



Faculty Senate Archives

Faculty Senate

Academic year 1990-1991

Volume IV

Agenda and Minutes of the Meeting of December 03, 1990

AGENDA
FACULTY SENATE
THE WICHITA STATE UNIVERSITY

Room 126 CH

3:30 pm

Meeting Notice: Monday, December 3, 1990

Order of Business

- I. Calling of the Meeting to Order
- II. Informal Proposals and Statements
- III. Meeting of the Committee of the Whole (Wherritt presiding)
 - a. Report of the Position Definition Committee (Attached)
 1. Transmittal letter to President Armstrong
 2. Rationale for committee's recommendations
 3. Position description for Provost and Vice President for Academic Affairs
 4. Position description for Vice President for Research and Graduate Studies
 5. Position description for Associate Vice President for Faculty Affairs
 6. Recommendations to the Faculty Senate
- IV. New Business
 - a. Adoption of actions of the Committee of the Whole



The
**Wichita
State University**

Office of the Executive Vice President for Academic Affairs

November 20, 1990

President Warren B. Armstrong
Campus Box 1
Wichita State University

Dear President Armstrong:

The committee which you created in cooperation with the Faculty Senate to formulate position descriptions for a Provost and Vice President for Academic Affairs, a Dean of Faculties, and a Vice President for Research and Graduate Studies has completed its assignment and now makes this report to you.

The committee has met a total of fourteen times, including one meeting with Mr. William Funk from Heidrick and Struggles, and has made presentations of its work at two meetings of the Faculty Senate. Individual committee members have discussed their sense of our deliberations with many of their colleagues across campus. The committee believes that it has given due diligence to the advice provided it and that the attached materials fulfill the charge which you made to the committee.

Attached to this transmittal letter are position descriptions for the Provost and Vice President for Academic Affairs, Associate Vice President for Faculty Affairs, and Vice President for Research and Graduate Studies. Also attached are recommendations about Senate structure and an expanded role for the Senate President and Senate President-Elect, and a statement of the rationale which has guided the committee's work.

The committee calls your attention to several items which are contained within or implied by the position descriptions themselves. The first is the recommendation that the Senate President be given full time release from teaching duties which would require the creation of a floating position within the University budget to cover a visiting appointment. The committee hopes that the visiting professor position can be funded at the same salary level as that of the person who is serving as Senate President. In any event, it believes that the minimal level of support should be the average salary for associate professors in the University.

The committee also wishes to call to your attention the final paragraph of the section entitled "Additional Recommendations" of the document on recommendations to the Faculty

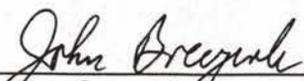
Senate. This recommendation arose out of consideration of how the performance of the Associate Vice President for Faculty Affairs would be reviewed with appropriate opportunity for faculty input into the process. The recommendation, as proposed, would create a procedure for reviewing the performance not only of the Associate Vice President for Faculty Affairs, but also that of the Director of Affirmative Action, the Provost, the Vice Presidents, and the President.

The committee feels that all matters related to the academic mission of the university should be under the jurisdiction of the Provost and Vice President for Academic Affairs. While the committee would prefer having the Vice President for Student Affairs report to the Provost, at a minimum we recommend that University College report to the Provost rather than to the Vice President for Student Affairs. Additionally, the Vice President for Administration and Finance should report to the Provost on all matters of the University budget related to the academic mission; e.g., planning and setting priorities for new academic facilities, repair and rehabilitation of facilities for the academic programs of the university. The committee also feels that in the future the overall reporting structure should be re-examined with the possibility of having the Vice President for Student Affairs and the Vice President for Administration and Finance report to the Provost.

Two members of the committee, Elmer Hoyer and A.J. Mandt, believe that the suggestion made in a straw vote of the Faculty Senate that the Associate Vice President for Faculty Affairs have a fixed term of office is both justifiable and workable. They were unable to persuade the committee to agree, and asked that their dissent in this matter be reported to you.

The committee believes that with the transmission of this report it has fulfilled its charge.

