

ADVISORY COUNCIL  
University of Oregon  
Minutes

October 17, 1977, 2:00-4:30 p.m. Johnson Hall Conference Room

Members Present: Exine Bailey, Barbara Caulfield, Edwin Coleman, Richard Littman (Chair),  
Michael Posner, Norman Sundberg (Secretary), Sanford Tepfer

Others: (2:00-4:30) Gerry Tyler  
(3:00-4:30) President William Boyd, Provost Paul Olum, Vice Provost  
Robert Albrecht

1. Minutes  
The minutes were distributed by Barbara Caulfield, who served as secretary last meeting during the partial absence of the regular secretary. Corrections are to be brought in next time.
2. Draft of Advisory Council letter to President Boyd regarding religious groups.  
Littman distributed the draft of the letter expressing dismay at a religious basketball group using Mac Court for religious purposes after a game with the UO team. At Tepfer's suggestion, the Advisory Council changed one sentence to read as follows: "We also suggest that you initiate further consideration of this temporary policy before extending it for another year." With this change the full text was approved and later typed and submitted to the President.
3. Review of administrators every six years  
Bailey reported some faculty questions about the thoroughness of administrative reviews and the need to review associate deans also in some schools. The review of Dean Novick and another dean last year appeared to be thorough. The Provost appoints the review committee. Advisory Council discussion suggested that the policy be extended to associate deans and the use of people outside the college or school for review.
4. Alternates for the Search Committee for the Vice-President of Public Service  
Rousseve declined the nomination. Littman read the list of other members. We noted the absence of minority members and representatives from Arts and Sciences. The discussion led to a recommendation of Ed Coleman, and when he joined the Council later, he agreed to serve.
5. Amazon Housing appointments  
The Advisory Council discussed the 17 people nominated by self or others for the three positions. We agreed to appoint Jerry Finrow (Architecture) and Effie Fairchild (Recreation) for the Policy Council. For the one member of the Appeals Board we decided on the following in order of preference: William Toll (History), Paul Goldman (Sociology), and Clarence Schminke (Education). Littman will contact them.
6. Meeting next week  
The meeting next week will start at 1:30 to allow for our moving to the Faculty Center at 4:00. The Advisory Council will mingle with the people who come, rather than making a formal presentation. It was suggested that name tags be worn.
7. Meeting at OSU, October 31  
The Advisory Council members will leave from the Johnson Hall parking lot at 11:00 a.m. Lunch with the OSU Senate Executive Committee is at 12:30.

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## 8. Ethnic Studies

Coleman distributed Ethnic Studies materials obtained from Madronna Holden. These are to be discussed next week.

(From 3:00 to 4:30)

## 9. Appointment of Andrew Thompson to ROTC Committee

President Boyd reported that he seriously questioned the desirability of appointing Thompson, an opponent of ROTC for many years, though he was recommended by the Committee on Committees for this year. Boyd stated his objection is not on academic grounds but because of Thompson's strong ideological stance which would result in the issue of the existence of ROTC being raised continually and inappropriately. Boyd had agreed with Thompson that he would consult with the Advisory Council. In the discussion the Advisory Council members spoke favorably about Thompson's appointment, saying he was intellectually honest, qualified, knowledgeable, and not likely to be an obstructionist. The other members of the ROTC committee, McBirney and Loy, seemed capable of handling problematic situations.

## 10. Community Education Program (CEP)

Vice Provost Albrecht reported at length about CEP, formerly called the "non-matriculant program." This fall there were 900 registrations or approximately 170 FTE, which brings the University over \$300,000. Only Albrecht is in charge of the program now and he indicated that assistance might be needed to do much more with the program. He requested Advisory Council opinions about the mail registration procedure being planned for next term and ways to increase the number of late afternoon (after 3:30) and evening offerings. Albrecht reported that he has had number of conferences with Lane Community College, and there seems to be little conflict if the UO keeps out of lower division offerings. The Mac Court process is formidable to students. Mail registration will help, but it must be early (in December) and the specific courses which are in the CEP would need to be identified. Boyd said that if a course is very popular, added income might make it possible to add another section.

