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Spring 3-18-1998

Senate Meeting, March 18, 1998

Academic Senate
Illinois State University

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fjACADEMIC SENATE AGENDA
TIME: 7 P.M., Wednesday, March 18, 1998
PLACE: Circus Room, Bone Student Center

Call to Order

Chairperson's Remarks

Vice Chairperson's Remarks

Student Government Association President's Remarks

Administrators' Remarks

Committee Reports

Action Items:

1. 02.05.98.01 Proposed Changes in Baccalaureate Degrees Requirements (BA/BS/B-Other) – Academic Affairs
2. 01.12.98.02 Revision of COB By-laws – Rules
3. 02.03.98.02 Revised By-laws/Council for Teacher Education – Rules
4. 01.28.98.02 Proposed Academic Senate Meetings Calendar for July 1998-May 1999

Information Items:

Communications

Adjournment

Meetings of the Academic Senate are open to members of the University community. Persons attending the meeting participate in discussion with the consent of the Senate. Persons desiring to bring items to the attention of the Senate may do so by contacting any member of the Senate.

ACADEMIC SENATE MINUTES

(Approved)

March 18, 1998

Volume XXIX, No. 11

Call to Order

Chairperson, Paul Borg, called the meeting to order at 7:05 p.m. and said that we are operating under the ISU Constitution adopted in 1969 as amended through 1996.

Roll Call

Secretary Joel Brooks called the roll and declared a quorum.

Chairperson's Remarks

Chairperson Paul Borg said:

- Because of spring break, minutes from the March 4 1998, Senate meeting will not be available until the April 1, 1998 Senate meeting.
- At the general meeting of the faculty on March 17, 1998, two resolutions were adopted: The first resolution endorses conducting our business under the 1969 Constitution. The second resolution asks that there be Senate participation in the creation of the committee established by the President to deal with shared governance. The Executive Committee will discuss this at its March 23, 1998 meeting.
- This is the final Senate meeting of this Academic Senate. Thanks to everyone for cooperation and very hard work this year. Special thanks to all the students and a special and personal thanks to Jan Cook and Ira Cohen who are retiring this year.

Vice Chairperson's Remarks

Senator Jannazzo had no report.

Student Government Association President's Remarks

- Jason Barickman said we talked last semester about a student trustee being able to vote on the Board of Trustees. The legislation is now in the second reading at the Senate. It is expected to pass.
- The Accuracy and Crime Reporting Act (ACRA) has been followed by the Student Government. Recently Scott Joyce, Student Trustee; Shamus Mannion, Student Vice-President; and I took a trip to Washington, D.C. and met with staff people and congress people from nine different Illinois Congressional offices. We had the opportunity to meet Tom Ewing and the two Illinois Senators. We discussed with them the issues that the students have about legislation.
- Heather Brown is replacing me as the SGA President.

Administrator's Remarks

President Strand said:

- I have given you a copy of the remarks I shared at the General Faculty Meeting on March 17, 1998 (Appendix A.) They are also on the Web Page.
- The accomplishments of the men's basketball team, which carried them into the second round of the NCAA tournament brought a great deal of publicity and credit to the University, nationally. We have outstanding athletes, but also scholar athletes. Dan Muller is an Academic

All-American this year. We have a higher grade point average among our student athletes than the student body in general.

- I sent a memo to Chairperson Borg with a copy to Senator Jannazzo on March 11, 1998. Indicating we are having trouble with some of the student representatives attending Provost and Presidential Search Committee meetings. Students who agreed to serve on those committees need to be conscientious about discharging their duties. Serving on Search Committees ranks high in leadership opportunities for the students on campus.

Provost Urice no remarks.

Vice President Boschini said we are having another Minority Scholar in Residence. We will have Dr. Gwendolyn Mikell the Chair of African Studies in the School of Foreign Service at Georgetown University. She was recommended by Dr. Val Moghadam and will be here April 5-8.