David Alexander
Lloyd Benningfield
Charles Burdsal
Elmer Hoyer
Jeanette Jeffers
Billy Mac Jones
A.J. Mandt
Nancy Millett
John Breazeale, Chair



For the Committee

cc: Committee Members
Faculty Senate Executive Committee

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Rationale for the Committee's Recommendations
for
Provost, Associate Vice President and Senate President

Introduction

The Committee began its deliberations with a review of the concerns that led to the suggestion that a Dean of Faculties be appointed. In our view, there were four primary concerns:

1. That too much power had been concentrated in the position of Executive Vice President.
2. That the responsibilities of the Executive Vice President had expanded to such an extent that inadequate time was available for attending to the full range of "faculty affairs," specifically, the developmental needs of the faculty and the active monitoring of faculty opinion and concerns.
3. That the Executive Vice President can speak for the University on academic affairs, but that this same person cannot always speak for the faculty on these issues. Someone in a distinctively faculty role could better represent faculty perspectives on academic issues.
4. That some faculty members had suffered personal or professional abuse.

Proponents of a Dean of Faculties position have argued that such a position would decentralize power, assure more careful attention to faculty affairs, provide for a continuing faculty voice in institutional deliberations and, finally, protect faculty from any kind of abuse.

After many discussions with one another and with faculty and administrative colleagues, we have reached several conclusions. First, we accept the seriousness of the concerns outlined above, and believe that they must be addressed by substantial changes in university governance. Second, we recommend that the responsibilities of several academic officers be revised, and that a single new position, Associate Vice President for Faculty Affairs, be created. Third, we recommend an expanded role for the leadership of the Faculty Senate. Fourth, we recommend new procedures for the evaluation of administrative personnel, and changes in the way that administrative work is undertaken. We believe that these changes together substantially meet the concerns shared by many colleagues, and create a framework within which university governance can be revitalized.

Concerning the Provost and Vice President for Academic Affairs

With respect to this position, we believe that the long term good of the University requires that the Provost be responsible for the full range of functions normally associated with the chief academic officer of a university. In some areas (e.g., the coordination of private fund raising), the Provost needs more influence and authority than previously. The necessity for

this range of authority lies in the need to assure that academic priorities drive the university's entire agenda.

At the same time, however, we see a need for a more careful definition of the nature of academic leadership and authority. We believe that such leadership must be collegial and consultative, rather than managerial and hierarchical. Academic officers must exercise authority with and through the faculty. In the position descriptions for Provost and other officers, we have sought to realize this idea by specifying a duty to consult and confer with appropriate constituencies, especially faculty. We have also described qualifications for appointment to emphasize the kind of values, as well as the kind of credentials, that we seek in candidates.

We also propose that the Faculty Senate and administration create a procedure for the periodic review of administrative positions and performance that will guarantee that administrative officers are appropriately accountable to the academic community, as well as to their administrative superiors.

Associate Vice President for Faculty Affairs and Senate President

We recommend creation of an Associate Vice President for Faculty Affairs to promote and support the faculty's professional activity. This person would also have primary responsibility for faculty personnel administration. Our position description requires him or her to maintain close, regular liaison with faculty, as well as with the Provost, deans and chairpersons. In essence, we are proposing that administrative authority in faculty affairs be restructured to provide more active attention to faculty needs, better direct communication between faculty and central administration, and an administration that is more responsive to faculty concerns and viewpoints.

We are aware that many faculty are skeptical of the need for additional administrative personnel. Our case for a contrary recommendation is three-fold. First, we find no evidence that the faculty and their needs receive too much attention and support at WSU. On the contrary, only the Assistant Dean of Faculties and the Faculty Records Clerk have duties primarily concerned with faculty affairs. Second, we believe that faculty affairs requires the attention of someone for whom this work is paramount in importance. Administrators in the regular line of authority (Provost-Dean- Chair) must consider matters of budget, curriculum, facilities, student needs, and external constituencies in addition to faculty concerns in their deliberations. Each of these interests has its special advocates within the administration; the faculty does not. Third, the aid of building a more collegial, participatory system of university governance requires more, not less communication between faculty and central administration. We do not see how this can be achieved if all academic authority, including faculty affairs, is concentrated in the single person of the Provost. The demands placed on that position do not permit any Provost to engage in the kind of regular, free-wheeling discussions that are a prerequisite to open, participatory, collegial policy-making. The present administrative structure is adequate if our aim is for central administration to provide direction; it is not adequate if we want the administration to be more responsive.

