

Minutes\*

**Faculty Consultative Committee**  
**Thursday, July 18, 2002**  
**1:00 – 3:00**  
**238A Morrill Hall**

Present: Dan Feeney (chair), Gary Balas, Susan Brorson, Tom Clayton, Arthur Erdman, Marti Hope Gonzales, Mary Jo Kane, Candace Kruttschnitt, Judith Martin

Absent: None counted for a summer meeting

Guests: Professor Miranda McGowan; Interim-President-Designate Robert Bruininks

Other: Amelious Whyte (Office of the Board of Regents)

[In these minutes: (1) the role of The Drafting Group (discussion with Miranda McGowan); (2) report of the chair (voting on personnel issues, a review of IMG, presidential search, accountability of support services, Provost's budget advisory committee, communication with faculty, UMC chancellor search); (3) discussion with Interim President Bruininks (searches, organization of central administration vis-à-vis athletics, support service accountability, scholarship funds, UMC chancellor search, meeting with deans)]

Professor Feeney convened the meeting at 1:00 and first welcomed Professor Gary Balas, newly-appointed chair of the Senate Research Committee, appointed to succeed Professor Scott McConnell, who resigned.

**1. The Drafting Group: Discussion with Professor Miranda McGowan**

Professor Feeney then welcomed Professor McGowan to discuss the work of The Drafting Group. He noted that Professor McGowan is the faculty member on the group who represents the interests of the faculty when administrative and regental policies are being drafted or edited.

Professor McGowan thanked the Committee for the opportunity to meet with FCC. She explained that she is one of four members of The Drafting Group; the others are Elizabeth Wroblewski from the President's Office, Cathy Gillaspay from the Regents' Office, and Tracy Smith from the Office of the General Counsel. The mission of The Drafting Group is to make sure there are no substantive changes between actions of the Faculty or University Senate and the adoption of those Senate actions as Regents' policy. The Drafting Group is a conduit between the faculty and the Regents to make sure nothing of the original intent is changed. They do NOTHING substantive and take that responsibility very seriously, she said; they do not participate in meetings that include substantive discussions of policy.

The reason The Drafting Group exists is because there is a certain awkwardness in being sure that Senate policy documents are in a form the Regents are comfortable with as policy. The group also tries to be sure that new policies are consonant with existing policies. Her role as the faculty representative is to

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be sure that the other representatives on the group don't "clean up" language and slip in something new in the process.

Professor McGowan asked if the Committee wished to formalize her role in terms of more regular meetings with the Committee. And how should she get in contact with the Faculty Senate when language is being reviewed? After brief discussion, it was agreed that Professor McGowan should contact the chair of the Faculty Consultative Committee on any issue that needed attention; she could, if needed, also then meet with the Committee. The chair, in turn, can direct her to other committee chairs as needed. And if there is something urgent, Professor Feeney said, he can always try to pull together whoever is available to respond to questions. He said that the Committee is more comfortable knowing that the faculty have an advocate as policies are being formatted.

Is there a rush on the policy that The Drafting Group is taking up next, the athletic philosophy statement for the Twin Cities campus, Professor Feeney asked? There is not, Professor McGowan said. They will talk about a policy over several meetings. It is very painstaking work, she related; they go over a document line by line. There will be ample time to talk with FCC or committee chairs if the need arises.

Professor Gonzales thanked Professor McGowan for her work. Professor McGowan told Committee members that she teaches legislation and statutory interpretation and enjoys working through language. Professor Feeney echoed Professor Gonzales and expressed appreciation for serving as the faculty advocate. Would it be appropriate to run a proposal by her before it goes out of the Committee to the Senate, he asked, to be sure it does not conflict with other policies? Professor McGowan said she would be glad to help but that she would take off her Drafting Group hat in that case.

## **2. Report of the Chair**

Professor Feeney next reported on a number of items.

-- He had been contacted by a department head about the voting policy recommended by the Tenure Subcommittee and approved by this Committee for the Faculty Senate. It seems that the proposal would affect the conduct of business in the department. There seems to be a lot of "we don't do it that way" responses to the proposal--and the problem is that departments do things a lot of different ways, creating potential liability for the University. Voting and personnel matters should be private. Professor Martin said she was astonished to learn about the open nature of the process in some units.