Vice President Taylor no remarks.

Committee Reports:

Academic Affairs: Senator Lockwood said we will meet next week.

Administrative Affairs: Senator Clark said Administrative Affairs met this evening. We have finished work on the Administrator Evaluation document and will be forwarded to the Executive Committee for an information item on April 1, 1998, Senate meeting.

The Presidential assessment document is nearly in final form. This will carryover into the new committee.

Thanks to all the members of the committee who did an outstanding amount of work this year.

Items that need to be addressed by the committee next year:

1. Need to visit specifically the department chair policy and the Dean policy by looking at the job descriptions.
2. Look at the policy on administrator selection.

Budget Committee: Senator Nelsen said no report. Thanked the student and faculty members of the committee for the time spent reading all the materials.

Faculty Affairs: Senator Thompson said no report.

Rules Committee: Senator Cook said Rules Committee has not met since the last Senate meeting. We have received documents forwarded by Faculty Affairs regarding a matter referred to both committees.

Want to thank the committee for a great deal of work, including a lot of summer time work over the last year.

Student Affairs: Senator Brook said at the last Senate meeting we proposed a Senate Resolution regarding textbooks. This was withdrawn because there is already a textbook committee. I talked with Dr. Margaret Haefner from the Provost Office today. She is the liaison working with the textbook committee, and they have been looking at ordering processes for textbooks. They are also looking at legal issues regarding textbook sales. They have a lot of information gathered about textbooks. She will allow a member of the Student Affairs Committee sit in on the Textbook Committee. I plan to attend the next meeting.

Action Items:

1) *Proposed Changes in Baccalaureate Degrees Requirements (BA/BA/B – Other) 02.05.98.01* Academic Affairs. Senator Lockwood said there are four items in this proposal that require action. Will introduce each item as a motion.

Motion XXIX – 108 by Senator Lockwood (seconded by Senator Clark) to adopt the description of the BA/BS degrees that are contained on page 2 of the report on baccalaureate degree .

Debate:

Senator Jones said several places of the original document does not have statistics. For consistency we should include “statistics” as part of the listing.

Senator Clark added a *friendly amendment* to add statistics to the description. Senator Lockwood accepted the friendly amendment. Chairperson Borg said the sentence would read, “The degree is typically pursued by those students whose academic emphasis in their major area of study is directed toward the natural sciences, mathematics, statistics or a technological field.”

Senator Sennott asked why the acquisition of written and oral communications is not also the purpose of the BS degree? *Reply* – Senator Lockwood said language would be an acceptable amendment. Senator Sennott said to take the phrase “acquisition of written and oral communication skills” and not all the other things about textual analysis and cultures. Chairperson Borg summarized the suggestion as reading, “The Bachelor of Science degree encourages the acquisition of written and oral communication skills and the acquisition of analytical skills for examining and solving problems,” as the friendly amendment.

Senator Razaki asked how these can be listed as natural sciences, mathematics, statistics, and technology. Does that mean a course in the College of Business can never qualify? *Reply* – Senator Lockwood said that is the emphasis of the COB. *Senator Razaki* said this says to be selected from an approved list comprising natural sciences, mathematics, statistics, and technology courses. It does not say the others. *Reply* – Senator Lockwood asked if we are talking about the requirements? *Senator Razaki* said yes. *Reply* – Senator Lockwood said the reasons are included in the report, the criteria would be used to select the courses. *Senator Razaki* said he is talking about the proper level of courses. *Reply* – Chairperson Borg said this states the general parameters, not the specific criteria. Senator Razaki said this is excluding courses from everything other than natural sciences, mathematics, statistics, and technology.

Senator Jones said that they have said that statistics in business would be very appropriate and students would find valuable in their degree.

Senator Varner asked about the parallelism between BA and BS. On BA it says critical analysis of text and on BS it is the solution of analytical problems. The same skill should fit under the BA degree. Need a beginning parallel statement and then branch out into the specific for each one.