In response to the various doubts and concerns expressed in the Senate and elsewhere about this position, we recommend that it be created for an initial period of five years. At the end of that time, the administration and the faculty should conduct a full review of the position, including the issue of whether or not persons appointed to it should serve a fixed term of office. The committee was persuaded that in the interests of permitting outside candidates, and to increase the pool of possible candidates in keeping with affirmative action commitments, it was best not to define the position with a fixed term of office. Experience may dictate a different conclusion.

Despite what we expect to gain from appointing an Associate Vice President for Faculty Affairs, we do not see this person serving adequately as a "faculty spokesperson". It is one thing to bring faculty concerns and viewpoints forward, and to urge consideration of them, and something else to be their advocate. Similarly, it is one thing to be responsive to faculty opinion and expectations, and something else to be directly accountable to the faculty. One cannot serve two masters, and while it is our aim to break down the sense that faculty and administration are hostile constituencies, it would be unrealistic to ignore the difference of viewpoint that arise between them in even the most collegial settings. At times of tension and conflict, the faculty must have an articulate spokesperson, and arrangements must be in place for seeking conciliation and agreement.

We have concluded that these aims are best served by expanding the role of the Faculty Senate leadership. As the elected representatives of the faculty, the Faculty Senate President and President-Elect are fully accountable to the faculty. Better than anyone else, they can represent faculty views in every policy-making arena without there being any ambiguity about whom they represent. Combined with the activities of the Associate Vice President for Faculty Affairs, the enhanced role for Faculty Senate that we propose creates the pre-conditions for the further evolution of university governance towards a more consultative, open system distinguished by the "shared responsibility" for achieving the university's mission to which President Armstrong referred in his State of the University address in August.

Conclusion

In the end, we do not think that administrative structures can assure or guarantee anything. At most, they outline responsibilities and expectations. Nonetheless, administrative structures can be made more responsive to the needs of the academic community. We believe that our recommendations do this. If we wish to pursue a more collegial system of governance, our proposals create a framework within which such a system can be built.

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PROVOST AND
VICE PRESIDENT FOR ACADEMIC AFFAIRS

THE WICHITA STATE UNIVERSITY

Position:

The Provost and Vice President for Academic Affairs serves as the principal academic officer of the university and coordinates activities among the institution's five other vice presidents: Vice President for Student Affairs and Dean of Students; Vice President for Administration and Finance; Vice President for University Advancement; Vice President for Research and Graduate Studies; and Vice President for Academic Resource Development.

The following units report to the Provost and Vice President for Academic Affairs through their vice presidents, deans or directors: Research and Graduate Studies; Academic Resource Development; Barton School of Business; College of Education; College of Engineering; College of Fine Arts; College of Health Professions; Fairmount College of Liberal Arts and Sciences; Graduate School; Continuing Education/Summer School; Enrollment Services; Research Administration; General Education; Cooperative Education; Honors Program; Center for Urban Studies; National Institute for Aviation Research; University Libraries; Media Resource Center; and University Computing and Telecommunication.

Responsibilities:

The Provost and Vice President for Academic Affairs has the following specific responsibilities:

- 1) Exercises a coordinating role among the vice presidents and other senior administrative officials to assure that all actions and decisions properly reflect the academic needs and priorities of the institution.
- 2) Assumes the executive responsibilities of the President in his/her absence.
- 3) Works closely with the college deans in all academic matters, including program review and accreditation, new program initiation, and program discontinuance.
- 4) Prepares the academic budgets. Advises the President on overall budget strategies and priorities, including both state and city/county mill levy budgets. Assists the President and the Vice President for University Advancement in reviewing proposed development and expenditure of private funds to assure that they reflect the academic needs and priorities of the institution.

- 5) Responsible, through the Associate Vice President for Faculty Affairs and in coordination with the college deans and departments, for all faculty personnel matters, including recruitment and retention of faculty, faculty evaluation, faculty development, affirmative action, and conflict resolution.
- 6) Responsible, through the Vice President for Research and Graduate Studies and in coordination with the college deans and departments, for the promotion of research programs of the university and for nurturing their proper relationship to the graduate programs and faculty development.
- 7) Provides active liaison with external agencies and boards, including the Academic Office of the Kansas Board of Regents, its Council of Chief Academic Officers, the WSU Board of Trustees, and the WSU Endowment Association.
- 8) Coordinates the development of an integrated strategic plan for the institution, including programs, budgets, and facilities.
- 9) Responsible, through the Associate Vice President for Enrollment Services, for admissions, financial records, and student records.
- 10) Works with the Faculty Senate, its elected leaders and its committees to assure and maintain an active faculty role in all matters related to the academic policies of the institution.

