Ad Hoc Committee on University Council Election, February 27, 1968

Academic Senate
Illinois State University
TO: Ira Cohan, Chairman  
Ad Hoc Committee on University Council Election, AAUP

FROM: Tom A. Brigham

DATE: February 27, 1968

1. Which responsibilities of the University Council should be assumed by the College Councils?

Two of the major functions of the University Council are to advise the Administration and to participate in the development of certain policies and operating procedures. It would seem appropriate to have the College Councils serve in this matter on any items which are purely "local". The University Council or its related committee system could then serve to co-ordinate results from the various College Councils as their deliberations affect the total university.

In a total sense, the College Councils do not assume the responsibilities of the University Council; they perform many of the same responsibilities for a different unit of the administration. On specific matters, they can resolve much of the detail prior to submitting their recommendations to the University Council or its appropriate committee.

2. What suggestions would you offer for achieving the more efficient operation of the University Council?

Operations of the Council, like any other group, are more smooth when the items on the agenda can be reviewed and considered prior to the meeting. This could be facilitated by distributing reports of sub-committee, etc., prior to the meeting.

Further, I would suggest that whenever possible sub-committee, College Councils, etc., consider much of the detail bringing the results of their deliberations to the Council for final approval. Thus, limiting the detail to be considered by the Council.

3. What changes to be made in the University in the next three years are the responsibility of the University Council?

It appears to me that one of the most important changes in the next few years will be the evolving emphasis on development of upper division and graduate programs. Naturally, this single item encompasses growth of faculty, students, physical plant, programs, etc. In essence, the same changes that have been considered for the last three years. The responsibility of the Council, within its prescribed framework, is to see that this takes place in an environment that will encourage that development along the lines of previously determined long range plans.

4. What steps would you suggest to promote better understanding of University affairs?

The necessary ingredient to understanding University affairs is communication. Here perhaps is one of the areas most in need of attention. First, the faculty and others in the University should be better informed on how decisions are reached. Specifically, a handbook is a good first step. However, discussions, perhaps on a departmental level, would be an appropriate follow-up.

Secondly, commentary on the deliberations of the Council, not just a statistical report, would be appropriate. This might best be done as a report by the college member of the University Council at meetings of the College.

Attendance at Council and/or Board meetings is another way to better understand University affairs. This is an action that the individual can take and perhaps the most informative of all.
TO: AAUP ad hoc Committee on University Council Elections  
FROM: Elwood Egelston  
DATE: February 28, 1968

Following are my very brief answers to questions you asked candidates for the University Council.

1. Question: Which responsibilities of the University Council should be assumed by the College Councils?

Since the reorganization of our university into colleges, some concerns that were assumed by the University Council in prior years might now become the responsibilities of college councils. I believe that, if we continually evaluate the function of the University Council, we may find college concerns, not having university-wide implications, which should be assumed by college councils and not by the University Council—at least, not until after they have had college council consideration. However, the University Council should continue to give attention to matters considered in the past until all colleges have formed councils, until all departments are assigned to colleges, and until experience has shown that such matters are only college matters.

2. Question: What suggestions would you offer for achieving the most efficient operation of the University Council?

It appears to me that the University Council could operate more efficiently if more written reports were given to council members for examination prior to meetings. Not only would this allow council members to be better informed but also this would give them time to seek non-council colleagues' opinions before official consideration of the matter at University Council meetings. Assumption of greater responsibility by the University Council Executive Committee, greater use of Council sub-committees, and more frequent Council meetings might increase efficiency. Of course, a re-examination and redefinition of the University Council's role and responsibility might eliminate from University Council concern some matters for which it now assumes some responsibility.

3. Question: What changes to be made in the university in the next three years are the responsibility of the University Council?