Reply – Senator Lockwood said they thought they were pretty close to parallel.

Senator Cook said we are doing a lot of re-writing orally. With this much re-drafting we should pass the original and agree to bring forward an amendment, or we should table it and bring back to the next Senate meeting.

Senator Walters said he takes the strongest possible exception to some of the language, specifically, with regard to the Bachelor of Arts degree. The mass majority of Social Science graduates obtain a BS degree.

Motion XXIX – 109 as an amendment by Senator Schmaltz (seconded by Senator VanVooren) to strike the word “technology” in the final sentence of the last paragraph.

Senator Neulieb said the word technology would have to be stricken from the whole document.

Senator Nelsen argued against striking technology. He suggested to table the original motion.

Senator Schmaltz withdrew the motion to strike the word technology with the understanding that the motion will be tabled.

Motion XXIX – 110 by Senator Nelsen (seconded by Senator Varner) to table to adopt the description of the BA/BS degrees that are contained on page 2 of the report on baccalaureate degree, until the second meeting of the new Senate.

Motion XXIX – 108 tabled on a voice vote with 29 aye, 1 nay, and 8 abstentions.

Motion XXIX – 111 by Senator Lockwood (seconded by Senator Clark) to drop the 32 semester hour requirement for designated courses in the humanities and social sciences for the BA degree.

Debate:

Senator Varner asked what does this motion mean? *Reply* – Senator Lockwood said that for a BA degree, the only requirement beyond general education will be the foreign language requirement. Chairperson Borg said in the current catalog the definition of BA degree states, that a person earning that degree takes a foreign language to a certain level and in addition must take 32 hours of courses that have been designated Humanities and Social Science in content.

Senator Brook asked if the foreign language requirement could be met in the new general education program. *Reply* – Chairperson Borg said that foreign language is not the issue in this motion.

Motion passed on a voice vote with 30 aye and 7 abstentions.

Motion XXIX – 112 by Senator Lockwood (seconded by Razaki) to require one course in Cultures of Asia, the Middle East, Africa, Latin America, or Indigenous Peoples of the World (AMALI) be required for graduation at baccalaureate level at ISU.

Debate:

Senator Nelsen asked if in the original general education program there was no specific AMALI requirement? *Reply* – Senator Lockwood said there is an AMALI for students who complete their general education at ISU. This will cover any student who does not complete their general education program here.

Senator Walters said there is a non-western requirement in the Illinois transferable general education course. That definition seems to be different than our AMALI designations. So, we are making a graduation requirement from ISU meeting our AMALI requirement. A student who had taken the transferable general education non-western requirement might or might not meet the AMALI requirement. This is not a simple or clear-cut designation. *Reply* – Dr. Dillingham said the reason for making the AMALI requirements is precisely because there was no such requirement in the articulation issues transferable program. There are courses in the transferable general education program that might receive designation, but there is no requirement that students take a course that would be labeled non-western or AMALI. We at ISU will determine what courses need to meet the AMALI requirement. Transfer students will often have to take something that will meet the AMALI requirement, if they had not satisfied at another institution.

Motion passed on a voice vote with 31 aye and 6 abstentions.

Motion XXIX – 113 by Senator Lockwood (seconded by Senator Nelsen) to move that the Constitution exam be eliminated for a graduation requirement. Senator Lockwood said Dr. Betty Harris is present to answer questions.

Senator Lockwood said the Senate asked for information on the Constitution exam. There were 1200 students that took the exam. It takes an average of 2.8 tries for a student to pass the exam. That has been a consistent average over a number of years. Essentially there are 400 students per year who pass the Constitution exam. Almost none of the students in the classes I informally inquired about took the Constitution exam. They either transfer in with the requirement or the take POS 105, which is the alternate class for satisfying the graduation requirement.