Qualifications:

- 1) Earned doctorate.
- 2) Academic accomplishment including success as a scholar and teacher.
- 3) Significant college or university administrative experience, including direct supervision of an academic unit.
- 4) Eligible for appointment at the rank of professor with tenure based upon standards stated in the WSU Handbook for Faculty.
- 5) Demonstrated commitment to the principles of collegial, consultative governance.

Accepted by the committee: 11/12/90

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VICE PRESIDENT FOR RESEARCH AND GRADUATE STUDIES

THE WICHITA STATE UNIVERSITY

Position:

The Vice President for Research and Graduate Studies reports to the Provost and Vice President for Academic Affairs. The following units report to the Vice President for Research and Graduate Studies:

- * The Graduate School
- * The Office of Research Administration
- * The National Institute for Aviation Research

Responsibilities:

The Vice President for Research and Graduate Studies is responsible for the development of graduate programs, the promotion of research at the University, and the nurturing of appropriate relationships between research, graduate programs, and government and industry to enhance extramural support. The task involves:

- * Providing leadership in the continuing development of graduate programs and the doctoral mission of Wichita State University.
- * Providing leadership in the promotion of faculty research.
- * Providing leadership in the cultivation and expansion of extramurally funded research.
- * Providing leadership in maintaining appropriate and productive relationships with private industry, government agencies, and research foundations in areas affecting graduate education and faculty research.
- * Providing support and guidance to the dean of the Graduate School in promoting graduate programs and graduate enrollments.
- * Directing and enhancing the Office of Research Administration in the support of faculty research and creative and scholarly activity.

Specifically, the Vice President for Research and Graduate Studies has the following responsibilities:

- 1) Works with the Provost in strategic, program, budgetary, and facilities planning to achieve the goals of University in the areas of research and graduate studies.

- 2) Works with the Dean of the Graduate School and the Provost to achieve an appropriate match between the needs and opportunities for research and the graduate programs of the University.
- 3) Develops sustainable progress in graduate programs, including the enhancement of current doctoral programs, and the identification and implementation of new graduate programs.
- 4) Develops appropriate industry/government/foundation relations which enhance graduate education and faculty research.
- 5) Works with other academic officers to promote coordination and cooperation between the various research centers and actively supports team-based research projects.
- 6) Helps the Vice President for University Advancement cultivate external support for graduate programs, research, facilities, and equipment.
- 7) Serves as technical liaison with the WI/SE partnership with the Kansas Technology Enterprise Corporation, and similar entities.
- 8) Works with the Director of Governmental Relations in the development of research support from federal and state government.
- 9) Provides administrative leadership and budget review for all offices reporting to him/her.
- 10) Assures compliance with all federal, state, and local regulations involving chemical hazards, waste disposal, radiation hazards, human subjects, animal subjects, animal care facilities, standards of conduct in research, and laboratory safety and security.
- 11) Administers a budget that directly supports the research and scholarly efforts of the institution.

Qualifications:

- 1) Earned doctorate.
- 2) Accomplished research scholar and teacher at the graduate level.
- 3) Record of successful university administrative experience at a doctoral-granting institution
- 4) Eligible for appointment at the rank of professor with tenure.

Accepted by the committee: 11/6/90

ASSOCIATE VICE PRESIDENT FOR FACULTY AFFAIRS

THE WICHITA STATE UNIVERSITY

Position:

The Associate Vice President for Faculty Affairs reports to the Provost and Vice President for Academic Affairs. The Director of Affirmative Action reports to the Associate Vice President for Faculty Affairs, but both officers have direct access to the Provost and to the President on matters relating to affirmative action, equity and the law.

The position of Associate Vice President for Faculty Affairs is being established for a period of five years. An internal search will be conducted to fill the position on a temporary basis effective with the spring semester of 1991 and continuing through the spring semester of 1992. During academic year 1991-1992 an open search will be conducted to fill the position for the balance of the five year period. The interim appointee will be eligible to apply. After five years of experience (January 1996) a joint faculty-administration assessment will be made of the effectiveness of the position of Associate Vice President for Faculty Affairs, and of the performance of the incumbent, to determine whether the position should be continued beyond the end of that academic year, and if so under what terms and conditions.