As we grow in size and scope and become a large university, the academic staff members should assume major responsibility for policy and curriculum matters. For example, requirements for doctoral and other advanced degrees in several colleges should be major staff and University Council concerns. From discussions heard this time of year, I am sure that faculty evaluation, as the basis for promotions and salary increases, will need much further Council and staff examination. The University Council, representing the faculty, will need to help the Board of Regents determine university purpose and direction after these matters have been thoroughly discussed with ISU faculty members.

4. Question: What steps would you suggest to promote understanding of university affairs?

One method would be periodic all-faculty discussion groups similar to those of about four years ago when the university change-of-purpose was discussed. A faculty club or similar means of bringing the various segments of the faculty into frequent contacts could be another major means of achieving greater understanding.
In response to the four questions presented to the University Council Nominees in AAUP memorandum February 23, 1968.

Jeannie H. James

Question I. Which responsibilities of the University Council should be assumed by the College Councils?

The University Council, representing the total University faculty group, should continue its work toward performing functions that affect the entire university. Those functions relating directly to an individual College could be the responsibility of the College Council for study and decision-making. By clearly identifying, yet coordinating, the functions of the University Council and the College Council, each in its way could accomplish many goals without duplication of efforts.

Question II. What suggestions would you offer for achieving the more efficient operation of the University Council?

Efficiency in itself does not necessarily serve to solve the advisory type problem and set the pace for direction of a University system. However, the efficiency in small ways would enable the University Council members to use their time more wisely.

For example:

1. Some types of items could be performed by one person more efficiently than by a committee.

2. Some decisions by the University Council are dependent upon directives of the Board of Regents and Higher Board of Education. By knowing this information prior to its deliberation on a given problem, the University Council could save time.

Question III. What changes to be made in the University in the next three years are the responsibility of the University Council?

The University is growing in size and shifting in purpose and will have more committees, departments and/or colleges. The University Council could assume the responsibility of coordinating the functions of the various groups and give direction to their work.

With the increase in faculty members and administrative personnel, the University Council could assume responsibility in creating new ways and means for continued faculty-administration exchange of views and information.

Question IV. What steps would you suggest to promote better understanding of University Affairs?

The University Council should continue to have open meetings and initiate or encourage each college and/or department to have some system whereby its members attend.

Encourage open discussion of University Affairs at College Council and College Faculty meetings.
1. Which responsibilities of the University Council should be assumed by the College Councils?

At the February meeting of the University Council, President Braden was asked to inform the Council about his ideas regarding the role and functions of the colleges within the university structure. Until the President has reported, it would be presumptuous for me to comment except to say: a) Just as the University Council advises the President, so the college councils should advise the college deans on matters of policy and related questions where faculty viewpoints should be considered; and b) the university structure must be decentralized, for there is a danger that the colleges may become merely additional links in an increasingly larger chain of command.

2. What suggestions would you offer for achieving more efficient operation of the University Council?

George Bernard Shaw once said that alcohol has the advantage of enabling people to do things in the middle of the night which they would not dream of doing during the day when they are sober. Since for obvious reasons such stimulants are out of question for Council meetings, I am very doubtful about the effectiveness of meetings that begin at 7:15 p.m. and frequently drag on until well after midnight. I believe it is imperative to avoid these late sessions, perhaps by holding semi-monthly meetings. Also, quite a bit of business, such as committee assignments, could be handled in writing. As the university grows in size, questions dealing with faculty representation and administration members on the Council must be carefully reconsidered.

3. What changes to be made in the University in the next three years are the responsibility of the University Council?

Obviously, we have to review once again our curriculum and our general education program. Since I have been on the Council, I have advocated making the term "merit" more than an often-repeated phrase. We have a long way to go in this matter. Our evaluation process should be extended to include administrators and non-academic personnel. I have consistently called for better distribution of committee assignments; at the present time, we have the tendency to overload some people and overlook others. The number of existing committees should be reduced and some limitations placed on the number of committees on the university, college, and department levels on which an individual may serve.

