

might well be eliminated; that the lower division advisers committee should no longer be listed as a committee; that the committee on freshman week might well be eliminated and its administrative functions transferred to the new committee on advising; that the committee on international affairs should be eliminated and special committees should be appointed from time to time as need arises; and that the need for the housing committee is not clear.

Several faculty members have raised questions regarding the functions and usefulness of the Faculty Senate. After discussion, the Council was of the opinion that this matter should be the subject of careful study.

The Council adjourned at 5:50 p.m.

  
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 Dan E. Clark, Secretary

MEETING OF THE ADVISORY COUNCIL  
 Friday, February 15, 1946

Present: Burrell, Clark, Gilbert, Huestis, Moursund, Van Rysselberghe.

At the call of the chairman the Advisory Council met at 4:00 p.m. in Room 6, Oregon Building.

In view of the fact that certain members of the faculty had raised the question of the desirability of an inaugural ceremony for President Newburn, the Council agreed to refer the question to the President.

Mr. Moursund presented a series of recommendations concerning the procedures to be followed in preparing the University budget. After considerable discussion, the Council agreed to direct the chairman to prepare a revised draft of these recommendations for the consideration of the Council at its next meeting.

The Council received and endorsed a report of the salary and promotions committee of the University chapter of the A. A. U. P. The secretary was directed to inform the President of the Council's endorsement of this report.

It was agreed that hereafter the Council would hold regular meetings at 4:00 p.m. on the first and third Fridays of each month, and other meetings either at the request of President Newburn or the call of the chairman.

The Council adjourned at 5:00 p.m.

  
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 Dan E. Clark, Secretary

MEETING OF THE ADVISORY COUNCIL  
Tuesday, February 19, 1946

Present: Burrell, Clark, Gilbert, Huestis, Moursund, Van Rysselberghe.

Pursuant to agreement at the preceding meeting, the Advisory Council met at 7:30 p.m. in Room 6, Oregon.

The Council spent considerable time in discussing and revising the report of the Council to be presented by the chairman to the faculty at the March meeting.

With some amendments the Council approved the chairman's redraft of recommendations concerning budget procedure (see minutes of meeting of February 15). These recommendations are as follows.

1. From the budgetary recommendations and proposals coming to the President's office, an abstract and summary will be prepared for the use of the members of the Advisory Council. This material will include, (a) recommended salary, rank, and tenure changes, (b) proposed new appointments, (c) proposals involving expansion into new fields, (d) other proposals involving major changes in university policy. In addition, the usual statistical and historical budgetary material will be made available.
2. The Council stands ready to meet with the President during the period of budget construction to discuss any budgetary matter that he may wish to discuss with the Council.
3. On the basis of study of the material mentioned above, the Council will seek a meeting with the President, at which time it will present such suggestions on specific items in the budget or on general budgetary policy as it sees fit.

The Council adjourned at 9:20 p.m.


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 Dan E. Clark, Secretary

REPORT OF THE ADVISORY COUNCIL  
March 6, 1946

Most members of the faculty are aware of the functions and responsibilities of the Advisory Council and its role in faculty-administration relations. In order that new members of the faculty may be equally informed the following brief statement is submitted:

The Advisory Council consists of six members elected annually at the May meeting of the faculty to serve for a one-year term. The council was created by action of the faculty and in 1916 was given official recognition by the Board of Regents. Its function was to represent the faculty point of view to the administration. In 1936 the responsibilities of the Council were clarified by faculty action. It was specifically charged with the duty of presenting the faculty point of view to the administration with particular reference to committee appointments, tenure and promotion, and the annual budget. In addition the council was given advisory functions involving all matters of policy not specifically delegated to other faculty committees.

