

UNIVERSITY OF OREGON  
November 8, 1976

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PRESIDENT'S OFFICE

Minutes of the Faculty Advisory Council, November 5, 1976.

The Committee met in work-session at 1:30 p.m. All members were present.

The following items of business were discussed.

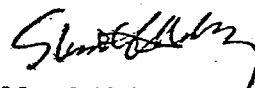
1. Report by Peter von Hippel. President Boyd will discuss the consequences of the enrollment drop with the Council. A tentative meeting is set for Thursday November 18 from 12:00 to 1:30 at the Faculty Club. Peter von Hippel will confirm.
2. IIFS policy draft. President Boyd objects to faculty initiative of abandonment of programs in item number two. Hans Linde argued that AAUP policy states that abandonment requires faculty initiative, but that nothing precludes a President from asking faculty bodies for such initiative. Unanimous recommendation: strike "initiative and" from line two of section two; request President Boyd to forward recommendation. (But see item 6, below.)
3. Responses to campus-wide letter.
  - A. WATS line for scholarly calls. Expand area of existing WATS? What priority should expanded WATS line have in competition with other scholarly support, e.g., travel funds? The Council needs to know costs involved before it can make a recommendation.
  - B. Morse Chair. The funding now on a one-to-one basis. President Boyd supports "academic" nature of appointment. A draft of a statement of the nature of the appointment is needed. It was suggested that publishable lectures be made part of the requirements for an appointment, thus guaranteeing the scholarly aspect of the appointment.
  - C. John Wish supports early semester system, and recommends modification of drop-add timing. Shirley Wilson to talk to John Wish about proper channels for drop-add motions.
4. Fiscal versus "intellectual" retirement. President Boyd and Vice President Olum are reluctant to initiate policy from the top. Is such an encouragement of post-retirement teaching dangerous? Would it be exploiting oldsters and denying jobs to youngsters? What would the external impact of such a practice be? Hans Linde argued that the possibility of departmental initiation of such practices be stated in some form to faculty. Information will be requested from Academic Affairs on the legality of credit awarded by retired Professors and on related topics.
5. Fees.
  - A. Non-matriculant opportunities for South Lane students? The matter to be discussed with Vice-President Olum.
  - B. The extra fees charged by the Music Department are apparently illegal. Legally, the Music Department can only charge extra fees from non-majors.

The meeting was joined by Vice President Olum at 3:00.

- C. Introduction of fee differential for "second-half" students? It was felt it might be counter productive by discouraging transfer students. Charging fees for "sub-university" courses would hit those least able to afford it. Remedial courses generate their own FTE.
- D. Vice President Olum felt that South Lane students would be going back to school in January, in which case a non-matriculant program for a few weeks would not be worth the effort. If the schools don't open in January, we will have to consider our position.
6. Further extended discussion of IIFS draft by Hans Linde. The problem of initiation and abandonment of programs re-raised. Are the E.G.'s in the Linde draft solidly in the baskets designated, or are they simply there as illustrations? Should this document go forward before or after we decide what goes in which basket? Vice President Olum and President Boyd to review the question and come back with a response. The Council will not go forward to the Chancellor until further discussion has taken place.
7. OSU Liberal Arts Ph.D. proposal. See the yellow information sheet for details. Vice President Olum reported on Board Meeting. Should we offer "academic aid" to OSU? Vice President Olum thinks we should offer help without appearing to be trying to undercut them.
8. General Admissions Policy meeting. There was a general discussion of the possible outcomes of the meeting, on the hypothesis that we will decide to go ahead with some sort of review.
9. Steady-state faculty. Information requested from Paul Civin. It was suggested that an invitation go to Aaron Novick to meet with the Council, since he has developed some views on this subject.
10. Semester system. President Boyd requests advice from the Council on what constitutes a sufficient majority to carry recommendations forward to the Board. The question came up of percent of members present at any given faculty meeting versus the percent of total faculty members represented in any vote.

