Chancellor's Report
- The Faculty Club has been removed from the new Food Services Contract at this point.
- Administrative changes are coming in the next six months, including creation of the position of "Executive Vice-Chancellor and Provost."
- Also in the next six months we will be setting overall, long-range university objectives and methods of assessing the Chancellor's performance in achieving those goals.

President's Report
- Resolution 96-03 passed, agreeing to the inclusion of the Faculty Club in the Food Services privatization provided there will be an annual review of club services and adequate support for the club should it revert to the university.

Faculty Senate Minutes
December 2, 1996

Meeting called to order at 3:04 in the Lod Cook Center. Invited guests included Chancellor Jenkins, Vice-Chancellors Fogel, Lindsay, Moore, and Kuhn. Visitors included Edith Babin, Shirley Mundt, Pat Lapicomb, Joy Irwin, and Edith Babin. Timothy Chandler will be substituting for Carolyn Hargrave while she serves as Interim Provost. President Collier noted that the Executive Committee was trying to determine from its Constitution and Bylaws whether or not Senate Hargrave must resign as senator or whether she will be simply considered not a member while Interim Provost.

CHANCELLOR'S COMMENTS
a. Introductory Remarks. Chancellor Jenkins observed that he was well aware that his appointment as Chancellor was "not a standard procedure." He stated that "the onus is clearly on my shoulders to provide the leadership and the guidance for this campus by serving the faculty, staff and students of Louisiana State University to the best of my ability. So I need to be called to account, having been asked to serve you as the fifth Chancellor of our University, and I shall do that in every way that I'm able. I shall serve this body and the faculty that you represent and I will serve the students and the staff in every way that I can." He pledged integrity, honesty, responsibility, and accountability; additionally, he pledged to work with the Faculty Senate and the senate Executive Committee and to meet with every senate committee which requested his attendance. b. Faculty Club. Chancellor Jenkins says that he believed that inclusion of the Faculty Club in the food services contract with PFM-Compass would benefit LSU in the retention of the current ambience, improvement in the kitchen, and other services, and that he believed an annual review would have guaranteed satisfaction to the faculty. However, PFM has dropped the Faculty Club from the contract at this point because it would not agree to "lease" the club staff from LSU, believing that this would create two separate sets of employees within its LSU food services operation and would consequently cause management problems. The Chancellor said that he personally regretted that decision as he thought the University had much to gain by improvements to the Faculty Club in many ways. He thought this contract would have provided the opportunity to improve the Faculty Club and would also relieve the university's obligation of subsidizing the Faculty Club at between $100,000-$150,000/year, noting this necessity was due to the Faculty Club's modest profit of around $20,000 a year.

c. Administrative Changes. After thanking Carolyn Hargrave for taking the Interim Provost position, he announced that he would be re-organizing a number of things in the administration, some of which he has already planned and some not. Chief among these is the creation of the position of "Executive Vice-Chancellor and Provost," as the title reads in our advertisement. He has changed the title of that position in accordance with the self-study done some years ago when there was a recommendation to have simpler, more direct reporting lines. Chancellor Jenkins also informed the Senate that the search for the dean of the College of Agriculture would be open on January 25th and that a search committee would be in place for that deanship very soon. Another immediate change is that the line for the Chancellor's Special Assistant will be transferred to Academic Affairs and the office space for the Special Assistant will be a conference room; Chancellor Jenkins himself will serve as the university's chief legislative liaison. Chancellor Jenkins also reported there were other positions in the front office that were still under review, awaiting a final decision. The current Vice-Chancellor for Public Services position is one that he indicated he would decide on in due course. In December he will largely straighten out his immediate office situation and attend ceremonial events. However, beginning January 1 and for the next six months, the Chancellor wants to take a very close look at the University and make some decisions in terms of organizational structure. There will be some realignments and "that is almost inevitable," said Jenkins. He added that he would do the best he could to follow some of the directives already in place to create an organizational structure which is both effective and efficient and meets the university's needs. One reason Chancellor Jenkins gave for transferring the Special Assistant line into the Office of Academic Affairs was to better enable that department's staff to efficiently and effectively meet the needs of the faculty, students and many of the staff of this university. He cited delays in personal actions and in student issues and appeals, noting a need for streamlining these procedures. He noted that Francis Roper's position in the Office of Academic Affairs still remains unfilled and is something that will be addressed. Chancellor Jenkins said he
wanted us to get back in the business of developing a clear focus and a clear sense of measuring directions in this institution. It is very important for us to set those priorities, said Chancellor Jenkins, so for those six months and for some time beyond we will need to revamp some of the plans we have in place and restructure those plans to meet a very clear vision which he will articulate. We need to have a very clear sense of mission, goals, objectives, and the performance indicators we now have, adding that Dr. Lindsay and a small group are currently working on those at the present time. Chancellor Jenkins then concluded by stating that over the next five years he planned to articulate perhaps twenty specific goals for himself, which would clearly be in harmony with institutional goals. "These goals will not be disappointed from what we are striving for as an institution and an enterprise that we are all engaged in collectively," said Chancellor Jenkins. Chancellor Jenkins then said that each year a report card on how he is doing will be presented. So sometime by June or July of next year, the Chancellor plans to list twenty personal goals for which he would like to be held accountable and by which his performance may be measured. He indicated this mechanism was necessary to reflect whether or not he was making progress on the Faculty's behalf and behalf of the institution as a whole.