Debate:

Senator Craddock asked if POS 105 is part of General Education program? Senator Lockwood said not at this time. Senator Craddock said so there is no courses that would satisfy by solely taking the course? *Reply* – Chairperson Borg said no. Senator Craddock said he thinks that students should not get through ISU without having some understanding of the Constitution. They should have this course through some General Education course.

Senator Clark said he will vote against this amendment because we do need to have a requirement that graduating students of ISU have some knowledge of the Constitution.

Senator Brooks said students do not come prepared with an adequate knowledge of the Constitution. The closest course in the General Education program is the Individual in Civic life. I taught that course on a pilot basis. This is not the type of course that is oriented to including a major section on American politics. The course is designed to be much broader. We have nothing in the General Education program that directly addresses this issue. This is critical for everyone on this campus to know about. I urge this to be voted down.

Senator Neulieb asked in the State passed legislation, does that refer to the Constitution exam or to knowledge of the Constitution? If the latter is the case, why do the other universities go along with this? *Reply* – Dr. Dillingham said this was a requirement on the Illinois State Board of Education. Students graduating in Teacher Education have satisfied the requirement. *Senator Neulieb* said if we do not pass this, then we will be going beyond the State requirement. *Reply* – Dr. Dillingham said he is not sure. *Senator Neulieb* said we would require the Constitution and the State would not require the Constitution. *Reply* – Dr. Dillingham said the ISBE does not require the Constitution. There are also Illinois general education requirements for Teacher Education.

Senator Nelsen said knowledge of the Constitution is important. Still, I would not like to see anything done that would force a de facto extension of the general education requirements beyond what they are right now.

Senator Razaki said the greatest strength of this country is the political system. I will vote against this motion.

Senator Lockwood said that the Constitution exam is a paper and pencil test. Dr. Betty Harris is here to tell you how the examination is presented.

Dr. Harris said faculty members in the Political Science Department constructed all of the items on the test. The test is divided into sections about the Illinois Constitution and also the Federal one. There are different sections on each.

Most of the students come in and take the test once, without studying. That is why they have to take the test several times. The statistics from the end of the semester, when students are anxious to pass, suggest that the items are at good quality and reliable.

We have asked students who pass the test on the first try. They say that they set aside 2 to 3 days to study for the test.

Senator Lockwood asked if we were to retain this requirement with an average of 3 attempts, would this put a burden on your office. *Reply* – Dr. Harris said yes.

Senator Brooks said there is a third way with students taking an equivalent course at a Community College.

Senator Newgren said he will vote against this motion, with the hope there are some other ways of meeting the Constitution requirements.

Motion XXIX – 114 by Senator Thompson (seconded by Senator Clark) moved the question.

Motion passed by a 2/3 roll call vote of 24 aye, 5 nay, 8 abstain.

Motion XXIX – 113 to move that the Constitution exam be eliminated for a graduation requirement.

Motion not passed by a voice of 33 nay, 4 abstentions.

Motion XXIX – 115 by Senator Lockwood (seconded by Clark) that Academic Affairs be charged with examining the Constitution requirement.

Senator Nelsen said that should be the judgement of the committee to address the Constitution. Reply – Senator Lockwood said that based on this discussion, the group thinks this is important.

Senator Schmaltz made a call for the orders of the day to return to the posted agenda

2) *Revision of COB By-laws (Rules) 01.12.98.02*. Senator Cook said Dr. Leinecke and Dr. Charles McGuire from the COB are here to answer questions. At the last meeting I said I received a memo of understanding forwarded to the Rules Committee by Dean Dixie Mills. These are the ground rules that the College is establishing when forwarded these by-laws to the Senate. (Appendix B)

Motion XXIX –116 by Senator Cook (seconded by Senator Reid) for approval of the revision of the COB By-laws.

Debate:

Senator Reid said the proposed Business By-laws are a more significant document than they appear. These by-laws suggest a positive change for the future.