The policy allows some variation, Professor Feeney said, and it does NOT preclude participation and contributions from other groups and individuals in tenured and tenure-track faculty personnel decisions, but it does NOT allow such participation in the deciding and the voting. He said he has sent copies of the proposal to Vice President Carrier and asked her if there is a problem with the policy, but he said he thought she had favored near-absolute confidentiality on this kind of voting.

-- He met recently with Professors Tim Church (Environmental and Occupational Health and AHC Finance and Planning Committee), Larry Jacobs (Political Science and Senate Research Committee), and Professor Speaks; the group agreed that a joint FCC-Finance and Planning ad hoc committee on IMG (Incentives for Managed Growth) should be appointed to look into faculty concerns about the impact of IMG on interdisciplinary research and teaching (among other things). Professor Jacobs agreed to serve as

chair of the ad hoc committee. The work of the ad hoc committee will also be the subject of discussion with the deans.

-- Both Board Chair Regent Maureen Reed and Executive Vice President and Provost Maziar will attend the FCC retreat in late August.

-- The Committee discussed the presidential search. The composition of the search-advisory committee was not known at the time of the meeting (although announced on the day). Professor Kruttschnitt, in discussion about the applicability of the law requiring the names of finalists to be made public, asked what happens if there is only one finalist. Professor Feeney said that he and Professor Martin had raised this issue with Regent Reed when they discussed the search with her. It was their position, he said, that the University significantly reduced its chances of getting a good president if the candidates (which presumably might include a sitting president) have to go through "a dog and pony show." Professor Martin said that when Regent Reed asked what the faculty wanted in a president, she told Regent Reed that the first criterion was that the individual must qualify for tenure at this University. Professor Feeney said that he had said the faculty did not want some corporate ex-CEO or any former governors. Professor Martin said that Regent Reed seemed to concur with these views, although what the views of the other Board members may be is not known.

-- He has circulated the draft report of the ad hoc committee on governance. The report has been mentioned in the minutes and has been vetted by this Committee, so it was time to send it to the various administrators and other groups interested for comment before anything goes to the Senate. The Council of Professional and Academic Administrators has indicated that if the proposal goes forward as it is currently drafted, they will "vigorously oppose it."

-- An ad hoc committee on the accountability of support services is being appointed; Professor Marshak will serve as chair. It is not intended that the group interfere with the development of the biennial request or the daily operation of the University. A copy of the draft charge has been sent to the administration and it is hoped that there will be administrative support for the effort so that its work might lead to productive results. He also sent a note to Interim-President-Designate Bruininks and Executive Vice President Christine Maziar asking that he and Professors Martin and Speaks meet with them to talk about the work of the ad hoc committee.

-- What became of the Task Force on Civic Engagement, Professor Kruttschnitt asked? This Committee was not positive about it but the Committee on Educational Policy was. A standing group has been appointed to implement the recommendations, Professor Martin reported.

-- Professor Brorson asked who would determine the membership of the search committee for the Crookston campus chancellor. She said she has been asked and does not know. The model will likely be the Morris search, Professor Martin said, which was presumably appointed by the Executive Vice President's office or the President's office.

-- The Committee unanimously approved a motion to ask a senior faculty member to serve on the Faculty Academic Oversight Committee for Intercollegiate Athletics.

-- There have been budget advisory committees over the years, Professor Feeney recalled, and the Committee's recommendation that there be a Provost's Budget Advisory Committee (PBAC) is an attempt to reincarnate the committee. The Budget Management Task Force recommended creating a PBAC; it was created but did not function very well. He and Professors Martin and Speaks have asked for a meeting with Dr. Maziar to talk about creating a new one so there is a budget committee that has faculty participation.

-- At this point Professor Kane joined the meeting; the Committee gave her a round of applause for her work as chair of the search committee that led to the appointment of Mr. Maturi as the new athletic director.

-- He and Professor Martin talked recently about communication with the faculty so they know what the governance system is doing. It was agreed that after each Senate meeting there would be a message to all faculty summarizing Senate actions and current committee activities; the format would be similar to BRIEF. There is much going on that faculty should know about, Professor Martin said; they also want faculty to know about what the governance system is doing so they will know what it does when they are recruited to serve on committees.

-- The Committee voted unanimously to ask that Professor Laura Cooper continue to serve as chair of the Grievance Advisory Committee pending a vote by the Senate Consultative Committee in the fall to reappoint her.

### **3. Discussion with Interim-President-Designate Bruininks**

Professor Feeney next welcomed Dr. Bruininks to the meeting, who commented on a number things.