Responsibilities:

The Associate Vice President for Faculty Affairs provides leadership in faculty affairs. This includes promoting active cooperation among faculty, and between faculty and administration, in all matters relating to the professional life of the faculty. She/he regularly schedules formal and informal meetings with departments and other faculty groups, both at his/her initiative and at theirs.

Under direction of the Provost and Vice President for Academic Affairs, she/he administers the faculty-related work of the Office of Academic Affairs. He/she executes the faculty personnel actions of the Office and gives particular attention to the affirmative action commitments of the university, to issues of fairness and equity, and to the professional development of the faculty.

More specifically, the Associate Vice President for Faculty Affairs has the following responsibilities:

- 1) Keeps the Faculty Senate informed about faculty affairs through regular reports to, and consultations with, the Senate and its committees.
- 2) Works with members of the faculty, Deans and Chairs, the Provost, and the President in addressing issues of concern to the faculty, and resolving conflicts.

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- 3) Promotes the professional development of faculty through formal and informal means, including encouragement of effective teaching, active research, scholarship and creative activity, and effective university and community service.
- 4) Working with the Faculty Support Committee of the Faculty Senate, administers the faculty development programs and activities of the University including sabbatical leaves, developmental grants, faculty travel, and exchange appointments.
- 5) Working with the deans, department chairs, and the Director of Affirmative Action, manages the faculty recruitment and appointment process.
- 6) Working through the Director of Affirmative Action, promotes affirmative action principles and assures compliance with university affirmative action policies and with all related statutes and executive orders.
- 7) Works with the Director of Affirmative Action and with deans and chairs in the resolution of immigration and visa problems of non- citizen faculty.
- 8) Participates with the Provost and Vice President for Academic Affairs in the various forms of faculty evaluation, including merit salary review and the review of untenured faculty.
- 9) Works with the Provost in the university level review of tenure and promotion cases to assure that matters of equity and the law are properly considered and to provide background information about the history of cases. The judgment of the University Tenure and Promotion Committee will be made exclusively by the faculty members of the Committee. (Note: It is recommended that the Associate Vice President for Faculty Affairs replace the Graduate Dean as an ex officio member of the Tenure and Promotion Committee.)

Qualifications:

- 1) Rank of professor or associate professor with tenure, based on demonstrated competence in teaching and research or creative activity, with preference for faculty experience at Wichita State University.
- 2) Substantial faculty experience in university governance, or related service experience, and demonstrated commitment to the principles of collegial, consultative governance.
- 3) Commitment to nationally recognized professional and academic rights of faculty and standards of professional conduct, such as those found in the WSU Handbook for Faculty.

- 4) Demonstrated commitment to the affirmative action goals of the University.
- 5) Administrative experience, for example as department chair or program director.

Selection:

To be appointed by the Provost from a list of candidates recommended by a search committee mutually agreed to by the University Administration and the Executive Committee of the Faculty Senate. During the on-campus interview stage of the search, broad participation by representative faculty groups will be solicited.

Accepted by the committee: 11/13/90

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RECOMMENDATIONS TO THE FACULTY SENATE

Faculty Senate President:

The President of the Faculty Senate serves as the primary spokesperson for the faculty perspective on deliberative and policy-making bodies of the university.

According to the Senate Constitution and Rules, the President of the Faculty Senate has the following responsibilities:

- 1) Presides at meetings of the Faculty Senate.
- 2) Chairs the Senate Executive Committee.

Also, it is customary that the Faculty Senate President:

- 1) Represents the faculty on the Council of Faculty Senate Presidents and at meetings of the Board of Regents.
- 2) Meets regularly with the President, the Provost, and other appropriate administrative officers to present and discuss faculty concerns and perspectives on any matters under discussion or consideration within the institution.

It is recommended by the Position Definition Committee that the Faculty Senate President be given the following additional responsibilities:

- 1) Represents the faculty on the Council of Deans, the WSU Board of Trustees, and appropriate ad hoc committees charged with broad institutional or academic responsibilities.
- 2) Serves on the Senate Budget and Planning Committee after it is formed.
- 3) Serves (ex officio, non-voting) on all Senate and all joint Senate/administration committees (President or his/her designee.)
- 4) Coordinates the work of the standing and ad hoc committees of the Senate.
- 5) Participates in performance reviews of administrative personnel in the Office of Academic Affairs, and other appropriate areas, at regular intervals.