Posner suggested that there be "packages" of courses over a period of time which would lead to areas of competence. He emphasized the importance of asking not about numbers of registrants but the sorts of educational opportunities we would offer. The largest appeal is probably to those with degrees, including teachers upgrading their positions. Another group is those with A.A. level education in LCC and NCC who want upper division courses. Last year money was wasted on courses which faculty members seemed to want but students did not.

The suggestion was made to have an evening meeting to find out what interests there are in the community. Business is a very promising area for growth, but we are turning away our own students right now in Business because of lack of funds. Another area of opportunity is law enforcement and the paralegal area, but we must check with LCC on this. The question of limits on number of credits was raised; community students can go on taking 6 credits for many terms; they must petition the department or school when they wish to be admitted to a University program. Boyd reported that a few years ago a committee recommended a vice provost be appointed to deal specifically with community programs; such academic programs will not be the responsibility of the vice president. Albrecht said a program like this lives on new ideas. Advisory Council members suggested that a program development committee composed of both faculty and community members might be very helpful.

11. Admissions requirements and improving the undergraduate quality of the University. Last year, Boyd reported, the University of Oregon was the only member of OSSHE wanting higher admissions requirements. The Board was told we would probably come back to request such requirements this year. Albrecht reported a study that indicated a .25 raise in GPA would result in a decrease of 400 student FTE the first year, but this decrease would not continue. Budgetary protection would be important during the slump. Those advocating the raised requirements believe that they would make the University more attractive to those Oregonians who now go to Stanford, Berkeley, Reed or other high quality schools. At present efforts at recruiting highly qualified students have started.

In figuring entrance GPA the UO does not distinguish among high school courses; discussions with high school spokespeople will be held to see if improved quality can be accomplished through selecting courses, though many high schools object to university "dictation" of curricula. It would be important, Boyd said, to work with OSU on admissions requirement changes; if the OSU faculty would support such a move, it would help; McVicker is currently philosophically oriented toward open admissions.

The question about the effect of a raise on minority admissions was raised; Boyd reported that financial, educational and social-psychological support were more important; the 3% exception factor could be used if necessary, though it is not used much now. Questions were raised about the attractiveness of the UO program even if standards were raised; the decision to come to Oregon is based on many factors. Questions arise about what we are doing now for well qualified students. Honors sections of large courses may help attract gifted students. Honors College does not appeal to some students who are highly specialized in their interests. Departments can start setting up honors programs.

Posner reported that it is widely believed that the Administration is only interested in numbers. Boyd stated that faculty must realize that the proper attention must be paid to numbers in order to have quality. There was considerable discussion about the extent to which the Administration should go about "jawboning" about excellence with the faculty. Caulfield suggested a blue ribbon committee to review and make recommendations. Olum raised the question as to whether that committee should be appointed by the Administration or by the faculty. He objects to the Administration taking over curricular responsibilities. Boyd and Olum will move on the topic of a committee but will confer with the Advisory Council.

12. Ethnic Studies

Olum will distribute Baldwin's statement and the budget for discussion next time.

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Agenda for next week: Review of topics to discuss with the OSU Senate Executive Committee (including the "baskets", academic calendar, and admissions requirements). Ethnic Studies. Review of old items.

ADVISORY COUNCIL  
University of Oregon  
Minutes

Nov. 28, 1977, 2:00-4:30 p.m., Conference Room, Johnson Hall

Members present: Exine Bailey, Barbara Caulfield, Edwin Coleman, Richard Littman (Chair), Michael Posner, Norman Sundberg (Secretary), Sanford Tepfer

Others: (2:00-4:30) Gerry Tyler, ACE Fellow  
(3:00-4:30) Provost Paul Olum, President William Boyd

1. Minutes

No corrections. Some committee members commended the minutes for being well expressed.

2. Faculty Personnel Committee

Bailey and Tepfer reported briefly on their discussions today. The FPC will send the AC a memo covering the problems they wish to discuss with us, including appointments "with the rank of."

3. Affirmative Action

Littman reported that there will be a meeting with Myra Willard at 2:30, Monday, Dec. 5. Members noted that she will have been at the University five years and wondered about the nature of her appointment. Some topics to discuss with her included time problems of handling appointments, if any; general difficulties and cooperation with university offices and units; and evidence of statistical progress. Littman will request a report from her.