4. What steps would you suggest to promote better understanding of University affairs?

One of my concerns during my year on the Council was to have the minutes reflect Council actions as clearly as possible. Of course, no faculty member can be required to read the minutes or to attend Council meetings. But it is important to emphasize that Council members should be available to all the faculty. I have received communications from across the campus and have attempted to represent to the best of my ability the interests of the entire university regardless of department or college. On some particular problems I have found that by informally asking a question of the President or the Dean of Faculties, a misunderstanding could be cleared up relatively easily. The by-laws provide for three-year terms on the Council. Twelve months ago, I was elected to an unexpired term of one year. I feel that I still have a contribution to make, and it is with this in mind that I agreed to seek a full three-year term at this time.

Walter S. G. Kohn
TO:  AAUP, Ad Hoc Committee on University Council Elections

FROM:  Charles E. Morris

DATE:  February 29, 1968

1. Which responsibilities of the University Council should be assumed by the College Councils?

The major responsibility for determining those policies and matters which pertain to a given college and which have no direct relation to other colleges or units should be assumed by the college councils. Specific duties might include: screening of candidates for college administrative offices with recommendations for consideration of a limited number forwarded to the University Council in which the power of appointment is vested; establishment, subject to approval by the University Council, of policies governing facilities for teaching, research and related activities which pertain to departments within a college; consideration of basic policies of a college not enumerated elsewhere with final deliberations subject to approval and review by the University Council; review of by-laws of college faculty organizations, before they are submitted to University Council for final approval.

2. What suggestions would you offer for achieving the more efficient operation of the University Council?

My attendance at University Council meetings leads me to believe that improved efficiency could be achieved by meeting more often for shorter periods or by delegating some powers and duties as above. The empowered body would have the authority to create committees when needed to exercise their prescribed powers, thereby further relieving the University Council.

3. What changes to be made in the University in the next three years are the responsibility of the University Council?

The council might promote cooperative efforts, by departments or colleges, with other regency universities to effect changes considered to be in the best interests of the regency universities. This would facilitate the establishment of new and innovative programs on our campus. As outside funds seem to be a necessary ingredient for growth of graduate programs and improved curricula the University Council might be more active in promoting the acquisition of such funds.

4. What steps would you suggest to promote better understanding of University affairs?

University Council interpretation and commentary on pertinent legislative deliberations and the rulings of state boards which affect I.S.U. would provide better faculty insight as to the role of this university.

To provide easier access, by the faculty, to council representatives and to allow more opportunity for discussion of University Council matters, a more equitable system of proportional representation might be considered.
1. Which responsibilities of the University Council should be assumed by the College Councils?

Very few of the agenda items of the University Council are such that they are concerned with the internal workings of a single college. Therefore, I would doubt that there would be any significant transfer of responsibility from the University Council to the several College Councils. Certainly the College Councils should be responsible for the naming of Selection Committees for Department Heads in their area and any other matters which are exclusively of concern to the college.

2. What suggestions would you offer for achieving the more efficient operation of the University Council?

I would hope that Council meetings could be scheduled at more frequent intervals, say twice a month. It would also be expedient if a time limit could be set on the discussion of every agenda item.

3. What changes to be made in the University in the next three years are the responsibility of the University Council?

This question assumes an authority on the part of the University Council which is not there. As an advisory body, the University Council should and no doubt will have the opportunity to advise on all policy discussions during the time specified. The responsibility for decision and initiating the changes will, as in the past, be in the hands of the President of the University.

4. What steps would you suggest to promote better understanding of University affairs?

The Council has been working toward the codification of all University policies and procedures. This volume is now completed, but will not be published until the By-Laws of the Board of Regents can be included. The incorporation of all such documents into a single volume will facilitate the understanding of university affairs.

I would encourage departments to send a representative to Council Meetings or better still individual faculty members to attend whenever they are able to do so.