- There will be small teams, rather than large committees.
- The leader of each team will be part of a central coordinating committee.
- The teams are proactive, whereas most of our committees react to things coming down the line. These teams are charge with looking forward to the future.
- This is a move toward shared governance, one that will include the faculty in positive decision making.

I hope the Senate will support this motion.

Senator Gore said he is concerned about the student representation. Impressed with the way the faculty agreed with such a major overhaul. This shows a lot of commitment with the faculty and administration working together.

Senator Cook said the College intends to put these by-laws into affect May 1, 1998. They will have time after the approval to bring these bodies together.

Motion passed by a voice vote of 32 aye, 1 nay, and 4 abstentions.

Dr. Charles McGuire thanked the Senate for supporting this revision of the COB By-laws.

3) *Revised By-laws /Council for Teacher Education – Rules (02.03.98.02)* Senator Cook said Dean Pancrazio is present to answer questions.

Motion XXIV – 117 by Senator Cook (seconded by Senator Clark) for approval of modifications of By-laws/Council for Teacher Education.

Motion passed by a voice vote of 33 aye and 4 abstentions

4) *Academic Senate Meeting Calendar for July 1998 – May 1999 (01.28.98.02)*

Motion XXIV – 118 by Senator Brook (seconded by VanVooren) to approve the Academic Senate Meeting calendar for July 1998 – May 1999.

Debate:

Senator Clark said on the 1998-1999 Academic calendar there was an error. The last day of classes will be May 1, 1999, not May 8, 1999. The exam week will be May 3 –7.

Motion passed by a voice vote of 33 aye and 4 abstentions.

Information Items:

No information items.

Communication:

Motion XXIX –119 by Senator Clark (seconded by Senator Bender) to propose a Sense of Senate Resolution for Ira Cohen (Appendix C.)

Motion passed by a voice vote of 33 aye and 3 abstentions.

Motion XXIX – 120 by Senator Razaki (seconded by Senator Garner) to propose a Sense of Senate Resolution for Jan Cook (Appendix D.)

Motion passed by a voice vote of 32 aye and 4 abstentions.

Questions/Comments:

Senator Razaki requested applause for the work of Ira Cohen and Senator Jan Cook.

Adjournment:

Motion XXIX–121 to adjourn at 8:35 p.m. by Senator Taylor (seconded by Senator Schmaltz). The motion carried unanimously on a standing vote with no abstentions.

March 18, 1998

Date: 03/18/98	Vol. XXIX	No. 11								
Name	Attendance	Motion	Motion	Motion	Motion	Motion	Motion	Motion	Motion	Motion
		#108	#109	#110	#111	#112	#113	#114	#115	#116
		tabled	withdrawn	29 aye	30 aye	31 aye	33 nay		call by	
Barickman	X			1 nay	7 abstain	6 abstain	4 abstain	aye	Schmaltz	aye
Bender	X			7 abstain	abstain			aye		aye
Blum	excused									
Borg	X					abstain		abstain		abstain
Boschini	X			abstain	abstain	abstain	abstain	abstain		aye
Brook	X							abstain		aye
Brooks	X							aye		aye
Chelluri	X							abstain		aye
Clark	X							aye		aye
Cook	X							aye		aye
Craddock	X							no		aye
Deakins	absent									
Dodson	X							no		aye
Ehlers-Zavala	excused									
Garner	X							aye		aye
Gore	X							aye		aye
Hohner	absent									
Jannazzo	X							aye		aye
Jerich	excused									
Jones	X							aye		aye
Joyce	absent									
urtz	X							no		aye
Lockwood	X							aye		aye
MacDonald	absent									
McCaw	X					abstain		aye		aye
Nelsen	X							aye		aye
Neuleib	X			abstain				aye		aye
Newgren	X							aye		aye
Ori	absent									
Razaki	X							aye		aye
Reeder	X							aye		aye
Reid	X			abstain				aye		aye
Schmaltz	X							nay		aye
Schwartz	X							aye		aye
Sennott	X							aye		aye
Strand	X				abstain	abstain	abstain	abstain		abstain
Taylor, C.	X			abstain	abstain	abstain	abstain	abstain		abstain
Taylor, J.	X			abstain				aye		aye
Thompson	X			abstain				aye		aye
Timmerman	X							aye		aye
Urice	left at 8:30			abstain	abstain	abstain	abstain	abstain		abstain
VanVooren	X							abstain		aye
Varner	X				abstain			aye		aye
Walters	X							no		aye
Weldon	absent									
White	X			abstain				aye		aye
Young	absent									
Zielinski	excused									