It should be noted that the council is not an administrative committee. It sits with the president for the consideration of any matter which it or the president wishes to discuss. In order to maintain maximum usefulness it must have the confidence of both the president and the faculty. If the confidence of the faculty in the council is impaired, the remedy is the election of a new council. The confidence of the president can be established and maintained only by faithfully representing the interest of the entire University. In short, the maximum usefulness of the council is dependent upon the tolerance of opinion and the broad view of higher education held by the president, the faculty and the council. If democratic faculty participation in University affairs is to be effective in promoting the best interests of the University and higher education, it is essential that the administration believe in the fundamental value of the democratic processes in education. It is no less important that the faculty understand the innate limitations of such participation.

We are glad to report that President Newburn has shown a genuine interest and belief in the value of faculty participation along the lines indicated above. He has accorded your council every courtesy. He has sought our counsel on general University problems and has given us every opportunity to present our views. Sometimes we have sat with the President at his invitation and sometimes at the request of the council.

Probably the most important activity of the council since the last report has concerned the working out with President Newburn a set of principles and procedures that should govern the relations between the council and the president. This re-examination of principles and procedures is in fact not a new development. Some years ago it was the practice of the council in connection with recommendations on committee appointments to present to the president a complete recommended committee list. We discovered that this consumed an inordinate amount of time. Moreover, when the completed list was presented to the president we usually discovered that he possessed information and had a point of view, which, if it had been available to the council, would have modified our recommendation. We therefore altered the procedure and considered committee appointments in a long series of informal conferences with the President. In the report of the

council submitted on January 10, 1945, it was stated that "It is our considered judgment that the time spent in making nominations for membership of committees is out of proportion to the benefit derived." This year we limited our discussion with the President to changes in committee membership.

Another illustration of the evolution of administration-council relations has to do with the annual budget. For some years the President and the council held joint budget hearings at which meetings deans presented budgetary recommendations. On the basis of the information developed in these hearings the council made recommendations to the President. Last year this procedure was modified to the extent that the joint meetings with deans were eliminated. The Acting President in a series of conferences with the council informed us of the deans' recommendations and gave us an opportunity for discussion and recommendation. The previous practice was time-consuming for the President as well as for members of the council. It conveyed the impression in certain quarters that the council was seeking to exercise administrative functions.

During the fall term the council considered in a series of meetings the role that the faculty and the council should play in connection with new appointments. A formal statement was drawn up as a basis for discussion with President Newburn. We found him to be in complete agreement with the statement as drawn up by the council. This statement follows:

1. "The council believes that the faculty of a school or department should participate in the selection of persons considered for additions to the faculty. The council believes that this participation should be active rather than merely nominal. The council realizes, of course, that no set formula can be followed. The emphasis should be upon a consideration of a representative list of candidates, rather than upon a mere vote to approve or disapprove a particular appointment. We recognize that responsibility for final decision rests, of course, with the Dean and the President. We do not mean to suggest that appointments should be made on the basis of the majority view of the school or department, but only that the faculties of the various schools and departments should be informed of pending appointments and their recommendation and advice should be taken into consideration in arriving at a decision."
2. "The council believes that if the policy recommended above is carried out a routine consultation of the council on all appointments will be in the main unproductive of substantial results."
3. "Nevertheless, the council believes that the President will wish to consult the council on particular appointments, and that under some circumstances the council may wish to volunteer recommendations. This would seem to be especially appropriate in connection with appointments important to the entire University, or concerning which there is not recognized administrative agency charged with making recommendations to the President."

Previous reports of the Advisory Council have included statements of policy similar to that recorded above. The policy indicated in the above statement differs from previous practice in that it asserts that routine consultation of the council on all appointments is in the main unproductive of substantial results. The council believes that the faculties of schools and departments are in the best position to make suggestions on new appointments. The council is well aware that the value of faculty consultation on appointments will not be realized by merely following a formula. The full value will only be realized by frank interchange of ideas by faculty members, department heads, and deans. It is a matter of spirit and not of mere formula. Since the council is convinced that the President believes that faculties should be informed and consulted in matters of appointment, it will not hesitate to protest marked deviations from this policy. The faculty should note, however, that the council recognizes the fact that ultimate responsibility for such appointments rests with the administration.