In order for the President to assume these expanded responsibilities, it is recommended that he/she be given full release from his/her teaching and research duties for the term of office. The department from which he/she comes will be compensated with a full-time visiting faculty appointment so that the programs of the department will be maintained at a comparable level during the person's absence. The President of the Faculty Senate should also continue to receive a summer salary for the summer at the beginning of his/her term equivalent to one-ninth of his/her nine-month salary for duties performed during the summer. In order to facilitate the return of the Faculty Senate President to productive scholarly activity, the President will be given a three credit hour per semester teaching load reduction for the year following his/her term (with an appropriate lecturers position for the department), or equivalent developmental support for his/her scholarly work.

Faculty Senate President-Elect:

The President-elect represents the faculty on designated bodies and becomes well informed on issues confronting the institution and the procedures for addressing them.

According to the Senate constitution, the President-elect has the following responsibilities:

- 1) Serves on the Senate Executive Committee and chairs the Senate Rules Committee.

It is customary that the President-elect also:

- 1) Meets as needed with appropriate administrative officers to discuss faculty concerns and perspectives.
- 2) Attends meetings of the Council of Faculty Senate Presidents and the Board of Regents when available.

It is recommended by the Position Definition Committee that the President-elect be given the following additional responsibilities:

- 1) Serves ex officio (without vote) on the Council of Deans.
- 2) Serves on the Senate Budget and Planning Committee after it is formed, the new Advisory Committee on Advancement, and appropriate ad hoc administration committees.

In order for the President-elect to assume these expanded responsibilities, it is recommended that she/he be given a three-credit hour per semester teaching load reduction for the term of office. The department from which she/he comes will be compensated with a lecturers position so that the programs of the department will not be unduly affected.

Additional Recommendations:

The committee recommends that the Faculty Senate consider establishing a position for an ombudsperson chosen by the Senate to facilitate the informal resolution of disagreements among faculty and between faculty and administrators.

The committee further recommends that the Faculty Senate initiate discussions with the President to consider establishing a standing committee to coordinate with the appropriate administrative officer the periodic review of central administrative officers. These reviews should re-examine the position description of each office under review, provide input concerning the performance of the individual, and make recommendations regarding improved performance of the individual and the position. The positions reviewed under the auspices of this committee could include the President, the Provost, all vice presidents, the Associate Vice President for Faculty Affairs, and the Director of Affirmative Action.

Accepted by the committee: 11/13/90

FACULTY SENATE

The Wichita State University

Minutes of the meeting of December 3, 1990

MEMBERS PRESENT: Ackerman, Alexander, Armstrong, P. Bajaj, Baxter, Billings, Breazeale, Brewer, Campbell, Carroll, Cavarozzi, Christensen, Clark, Daugherty, Davison, Duell, Erickson, Griffith, Haydon, Hoyer, Huckstadt, Kruger, Lee, Mandt, Martin, J. Merriman, M. Merriman, Parkhurst, Paske, Perel, Rogers, Sarachek, Wherritt, Yeager, Yeotis

MEMBERS ABSENT: Bair, A. Bajaj, Baldrige, Benson, Brady, Burk, Combs, Foster, Gosman, Gythiel, Hartman, Horn, Hubbard, Huntley, Johnson, Kelly, Lambert, Lansing, Moore, O'Flaherty, Olivero, Sethi, Sweney, Webb, Zytow

GUESTS: Brunner

I. Pres. Alexander convened the meeting at 3:30 p.m.

II. Informal Proposals and Statements

A. Pres. Alexander informed the FS of a memo to the Chairs and Deans from VP Breazeale and him concerning students being called up for military duty. There are four possible actions:

1. The student may withdraw from courses with a full refund.
2. The instructor may award a grade on the work completed.
3. The instructor may give an incomplete with an extension continuing until the student's return.
4. If the student had withdrawn from a course, upon his/her return may request a grade by examination.

The instructor should indicate the option on the status forms.