The meeting adjourned at 4:35 p.m. Next meeting scheduled for 1:30 p.m. Friday, November 12.

Respectfully submitted,



Stoddard Malarkey  
Secretary

UNIVERSITY OF OREGON

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PRESIDENT'S OFFICE

University of Oregon  
November 15, 1976

Minutes of the Faculty Advisory Council, November 12, 1976, 1:30

All members present.

The following items of business were addressed.

1. Report by Peter von Hippel.
  - A. The legality of emeriti teaching and giving credit: no problem. Should this information be disseminated and if so how? It was recommended that Vice President Olum inform the Council of Deans.
  - B. Financial emergency meeting. The Council of Deans will be asked to provide position papers by November 30. Deans to be urged to consider long-range solutions, as well as short-range. The Council will meet with President Boyd and Vice President Olum on Friday, December 13. The November 18 meeting has been cancelled.
  - C. Morse Chair. The Council's position covered in a letter from Peter von Hippel to President Boyd. A similar letter with the Council's position on the IIFS document and "basket" problem. (See minutes of November 5.) President Boyd and Vice President Olum still not comfortable with implications of "basket number two," abandonment of programs. Extended discussion of importance of basket distribution. Basket two continues to be a thorn: nature of faculty recommendations: are they assumed to be affirmative only? Are the President and Vice President obliged to follow the recommendations? Further discussion to be scheduled with President Boyd and Vice President Olum for Monday, November 22, 12:00, Faculty Club.

The meeting was joined at 2:30 by Don Rhoades, Jim Buch, President Boyd and Vice President Olum. Discussion of Admissions Policy. Reference to Romney memo of November 1st to institutional executive. Discussion of materials supplied by Buch and Carlson. Question of potential loss of admissions if cutoff scores or GPA's are raised. Discussion of merit scholarships. Dropout rate discussed. Where do the brighter students go? Proposed survey of geographic distribution of AAU students. GTF's teaching lower-division classes could turn away good students. Possibility of scholarships for bright students. Question of plurality of population in an elitist university: what about admission of athletes?

Does elimination of bad students automatically guarantee the addition of good ones? Recommendation of opinion poll on reputation of UO versus other schools? Question of degree of elitism involved in quality of curriculum?

At about 4:00 the group tried to order the concerns that had been broached, and to prioritize the issues. Not entirely successful.

Discussion of Honors College versus honors programs in departments. It was pointed out that that had been tried once before on this campus, not with notable success. Discussion of raised admissions standards versus attracting better students. Are they related or can they be separated? President Boyd suggests interviewing top two-hundred-fifty incoming students and bottom two-hundred-fifty students. Don Rhoades was asked to furnish names. We need a session to determine what we want to ask and to devise an instrument.

Summary by Vice President Olum. You can probably uncouple the two main problems. But can we afford to do anything, given present financial constraints? President Boyd feels we could ask departments to set aside some resources for honors programs. Question of surcharge for "sub-college" courses re-raised.

President Boyd to ask Bob Albrecht to serve on Interinstitutional Committee as faculty representative; the other member should probably be someone from Oregon Hall with admissions expertise: Buch or Rhoades?

Advisory Council advises President Boyd to charge Admissions Policy Committee to explore revised admissions.

Further consideration of blue-ribbon committee on improvement of curriculum scheduled for meeting Friday, November 19, 1:30 p.m. The meeting adjourned at 5:15 p.m.

Respectfully submitted,

Stoddard Malarkey  
Secretary

SM:ps

University of Oregon  
November 19, 1976

Minutes of the Faculty Advisory Council, November 19, 1976, 1:30 p.m.