Respectfully submitted,

Stanley B. Shuman

Stanley B. Shuman
From: Irwin Spector

Subject: Responses to questions proposed by A.A.U.P. Committee on University Election

1. Responsibilities which apply to college activities and which differ according to the nature of the several colleges should be assumed by college councils.
   a) admission, scholastic requirements
   b) curriculum problems
   c) special programs (honors, scholarships)
   d) APT practices
   e) morale considerations

2. a) Separate U.C. responsibilities from those which are more realistically problems for administrative consideration
   b) Call special meetings to consider appropriate problems
   c) Make better use of the executive committee
   d) Make better use of the advice of ex officio members

3. a) Revise the policy on admissions
   b) Establish a Cultural Board
   c) Improve community relations
   d) Widen publication policies; establish a University Press
   e) Streamline procedures for establishing new courses and programs
   f) Put the colleges on a more independent basis
   g) Promulgate realistic attitudes concerning future development: building, academic programs, faculty responsibilities, research, morale
   h) Make a more effective system for student participation in University government and for faculty participation in student government
   i) Solicit funds for additional scholarships, research and other purposes

4. a) Make use of ideas and experiences of new faculty members
   b) Improve communication by expanding radio and television media, decreasing paper work where possible
   c) Encourage programs and activities by college or departments for all-university participation and interest. Make more use of weekend time for activities.
   d) Reduce all-university social events. Increase, encourage social activities on lower levels: departmental, inter-departmental. Involve students.
   e) Develop the "retreat" idea on all levels
TO: AAUP, Ad Hoc Committee on Council Elections
FROM: William D. Zeller
SUBJECT: Responses to questions presented in an AAUP memo

1. Which responsibilities of the University Council should be assumed by the College Councils?

Initiating activities pertaining to departments and/or colleges should be largely in the hands of the College Councils. The University Council should be merely a clearing house for major decisions in these plans. Curriculum and its management should be in the hands of the faculty through the College Councils. Plans for innovation should be initiated by the College Councils. Since the University Council represents the entire university, it is in a position to advise the President in regards to inter-college curricula. The University Council’s major role then is to see that the work of College Councils or other sub-units not be in conflict with the mission of the university.

2. What suggestions would you offer for achieving the more efficient operation of the University Council?

To make the council more efficient might entail the following: refer more details to committees, strip down the agenda, have more frequent council meetings, and use the executive committee more frequently in establishing procedures. It seems unlikely to me that the functions we ascribe to the University Council can continue to be carried out effectively unless the council members can get adequate feedback from the faculty. Thus, any means to stimulate this feedback will ultimately make the council more effective.

3. What changes to be made in the University in the next three years are the responsibility of the University Council?

Since the university was re-organized into colleges and departments, there has been a general increase in making fine distinctions between and among the disciplines and considerable struggling for power among departments, colleges and even individuals. Processes and procedures have been and will continue to be developed by the council to realign and recreate interdisciplinary approaches. Thus, the next few years the major task is to develop the effective coordination of the sum of the parts of the university.

4. What steps would you suggest to promote better understanding of University affairs?

Having attended the meetings of the Board of Regents this past year, I could suggest no better way to gain insight into the policy making of our university than attendance at the regular Board of Regents meetings. However, I realize that this is not feasible for all faculty; thus, I would suggest two other possibilities. One, there must be a wider distribution of the service assignments among the faculty. An active faculty committee member develops new insights through his work on committees. (Assuming, of course, that each committee is providing a necessary university function.) Secondly, the faculty meetings should be devoted to freewheeling discussions on current university affairs. Since information is more readily distributed through other means of communication, the faculty meetings can be used for faculty debate and discussions. Perhaps formats such as a televised University Council meeting or a debate concerning current issues such as Higher Education, the University Union, or the Faculty Status Committee’s evaluative criteria would evoke faculty interest. These meetings then would allow for an exchange of ideas; resulting, I believe, in a better understanding of university affairs. Whatever steps are taken, these must provide an opportunity for dialogue. Faculty members must clearly see the opportunity for voicing their views.