduate School administration is governed by a range of procedures, regulations, and practices which, while a means of executing policy made by the Councils and the Executive Committee, are not themselves policy. It is frequently necessary for us to seek the opinions of the Directors of Graduate Studies with regard to changes in such procedures, regulations, and practices; this is time-consuming for both the faculty and this office because there is no ready mechanism for doing so other than general surveys of all the Directors, or of a selected sample.

We expect that the formation of the Directors of Graduate Studies Advisory Committee will provide us with a committee, a readily available and experienced body, with which questions might be raised and proposed administrative changes tested. We will also look to the Committee to initiate suggestions for changes which might better serve our students and faculty.

Members, Director of Graduate Studies Advisory Committee
February 9, 1981
Page 2

The Graduate School believes that the Advisory Committee can contribute significantly towards the improvement of our administrative procedures, and your past experience as a Director of Graduate Studies will enhance that contribution. After an appropriate trial period we will wish to assess with you the effectiveness of the Committee's interaction with the Graduate School. You may inform us of your decision by calling my secretary, Mrs. Tienken, at 373-2966. I do hope that you will find it possible to serve.

WEI:mt

cc: J. Wallace
K. Zimmerman
A. Hein