Members present: Exine Bailey, Hans Linde, Ron Rousseve, C. Schminke,  
Peter von Hippel, Shirley Wilson

1. P. Holbo's letter of November 12 on salary inequities was discussed. Peter von Hippel reported on his attendance at a meeting of the Post Tenure Review Committee. The committee is discussing procedures for review of tenured faculty members, frequency of review, and who should conduct review. Linde suggested that the committee address itself soon to the questions of what sort of document will result from the committee's deliberations, to whom the document will be presented, and for what purpose(s) it will be used.
2. Standards of Admission: Peter stated that the purpose of discussing changes in admission standards and rewriting practices is to strengthen the University in terms of the quality of interaction between the faculty and students. Based on last week's discussion, he proposed a number of specific suggestions:
  - a. Increase the basic undergraduate admissions requirements to ensure that students are functionally literate;
  - b. Ask the Board of Higher Education to help the University maintain a "steady-state" if changed admissions requirements cause a drop in enrollment;
  - c. Advertise broadly the higher standards of admission for the purpose of encouraging better qualified students to apply;
  - d. Increase scholarship funds to be awarded to students on the basis of merit;
  - e. Increase the number of faculty who are actively involved in recruitment of students;
  - f. Adjust funds so that faculty can be released for the above recruiting efforts;
  - g. Ensure that high-potential disadvantaged students are recruited and assisted in raising their academic skill level to a point they can fully benefit from the University's programs.

During the discussion, the following points were made:

Faculty Advisory Council -- Minutes

November 19, 1976

Page Two

- a. It is desirable to exclude students who can't cope with the University curriculum.
  - b. The University is so diverse in its academic programs that higher admissions requirements will not solve the problems which separate departments now perceive. An alternative may be to establish separate admissions criteria for each department.
  - c. Which high school subjects are computed in the GPA for admission may be more important than the level of GPA required.
  - d. Test scores should be retained as admission requirements.
  - e. Students with minimum capabilities have an adverse effect on the level of instruction provided for the "good" student.
  - f. Interaction between "marginal" students and "good" students can have positive outcomes for both.
  - g. Recruitment of academically outstanding students should be intensified.
3. Faculty Governance Proposal: With regard to the issue of abandonment of programs, the Council will propose to Drs. Boyd and Olum that "faculty recommendation" in paragraph 2 be defined as meaning a recommendation from a faculty committee selected by the faculty to study a particular issue.

Dr. Olum joined the Council at 3:00 p.m.

Peter reviewed the earlier discussion on admission standards.

After more discussion, it was agreed that the issue would best be dealt with by dividing it and assigning components of the problem to the appropriate existing faculty committees with provisions for interaction among these committees (e.g. Academic Requirements, Academic Standards, Admissions Policy, Advising, Educational Opportunity, and Scholastic Deficiency).

After a discussion of Paul Holbo's letter, Dr. Olum suggested that he would examine the Faculty Salary Plan already in existence and report his observations or recommendations for action at the January Advisory Council meeting.

The Council adjourned at 4:10 p.m.

Shirley J. Wilson  
Secretary pro tem

UNIVERSITY OF OREGON  
College of Liberal Arts  
Office of the Dean

Minutes of the Faculty Advisory Council, November 22, 1976, 12:00 noon.

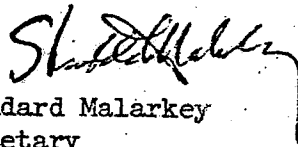
All members present. President Boyd and Vice President Olum in attendance.

1. The discussion of the nature of the Morse Chair appointment continued. How scholarly should it be? "Famous names on campus," or people with a stronger academic background? The general feeling of the council was that the conditions of appointment to the Chair should include substantive intellectual content in the appointee's lectures or presentations. We want to avoid resident reminiscers. President Boyd expressed concern about the nature of the selection committee as it related to satisfying the concerns of potential donors.
2. "Basket two" problem. Distribution of Hans Linde's revised paragraph. Discussion of ways to get input from faculty bodies on basket two questions. President Boyd expressed reluctance to be bound by faculty recommendations which close that final 1% of Presidential flexibility. The question of committing future Presidents to such constraints was discussed. Discussion of principle of faculty prerogatives and need to sustain that principle. The problem reduced itself to the President endorsing specific language: is ambiguity in assignment of responsibility and authority a desideratum in such cases or is it not?