**General Faculty Meeting
March 17, 1998
David A. Strand**

I appreciate the opportunity to share some thoughts and observations with you today as both a faculty member and President. The context of my remarks is primarily my 20 years at Illinois State University, 18 of which have been spent as a faculty member, Academic Senate member and a university liaison to the Board of Regents or Board of Trustees. I was among the first members of the Academic Senate and this faculty to support this meeting of the faculty because I firmly believe open conversation among faculty and administrators about shared governance is important. I will use this opportunity to frame some of the issues I believe are important for the campus and to suggest some strategies for discussing current concerns regarding the University Constitution. Since my time today is limited, I cannot share all of my remarks with you. However, the full text of my comments is on the President's Office web page as noted in my recent written message to the University Community.

I would like to begin by sharing several defining passages with which I concur from the *Statement on Government of Colleges and Universities* from the American Association of University Professors. The Board of Trustees also acknowledged these responsibilities and has included parallel statements in the Board's governing document. Referencing the role of the faculty: *The Faculty has the primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status and those aspects of student life which relate to the education process.* On the role of the President: *It is the duty of the President to see to it that the standards and procedures in operational use within the college or university conform to the policy established by the governing board and to the standards of sound academic practice. It is also incumbent on the President to ensure that faculty views, including dissenting views, are shared.* On the role of the governing board: *The governing board of an institution of higher education in the United States operates, with few exceptions, as the final institutional authority. Later... The governing board entrusts the conduct of administration to the administrative officers, the President and the Deans and the conduct of teaching and research to the faculty.*

Finally, on the joint effort of the academic institution: *The relationship calls for adequate communication among these components and full opportunity for appropriate joint planning and effort.* These are but a few sentences from the AAUP document. They offer a constructive framework within which they were and continue to be part of the fabric of this institution. I believe these principles existed at Illinois State University under the old constitution and, despite the current level of anxiety, I believe they can and will exist under the new constitution and will be proven through time and through the behavior of the Board, administration, faculty and students. I can assure you that the Trustees have much appreciation and respect for the work of the faculty and want to interact constructively with us.

Many individuals have taken exception to the manner in which shared governance has been perceived under the new constitution. But shared governance is still a concept in which I and the Board of Trustees believe strongly. The Board governing statement adopted on May 9, 1997, states under the heading Shared Governance *It (the Board) recognizes that the faculty has primary responsibility in matters of student recruitment and retention, academic standards, the fundamental areas of curriculum and the necessary policies and procedures for its conduct, subject matter and methods of instruction, instructional materials, methods of research and general requirements for degrees.*

The Board further *recognizes the role of faculty in recommending to the President faculty appointments, reappointments, promotion, tenure and salary incrementation.* With regard to the Academic Senate the Board statement reads *The Academic Senate, as established in the University Constitution, shall serve as the primary body for consultation regarding the establishment of academic guidelines and academic procedures of the University.* Board members have informed me that they wish to have campus governance groups continue to assume important and meaningful roles in facilitating the well-being of the University.