B. Senator J. Merriman asked if it would be possible to extend the length of the FS meetings. Pres. Alexander replied that there was a class at 5:35 p.m. so a short extension could be possible. If the agendas continue to be lengthy, the issue could be brought forward again in the spring.

III. The meeting of the Committee of the Whole was convened by Senator Wherritt, presiding officer.

At 5:00 p.m. the committee rose to report to the FS. Senator Perel called for a quorum. Twenty-one members were present. Since a quorum was not present, the meeting was adjourned.

FACULTY SENATE
Committee of the Whole
December 3, 1990

MEMBERS PRESENT: Ackerman, Alexander, Armstrong, P. Bajaj, Baxter, Billings, Breazeale, Brewer, Campbell, Carroll, Cavarozzi, Christensen, Clark, Daugherty, Davison, Duell, Erickson, ^{Gosman} Griffith, Haydon, Hoyer, Huckstadt, Kruger, Lee, Mandt, Martin, J. Merriman, M. Merriman, Parkhurst, Paske, Perel, Rogers, Sarachek, Wherritt, Yeager, Yeotis

MEMBERS ABSENT: Bair, A. Bajaj, Baldrige, Benson, Brady, Burk, Combs, Foster, ~~Gosman~~, Gythiel, Hartman, Horn, Hubbard, Huntley, Johnson, Kelly, Lambert, Lansing, Moore, O'Flaherty, Olivero, Sethi, Sweney, Webb, Zytow

GUESTS: Brunner

The meeting of the Committee of the Whole was convened by Senator Wherritt, presiding officer.

Senator Wherritt reminded the FS that the issue at hand was the report of the Position Definition Committee. President Armstrong is waiting to hear the recommendations of the FS concerning the report. The FS cannot amend or change the report, but can make recommendations concerning it.

The role of the Committee of the Whole was to discuss the report and make recommendations to the FS. It cannot recess as the Committee of the Whole but must rise and report to the FS.

The agenda as distributed would be followed with limited debate. Item #1 would have a five minute time limit; items 2-6 would have ten minutes each. Lengthy resolutions should be submitted in written form to the chair. No motion on the floor is required for debate.

Senator Mandt was asked to present the report. He said that it took a combination of things to accomplish the goals. Last spring, the faculty was concerned that there be a more open, responsive administration. The faculty at that time wanted the assurance that academic priorities would set policy. The report tries to address these issues: to make for more faculty access to decision making and to strengthen the role of academic affairs in University policy.

Item #1. Transmittal Letter to President Armstrong was opened for discussion. Senator Paske asked about the second to last sentence in the last paragraph concerning the term of office. Why could not the committee achieve this. Senator Hoyer responded that they did the best they could within the group by asking for a "sunset clause." Senator Clark added that the rationale was that the person we hope to attract would be reluctant to take a three-year term. Senator Erickson asked if the sunset clause allowed for the evaluation and removal of the person. Senator Alexander as committee member answered that the existence of the position would be reviewed.

Item #2. Rationale for Recommendations. Senator Lee reminded the members that the FS wished to have the process be similar to that used for department chairs. Renewal terms are included in that process. Senator Hoyer replied that was his analogy to the committee. They felt, however, that this position was different. The committee thought the search should be wider to give a view to persons other than "white males." The idea of hands-on experience vs. fresh outside view. Senator Paske pointed out that

the document is more than a description of the position. It carries the intent of collegiality. If adopted, it will set the tone for the university. He mentioned that he appreciated the inclusion of #4: "that some faculty had suffered personal or professional abuse." It is good that it is recognized as a concern. If adopted, we will be making a statement that abuse is not acceptable. Senator Lee said she would like to commend the committee. The concern was expressed in the FS about serving two masters. In the themes of governance, the FS President is more of a faculty spokesman. Senator Clark said in the rationale under the position of AVPPFA at the end of the discussion it is stated that "experience may dictate a different conclusion." An argument can be used both ways.

Senator Ackerman moved to jump to item #5, Position Description for Associate Vice President for Faculty Affairs, then go back to items 2-4. Senator Billings was the second. Senator Sarachek asked why the Senate was skipping the most important positions. Senator Mandt called the question. Since the voice vote was not clear, a split was called. The vote was 17 for moving the agenda and 9 against. The agenda was moved to Item #5 after the discussion of the rationale was completed.