At the close of the meeting the wording of the Linde paragraph was revised to eliminate reference to initiation and abandonment of programs. The phrasing now reads "creation or reorganization of academic departments or programs."

The meeting adjourned at 1:20. Next meeting scheduled for Friday, December 3.

Respectfully submitted,



Stoddard Malarkey  
Secretary

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Office of the Dean

Minutes of the Faculty Advisory Council, December 3, 1976, 1:30 p.m.

All members present. The following items were addressed:

1. Vice President Bogen has the revised student conduct code ready for review. The Council has been invited to review it and make recommendations. Hans Linde was requested to review the document and report to the Council, inasmuch as he is most familiar with sensitive spots to look for.
2. Distribution of material prepared by James Buch and Spencer Carlson on admissions profiles of students.
3. There was no substantive report from Hans Linde on the faculty governance proposal in IIFS. He has distributed the suggested revision to Miles Romney and to the IIFS representatives.
4. Discussion of von Hippel's letter to President Boyd re admission policies. General approval expressed. Linde pointed out some confusing juxtapositions in a couple of paragraphs which, when action on the Council's recommendations is taken, should be kept separate.
5. Letter from Fred Beisse. von Hippel reports that the Advisory Council seems to be now, in effect, the budget committee. The University Budget Committee now still stands on the books, but is an empty committee. The Council will request President Boyd and Vice President Olum for their perceptions of need for and/or nature of a Faculty Budget Committee.
6. Paul Civin is to be invited to attend to present problems involved in maintaining an adequate proportion of new young faculty in a steady state situation.

The Council was joined at 3 o'clock by President Boyd and Vice President Olum.

7. President Boyd reported that he had forwarded von Hippel's letter on admissions policies recommendations to Chancellor Lieuallen, asking for a discussion meeting thereon.
8. Budget crunch. Documents to be mailed early next week to Council members.

Vice President Olum reported that the Governor's budget has been turned in to the Legislature. Two items in the budget deserved special mention. a). The graduate student entitlement limit is in the budget, but the Governor says it shouldn't be there, and wants us to be funded at our previous level of entitlements. b). The budget will be recalculated on the basis of our current lower enrollments. Deans have been requested to review ways to legitimately increase enrollments, to slow attrition, etc., during winter and spring terms.

President Boyd reported on budget problems and ambiguities in wording. The University is currently doing hard planning on a contingency basis, which is

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-2-

difficult at best. It is hoped that firmer knowledge will be available within six to eight weeks. Recruiting is proceeding on a rather tentative basis, due to the unpredictability of budget resources.

President Boyd intends to appoint a blue ribbon committee to scrutinize administrative structure of the University.

9. The budget committee question was raised in connection with Fred Beisse's letter (see #5 above). President Boyd prefers that the Council serve in the function of budget committee.
10. The question of intercollegiate athletics was brought up. President Boyd will discuss the problem with the Council at a later date.
11. A discussion of administrative data processing, and the apparent bottleneck therein. There was some discussion as to whether the Council wanted to get involved in a review of the program. If so, how does the Council proceed to review this area? Shirley Wilson, Ron Rousseve, and Dick Schminke were asked to form a subcommittee to explore entry possibilities into the area with Don Rhoades and others involved in administrative data processing.

The meeting adjourned at 4:55 p.m.



Stoddard Malarkey  
Secretary

UNIVERSITY OF OREGON

December 13, 1976

Minutes of the Faculty Advisory Council, December 10, 1976, 1:30 p.m.

All members were present. Hans Linde has resigned, due to his appointment to the State Supreme Court. He will be replaced by Gene Scoles, if Scoles accepts, which it is nearly certain he will do.

The following items were addressed.