Despite escalating tensions, examples of shared decision making under the new constitution have already been evidenced. Some questions have arisen over the presidential search process which is underway. The Board accepted and appointed to the search committee all campus representatives selected by campus constituent groups. Four Board members are also serving on the search committee. The chairperson of the search committee, Trustee Jack Huggins, convened the first meeting of the group on March 3, at which time the Committee interviewed search firms and recommended to the Board that one be selected. The selection has been finalized and the process is running smoothly and on time.

With regard to the Board's Vision Statement for the Year 2007 (the 150th anniversary of the University), the Board is setting its sights on some long-term goals for the University. Trustees look forward to working with campus constituencies to realize this vision. The Board's vision statement originates from the Academic Senate-endorsed university mission and themes. At the February Board meeting the Campus Communication Committee indicated that the Board mission statement should be pursued and offered some editorial suggestions for refinement of the statement. The Board indicated it would consider seriously the suggested changes and deferred action on the vision statement until the May 8 meeting in order to incorporate the changes.

A phrase which generated much discussion following the last Board of Trustees meeting was *sexual orientation*. A great deal of confusion arose over action taken by the Board on nondiscrimination. The Board never intended to convey any diminution of its commitment to equal opportunity. The Board governing document statement on equal opportunity reads as follows: *Equal opportunities shall be provided for all persons throughout the University in recruitment, appointment, promotion, payment, training and other employment practices without regard to race, color, religion, sex, national origin, sexual orientation, ancestry, age, marital status, physical or mental disability, unfavorable discharge from military, or status as a disabled veteran or veteran of the Vietnam era, or other factors prohibited by law.* This statement is more inclusive than the one proposed by the Academic Senate which pertained only to the *Student Admission Policy* portion of the Constitution. Thanks to the quick action of Board Chairperson Bill Sulaski and the support of all other Board members, the Constitution will be amended to resolve any ambiguity about the Board's strong commitment to equal opportunity, including nondiscrimination based on sexual orientation. I have absolutely no doubt this will occur.

In the remaining moments of my allotted time I want to share with you, in brief form, some of the steps I plan to take. It is obvious that ways must be found to improve dialogue so the University can move ahead and focus on the many positive attributes that we possess and the numerous opportunities which await us. Toward that end, I am taking the following steps:

1. I will appoint a Select Committee on Governance to work with me to discuss the questions and concerns before us with the objective of improving dialogue and relationships. I will invite and include representation from the Academic Senate, deans, chairpersons, faculty, staff and student groups to serve on this committee. This committee will be charged with the creation of a white paper on governance at Illinois State. The Committee will try to define and articulate the needs and roles of all university constituency groups within shared governance model. The group will begin its deliberations with a careful examination of historical and current writings on shared governance. These important documents place open communication among all members of the institution at the heart of shared governance. This committee should provide all interested parties with opportunities to express positions and ideas regarding university governance. I will meet with the Committee to discuss those points that I consider to be critical to effective administration and governance of the University, and I hope that others, representing all segments of the campus, will share their observations with the Committee. I am optimistic that the efforts of the Committee will be successful because of its broad representation of campus constituencies and my commitment to shared governance. I know the Board of Trustees also wants this process to achieve a positive outcome. Once the Committee's report is completed and circulated, I will weigh it carefully, share it with the University community and present it to the Board of Trustees at a public meeting.

2. I will prepare and share with the Academic Senate written protocols for a president to act on recommendations transmitted by the Academic Senate to the President. A special emphasis of this protocol will be a process by which differences between the Senate and the President are addressed.

3. I have recommended to the Board the establishment of a *Trustee in Residence* program whereby Trustees will spend a half-day or full-day on campus to become better acquainted with various campus people and activities. A pilot of this idea was explored last October with the colleges and university libraries and received positive reviews from all parties. Chairperson Sulaski has expressed support for this initiative.

4. I will increase my on-going meetings with deans, department chairpersons, faculty, staff and students to share with and obtain from them additional important perspectives on campus issues and concerns. Also, I will encourage and facilitate additional interaction between Trustees and the University community.