Senator Hoyer commented on the first paragraph on page two. The position is collegial and consultative. The academic officers work through the faculty. The expectation must be placed in the position description. Senator Billings complimented the committee on the rationale. The problem is like passing a law against the Black Plague. It is hard to govern bureaucracy. The etiology is clear.

Item #5. Position Description for AVP for Faculty Affairs. Senator J. Merriman read a statement containing a humorous analogy concerning the position. He recommended the FS reject the proposed position. He moved that the FS withhold its approval of the creation of the office as defined in the aforesaid document. Senator Perel seconded. Senator Paske remarked that although he enjoyed the story, it had limitations. He asked for reasons not to support the position. Senator J. Merriman replied that it was only a matter of words. He had liked the idea of a Dean who would represent the faculty, but a VP doesn't sound like someone who would have a commitment to the faculty. It is an office that should have a term. An internal person could go back to the faculty. The rationale for an outside candidate is understood, but originally it was to be one of our own. Now, there is no accounting to the FS. The position should be a Dean of Faculty selected by an all faculty search committee. That is not so now. The FS straw votes were not treated with respect by the committee. The committee "gave away the store." Senator Mandt responded. We didn't "give away the store, rather we "brought home the bacon." The FS's primary concern was the question of accountability. The position is the nearest thing to an accountable administration position as possible. Concerning the issues of term, there is to be a review of the position after five years. The possibility of an outside appointment is left open. The selection of the candidate is not by the FS but rather by a search process with the most faculty involvement ever. The FS approved the appointees. President Alexander pointed out that in the last page of the packet is the recommendation that a broad cross-section of administrative positions be reviewed by the faculty. It is a stronger statement than what the FS requested. Senator Haydon asked where we would be 5-10 years down the road. What kind of administration are we building. Corruption does creep in. Senator Sarachek said he was stunned by things past, so he can understand the concerns. Passion can promote imprudent behavior. Faculty voice cannot work in administration. What faculty member would give up 3-4 years of research and teaching? The job description is a highly technical one. Few faculty would be equipped for the job. The FS is not a proactive group. The only assurance that faculty affairs will be met are in who the people actually are that apply.

Senator Clark said we need to be sure the pet is declawed. To that end he proposed a substitute motion. He recommended that the FS endorse the concept of a five-year experimental position of AVPFA; that 1991-1992 be an internal search; and that the position be a three-year term with reappointment possible. Senator Lee seconded.

Senator Billings remarked that she was not sure whether or not a statement of etiology could dictate policy. One can't have a faculty person in an administrative position. She, therefore, spoke against the motion. We must accept the idea that administrative interests and faculty interests are different. Senator Mandt replied that some of the senators have the conception of this position as representing the faculty; the committee's view is that isn't feasible in a position as an administrator. Therefore, the committee has a double solution to the problem. 1) The FS elects representatives to represent the faculty, 2) The position will deal with many neglected issues that concern this faculty. Senator Daugherty said what is needed is a good faculty member who truly wants the position. Senator Lee spoke in favor of the motion. She remarked that it is common in business to combine line with function. It is part of the business matrix to enable positions. It is human resource development. In this respect, the President of the Faculty Senate is going to become the crucial position.

Senator Perel moved the previous questions on all motions before the house. Motion passed. Then, the vote to make the substitution moved by Senator Clark was taken. Motion failed. Senator Merriman's motion that the Faculty Senate reject the proposed definition of the AVPFA was voted on. The vote was 13 for the motion and 14 against. A secret ballot for a recount was requested. The motion failed with 14 votes for and 16 votes against.

Senator Rogers moved that the FS endorse the committee's recommendation. Senator Clark seconded. Senator Billings moved, as a substitute motion, that endorsement include an internal search with a three year term. M. Merriman seconded. Senator Rogers called a point of order: the motion reinstates Clark's motion. Senator Merriman replied that some senators voted against Clark's motion in order to bring forward Merriman's motion. The ruling of the chair was protested by Merriman. A vote was called and the ruling was denied. Senator Billings moved to accept Senator Clark's motion. The question was called and seconded. The majority voted to cut off debate. The substitute motion was by secret ballot. The motion carried, 22 for and 7 against.

Senator Rogers moved to rise and report to the Faculty Senate. Motion was seconded. The Committee of the whole rose to report.