1. von Hippel's revision of his previous letter on admissions policies was read (See item 4 of minutes of December 3rd).
2. Dean's planning documents. General discussions of points raised in position papers: Discussion of Academic Advising problem in relationship to student credit hour production. The Council will recommend to President Boyd that he ask the College of Liberal Arts to review current advising policies and make recommendations for possible revisions thereof.

The Council will recommend to President Boyd and Vice President Olum the possibility of making a "positive" document out of all the position papers-- e.g., showing how a little money here and there could be a big help and how the loss of a little money here and there could be a serious blow. It was suggested that such a document could possibly be used in making budgetary requests or presentations.

The evolution of a long-range planning model shifted to a discussion of Oregon Hall and administrative data-processing. Preliminary investigation reveals that there is really a bottle neck there. The Council will recommend to President Boyd the importation of computer consultants to analyze the existing system and make recommendations for a more efficient operation. Consultants could come from either inside or outside the University.

3. Discussion of heavy agenda. Does it inhibit the President and Vice-President from initiating items for discussion? The Council to ask President Boyd and Vice President Olum to fill the agenda at first meeting in January.
4. Discussion of University models for Paul Civin's consideration. It was felt that two models were probably the most reasonable to anticipate: the present model and a second one with a smaller student population.

The related problem of administrative structure came up. The Council will ask President Boyd to move forward on his appointment of a blue-ribbon committee.

5. The Council has been reminded of its charge to maintain a permanent committee, from members of which hearing panels are to be selected for participation in termination hearings. Members of the Council are requested to send to Stoddard Malarkey names of faculty members, from which he will form a master list to be discussed by the Council. The President's secretary has been asked to review old minutes of the Council to see if such committees had been previously formed, and if so how many members were still on campus.

At 3:00 the Council was joined by Vice President Olum and Paul Civin.

6. Paul Civin's report on young faculty members in steady-state institutions. The various options available in planning for such a contingency based on a USC model. Retirement -- early, forced, incentivized, etc.; death, from actuarial tables; resignations based on historical data; tenure decisions. These factors are all interrelated.

Report on previous trials of this system. (1) It appears that it is possible to retain stable conditions without making life unbearably unpleasant. (2) Tenure policy, replacement by rank, resignations, have a major impact on available openings. (3) Promotion from Associate to full Professor has little impact. (4) Early retirement has little permanent impact: after two to three years, you simply settle to a new steady state. (5) Percentage of part-time people in the system may make a large difference, due to tenure policy for part-time appointees.

At 3:55 the committee was joined by President Boyd.

7. President Boyd asks the Council to think of possible names for the administration review committee.
8. The Council should "instruct" Gerry Bogen and Robert Albrecht on their "mission" at the interinstitutional meeting on admissions policy. They are to be invited to the Council meeting of December 17th. (See postscript below.)
9. President Boyd reviewed the problem of student evaluations of faculty, and the desire of the ASUO to have such evaluations made public documents. The ASUO is lobbying the Legislature to pass a bill dictating open evaluations. They want another faculty vote on the issue, and asked the President to have it by mail ballot. The Council advises President Boyd that it would be better to rely on the customary procedures of notice of motion, Senate debate and floor discussion before the assembly rather than establishing such a precedent.

The next meeting of the Council will be at 1:30, Friday December 17th. There will be no working session. The first, and possibly only, item on the agenda will be the discussion of admissions policy with Gerry Bogen and Bob Albrecht.

The meeting adjourned at 4:55.

Respectfully submitted,  
*Stoddard Malarkey/ps*  
Stoddard Malarkey  
Secretary

SM:ps

CC: President Boyd  
Vice-President Olum

P.S. (From Peter von Hippel, in Stoddard Malarkey's absence.) Because Professor Albrecht is not available for a briefing meeting on Friday, December 17th, we will have to put off the meeting with the representatives to the inter-institutional general admissions policy committee until January 7th. We will make this our first order of business at 1:30 on January 7th.