5. I pledge to you to utilize the four Cs (cooperation, collaboration, communication and civility) which I have referenced in previous State of the University Addresses to attempt to improve relationships and enhance feelings of partnership among various constituencies. As we seek to be responsive to the changing needs of our large and complex world and state governing structure, the best means of being successful is to embrace the four Cs and engage in meaningful dialogue.

In closing, we are a great university. People recognize and appreciate the many outstanding things that are happening on our campus. I am proud to be part of the faculty at Illinois State. I subscribe to the point made by Martin Michaelson in a recent article when he stated: *Without doubt, the strength of American higher education and the reason for its world leadership is the faculty.*

Through additional dialogue and the steps I have outlined we will continue to be admired and respected. The action I propose could get us back on track with meaningful dialogue within a framework of genuine civil discourse that enhances cooperation and fosters communication. It will help us define a consistent and collective vision of shared governance that will serve well the interests of this fine university. Thank you.

ILLINOIS STATE
UNIVERSITY



COLLEGE OF BUSINESS
Office of the Dean
Campus Box 5500
Normal, IL 61790-5500

MEMORANDUM

January 30, 1998

To: Dr. Jan Cook, Chair
Rules Committee

From: Dixie Mills, ^{DM}Dean
College of Business

Re: Student Involvement and the College of Business Bylaws Revision

I was pleased to learn that the Rules Committee had reviewed the proposed bylaws for the College of Business and referred them to the Senate agenda. Drs. Newgren and McGuire also told me about the discussion and issues that were raised.

The purpose of this memo is to clarify the role of students in the proposed governance structure. During the discussions that led to the proposal, it became clear that faculty in the College of Business are committed to involving students in a meaningful way in our planning and our programs. One of the goals of moving to the new team structure was to find a way to include students in decision areas of particular importance to them. Thus student membership on several of the teams is a definite intention.

The proposed bylaws were developed in conjunction with strategic planning; one of the results thus far is agreement that our strategic intent is "to be the best at student-centered, lifelong learning." I can assure you and Senate colleagues that at least two college teams will include student members. I will consult with our student leadership group--the College of Business Executive Council--before making these appointments.

Please let me know if you have further questions that need to be clarified. Thank you again for your assistance.

c: Dr. Tim Duffy, Chair
College of Business Council

Dr. Ken Newgren
Dr. Khalid Razaki
Dr. Iris Varner
College of Business Academic Senators

ILLINOIS STATE
UNIVERSITY



Academic Senate

Campus Box 1830
Normal, IL 61790-1830
Telephone: (309) 438-8735
Facsimile: (309) 438-7280

Sense of the Senate Resolution

Whereas Ira Cohen has served Illinois State University for more than thirty years, and

Whereas Ira Cohen has been a member of the ISU Academic Senate, and

Whereas Ira Cohen has served as Chairperson of the Academic Senate, and

Whereas Ira Cohen has given especially creative service as Parliamentarian of the Academic Senate,

Be it resolved

- 1) that the ISU Academic Senate heartily congratulates Ira Cohen upon his retirement at the end of the current academic year, and
- 2) that the ISU Academic Senate offers its sincere thanks to Ira Cohen for the invaluable services he has given to this body.

Wednesday, March 19, 1998

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UNIVERSITY



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Sense of the Senate Resolution

Whereas Jan Cook has served Illinois State University for more than thirty years, and

Whereas Jan Cook has been a member of the ISU Academic Senate, and

Whereas Jan Cook has served as Chairperson of the Academic Senate, and

Whereas Jan Cook has given especially helpful service with respect to issues of shared governance at ISU,

Be it resolved

- 1) that the ISU Academic Senate heartily congratulates Jan Cook upon her retirement at the end of the current academic year, and
- 2) that the ISU Academic Senate offers its sincere thanks to Jan Cook for the invaluable services she has given to this body.

Wednesday, March 18, 1998