### The Budget

As a part of the general pattern of clarification and restatement of the relations of the council and the administration we have recently worked out with President Newburn a set of principles and procedures having to do with the role of the Advisory Council in connection with the university budget. The objective of this revised procedure was to economize the time of both the President and members of the Advisory Council, and at the same time to permit the council to make recommendations on significant matters of budgetary policy. The procedure may be briefly described as follows:

1. From the budgetary recommendations and proposals coming to the President's Office, an abstract and summary will be prepared for the use of the members of the Advisory Council. This material will include, (a) recommended salary, rank, and tenure changes, (b) proposed new appointments (c) proposals involving expansion into new fields, (d) other proposals involving major changes in university policy. In addition, the usual statistical and historical budgetary material will be made available.
2. The council stands ready to meet with the President during the period of budget construction to discuss any budgetary matter that he may wish to discuss with the council.
3. On the basis of study of the material mentioned above the Council will seek a meeting with the President, at which time it will present such suggestions on specific items in the budget or on general budgetary policy as it sees fit.

In view of the fact that President Newburn has repeatedly indicated his intention to work for a general increase in faculty salaries, the council has felt that recommendations or arguments on our part in this regard would be superfluous. We have endorsed the report of the salary and promotions committee of the University of Oregon chapter of the A. A. U. P. Although we realize that the State Board of Higher Education faces a difficult financial situation this year, since the legislature does not meet until 1947, we believe that every possible effort should be made to provide general salary increases in the budget for 1946-47. In the opinion of the council the situation is sufficiently acute to warrant the consideration of alternatives which might normally be regarded as unsound.

At the invitation of President Newburn the council has considered the perennial problem of reduction in the number of faculty and administrative committees. As usual we found the problem difficult. We have, nevertheless, recommended to him the elimination of several committees.

Respectfully submitted,

O. K. Burrell, Chairman

MEETING OF THE ADVISORY COUNCIL

Friday, March 1, 1946

Present: Burrell, Clark, Gilbert, Huestis, Moursund, Van Rysselberghe.

The Advisory Council met at 4:00 p.m. in the President's office. The minutes of the meetings of December 19, January 11, February 15, and February 19 were approved.


President Newburn consulted the Council with respect to the following recommendations made by Dean Leighton: (1) advancement in rank to associate professor of physical education and an increase in salary for Wayne Massey, returning from service with the Navy; (2) increase in salary for H. S. Hoyman, associate professor of physical education.

President Newburn consulted the Council in regard to the recommendation of Dean Gilbert and Professor Kunz that a salary increase be given to C. H. Secoy, assistant professor of Chemistry.

After a brief discussion President Newburn indicated his approval of the recommendations made by the Council recorded in the minutes of the meeting of February 19 with respect to the role of the Council in budgetary procedure.

The question of an inaugural ceremony for President Newburn was discussed briefly. President Newburn indicated that he definitely preferred not to have any special ceremony, but that the commencement exercises next June might serve the main purpose of an inauguration.

The Council adjourned at 5:55 p.m.

  
Dan E. Clark, Secretary

MEETING OF THE ADVISORY COUNCIL  
Thursday, March 14, 1946

Present: Burrell, Clark, Gilbert, Huestis, Moursund, Van Rysselberghe.

The Advisory Council met at 4:00 p.m. in the President's office. The minutes of the meeting of March 1 were approved.

President Newburn discussed with the Council the situation with respect to the University budget for 1946-47, and the general procedures that would be followed in preparing the budget. He indicated that there was a fair prospect that a general salary increase would be granted; and that some funds would be available for merit increases. The President requested the Council to prepare and submit to him a list of persons recommended for salary increases on the basis of merit.

There was a brief discussion of the problems affecting classroom and office space and class scheduling next year in view of the anticipated large increase in registration. It was the opinion of the Council that full use of the physical plant would be necessary, involving Saturday forenoon and late afternoon classes.

The Council adjourned at 5:15 p.m.



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Dan E. Clark, Secretary