-- The University has now appointed eight people to senior administrative positions in the last 30 days. These are great people who have been hired, Dr. Bruininks said, and the University has done very well; it enters the next academic year in a very strong position. There is one vice presidential appointment yet to be filled (University Services) which he hopes to finish very soon.

He said the new athletic director, Joel Maturi, has all the right academic values. He reported that Mr. Maturi very much wants a stronger link to the academic community. Professor Martin said that would be welcomed, but she cautioned that he must avoid the perception he is building these links in order to make life better for the approximately 800 student-athletes. That is not what he has in mind, Dr. Bruininks assured the Committee; Mr. Maturi wants to build community, not see extra attention given to athletes. Mr. Maturi will also stand up to those who might undermine academic values in athletics, Professor Kane said, but he will need to know he has friends in the University who will support him. Dr. Bruininks said that all academic leaders should feel a strong connection to the academic community and faculty leaders or they will be out standing alone; such connections, he commented, help people "keep their compass straight." Professor Brorson said she hoped Mr. Maturi would set a good example for all of the campuses; Dr. Bruininks said he has told Mr. Maturi he believes it important for athletics to build strong connections to the communities across the state, including K-12 education.

-- He would like a representative from this Committee to serve on a small group to look at the organization of central administration with respect to athletics during the transition. He said he would

like to streamline central organization and management of intercollegiate athletics, strengthen the roles and responsibilities of the athletic director, and would also like to see, perhaps twice per year, a report on athletics on a specified list of issues (e.g., budget, fund-raising, facilities, academic performance, and so on), a summary report that this Committee could review.

-- Dr. Bruininks said he has read the draft memo about appointment of an ad hoc committee on support service accountability. He recalled that he had talked at the last FCC meeting about putting a spotlight on service and productivity, which it must do if it is to be an excellent academic institution. There must be a reduction in the number of people who say their children are going to school somewhere else because the University is too big or too unfriendly or too complicated.

Professor Kruttschnitt said she was not sure it was so bad that some people might decide their children should not go to the University. It has for too long tried to be all things to all people; it should decide what it is (a research university) and tell people what it is, so they can send their children here if they (the children) are smart enough to do well. Dr. Bruininks agreed that the experience at the University should not be the same as the one offered at elite liberal arts colleges; if the research mission does not influence the education of its students, the University is missing the boat.

The University is about to announce it will increase its endowments by about \$19 million for merit scholarship money it has to provide to student support. For the University to attract the kinds of students who should attend here it needs both strong scholarship aid and a strong need-based aid program. Professor Martin asked that there be an explicit effort to recruit students on the East and West Coasts; NRC ratings will begin soon and the University consistently is ranked low on undergraduate education because its quality is not known outside the Midwest. Dr. Bruininks said the University must do so. It costs a lot of money to recruit nationally, he observed, but the University has not done a good job of using its national alumni base to aid in recruiting--something the private universities do very well. The University has provided new support to increase national recruitment efforts.

In terms of the accountability proposal, Dr. Bruininks said he would like to see improvements and would like to focus on the issue strategically. There have been productive joint efforts between the faculty and the administration and he would like to use that model in this instance. He asked Professor Feeney to hold off on appointing the ad hoc committee and talk with him about how to approach the subject. He said he would like to have a positive effort that produces results. Professor Feeney agreed and said he had forwarded the draft because he did not want the report to end up in some bottom drawer. Dr. Bruininks said he would like to have the University's senior officers discuss the idea as well; there is great interest in the subject of improving the quality and productivity of University services. He said it would be important to identify the most important issues and not try to do everything at once.

-- The search committee for the Crookston chancellor will be appointed by the President's office; the Executive Vice President also participates actively in the search. There will be UMC faculty on the search committee as well as faculty from other campuses, Dr. Bruininks told the Committee in response to a query about the conduct of the search.

-- Professor Feeney reported that a subset of the Committee intends to begin meeting monthly with a subset of the Twin Cities deans to discuss issues of mutual interest, but he assured Dr. Bruininks that the meetings are not intended as an end-run around the central administration. Dr. Bruininks said he supported the idea of the meetings and reported that the deans were very interested in having them.

Professor Feeney thanked Dr. Bruininks for joining the meeting and adjourned it at 3:15.

-- Gary Engstrand

University of Minnesota