During a question-and-answer period, he noted also that the Board of Supervisors is divided on the Faculty Club issue and that the resolution has gone to the Board pulling the Faculty Club from the contract. Norman Moore pointed out that we had proposed that those FC employees with less than ten years service were on their own, while those with over ten would be leased from the university, with Administrative/Professional staff to be treated the same. He said, "We are dealing with two categories of staff in the university's food services. One is classified and the other is the Administrative/Professional or Unclassified. What we actually proposed was, in the classified sector, for those people with less than 10 years of service to be placed basically on the open market." In other words, they could go work for another company or seek employment elsewhere within the system. Those with ten years or more of service would remain University employees and be leased to the company. We would bill them on a monthly basis for these employees, for their salaries and for their staff benefits. We chose ten years simply because that's the vesting time. For those on the administrative professional side, we are 'at will' employees (I know because I'm one). We are hired at will and can be fired at will. These people are simply on the open market. The issue that PFM/Compass responded to was because the request was to make those in the Faculty Club under the Administrative/Professional category have the same status as those who are classified employees with ten years of service who would remain University employees and then be leased back to the Company. The company's problem with that is there are fourteen other employees in the LSU Union and Residence Food Service who are Administrative/Professionals who would not have that privilege. They would be dealing with two employees coming from exactly the same background and have to deal with them in a very different way because one of them would be leased to them and the other one not. That is the basic issue for them." Chancellor Jenkins noted also that PFM would agree to an annual review only for the first five years, after which they would have made such an investment in renovating the kitchen that they could not afford to drop the contract on the basis of one annual review. Moore stated that there were six Administrative/Professional persons involved. Chancellor Jenkins noted also that he will continue the position of Vice-Chancellor for Academic Affairs, although perhaps with a title like "Associate Provost." In closing, the chancellor observed that he senses that he is being asked to lead LSU into a period of greatness and therefore needs a dialogue with the faculty leading to a clear set of priorities arising from an "intellectual synergy." He hopes to see a "semi-radical" change in academic units over the next few years. However, LSU must always include its constituents and public in the dialogue.

**PRESIDENT'S REPORT**

a. Faculty Club. President Collier noted that there were two versions of Senate Resolution 96-03 copied for the senators, the first and original (written by Senator Stockbauer) calling for removal of the Faculty Club from the PFM contract and the substitute (from the Executive Committee) approving the contract under certain conditions. The second resolution was moved as a substitute by Secretary Richardson and thus had to be disposed of first. President Collier gave the background to the food services contract and the history of the advisory committee. He said that it was his understanding that PFM wished to hire all current employees. President Collier then further explained that by passing this substitute motion, the Senate would be telling the Administration and the Board of Supervisors that this body would like to have the Faculty Club re-inserted into the contract, but without the leasing of the employees which Vice-Chancellor Moore and Chancellor Jenkins spoke about. Of the those employees, Collier said that two have more than 20 years of service at LSU and are therefore vested in the state's retirement system. Edith Babin pointed out that she and Norman Moore have done a survey of comparable clubs and found that none were under a similar contract and most were subsidized at about the LSU rate (c. $120,000). Other clubs warned against losing employees and hence the infrastructure if the club reverted to the university, ending the annual review after five years is satisfactory since at the end of that period the quality will be established. Senator Strain said that food services employees change jobs anyway, and furthermore LSU management will cause costs to go up since the club will lose the buying advantages that it now has through Food Services. President Collier pointed out that PFM wants a high quality dining area and, if the Faculty Club is dropped from the contract, will turn the Plantation Room into competition for the Faculty Club. Roger Stockbauer, author of the original motion, observed that the club will lose employees because benefits are not comparable, and that the current personnel is responsible for the good ambience we currently enjoy. President Collier observed that we are dealing with two categories of staff in the university's food services. One is classified and the other is the Administrative/Professional or Unclassified. What we actually proposed was, in the classified sector, for those people with less than 10 years of service to be placed basically on the open market." In other words, they could go work for another company or seek employment elsewhere within the system. Those with ten years or more of service would remain University employees and be leased to the company. We would bill them on a monthly basis for these employees, for their salaries and for their staff benefits. We chose ten years simply because that's the vesting time. For those on the administrative professional side, we are 'at will' employees (I know because I'm one). We are hired at will and can be fired at will. These people are simply on the open market. The issue that PFM/Compass responded to was because the request was to make those in the Faculty Club under the Administrative/Professional category have the same status as those who are classified employees with ten years of service who would remain University employees and then be leased back to the Company. The company's problem with that is there are fourteen other employees in the LSU Union and Residence Food Service who are Administrative/Professionals who would not have that privilege. They would be dealing with two employees coming from exactly the same background and have to deal with them in a very different way because one of them would be leased to them and the other one not. That is the basic issue for them." Chancellor Jenkins noted also that PFM would agree to an annual review only for the first five years, after which they would have made such an investment in renovating the kitchen that it could not afford to drop the contract on the basis of one annual review. Moore stated that there were six Administrative/Professional persons involved. Chancellor Jenkins noted also that he will continue the position of Vice-Chancellor for Academic Affairs, although perhaps with a title like "Associate Provost." In closing, the chancellor observed that he senses that he is being asked to lead LSU into a period of greatness and therefore needs a dialogue with the faculty leading to a clear set of priorities arising from an "intellectual synergy." He hopes to see a "semi-radical" change in academic units over the next few years. However, LSU must always include its constituents and public in the dialogue.

**APPROVAL OF MINUTES**

The senate approve the minutes of the 11/6/96 meeting and also corrections to the 10/4/96 minutes suggested by Bob Kuhn (now corrected as amended).

**COMMITTEE REPORTS.**

- **OLD BUSINESS.** None
- **NEW BUSINESS.** None

Meeting adjourned: 4:10

Respectfully submitted
Malcolm Richardson
Secretary