4. Meeting with OSU Senate EC

Littman reported that Stone did not feel anything had to be prepared or discussed ahead of time. OSU seems especially interested in retirement information (for which the study committee is being selected at the UO right now). The meeting will be in one of the Century Rooms in the EMU; AC members will pay for their lunches but the President's office will pay for the guests.

5. Meetings with Lane legislators

Littman distributed copies of letters from legislators (including one referring to "Sane County"! ) and a draft response to Senator Wingard. He has also had telephone calls. All are positive and a meeting will be arranged in late January or early February in an evening in Littman's home. Each AC member is to let Littman know of exclusion dates during weekdays in late January or early February.

6. Ethnic Studies

Caulfield distributed a letter already in the mails.

7. Faculty Job sharing at the University

Littman presented a problem he had heard about from other faculty members, that of husbands arranging to have wives take one-half of their appointment at the University. AC members expressed some concern about how these appointments were handled and decided to bring the matter up with the Provost later. Some mentioned the sharing should not be limited to spouses, but might include any qualified people. Tepfer stated that recruitment for joint appointments, when both were qualified, may be facilitated by the flexibility that the UO provides. There was some consideration of whether the University should make an announcement about this

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practice; the consensus was that a more restrained procedure should be used. Posner noted the dangers involved in encouraging the splitting of appointments among one's relatives and friends.

#### 8. CSPA Update

Sundberg reported that a draft document dated Nov. 23 combining the three committee reports had been circulated and an open meeting was to be held Nov. 29 with CSPA faculty and students, followed by a full committee meeting on Nov. 30. Sundberg reviewed the main points of the draft document, and again noted the importance of seeing this activity as a general university problem in cross-disciplinary cooperation. Tepfer pointed out the discouragement given to one of his faculty members who had devoted a great deal of energy and time to multi-disciplinary studies and research in environmental problems, had not obtained outside funding and suffered distinct negative consequences. At the present time it is probably quite difficult to get promotions and tenure if one steps outside of one's department in some sections of the University; Littman observed that these negative incentives and consequences are not true in every department or school. There was discussion of the need for rewarding people who contribute to "institution-building," especially in this university which depends for its quality on a high amount of faculty participation. Coleman stated that there was a need to reward people "who wear several hats." Sundberg added that he has an appointment with President Boyd later this week and would like to have another AC member go with him; Littman will also attend the meeting on Dec. 1.

(After 3:00)

#### 9. President Boyd's absence

Boyd will be gone on a visit to the Soviet Union, Dec. 7 to 15.

#### 10. Use of Summer Session "savings" and University budget in general

Littman raised a question brought up in earlier discussions: If units could make a reduction in Summer Session expenditures, could the savings be used in the regular sessions, thus providing an incentive for SS savings? Olum responded by reviewing the general budget problem again, i.e., the cut of \$900,000 last year and \$1.4 million next year. The University is not optimistic about relief through going to the Emergency Board; there may be some help by postponing the April salary increases until the fall. Also his office is checking the cutting of some administrative positions from 12 months to 9. Olum said things are very bad now, though there is no plan to cut the SS budget any more. Some AC members noted that the SS generated important student credit hours. The question was asked: Is it likely that the budget in coming years will suffer from an accordion effect? The response was what someone had heard at a meeting: "If you see light at the end of the tunnel, it is evident you are facing the wrong way." Boyd said the only optimistic note is that the State is prospering now from income taxes rising because of inflation. However, there are increasing demands to cover more of the public school costs, even though the State is already supporting schools at a high level. It was noted that the University is also becoming a "squeakier wheel" in regard to getting more money within the State System by challenging some traditional policies and procedures. It is not clear yet whether this will result in long term gains.

#### 11. Graduate student enrollment

Boyd and Olum noted that the University needs to attract more graduate students and that there are no quotas on students now as in the past. AC members indicated that many faculty members are still under the impression that there are limits, and suggested that the message be put out to department heads. Some departments have made proposals to obtain more masters candidates and have been allocated funds to facilitat

the process (e.g., in the Counseling program in Education). Possibilities for more interdisciplinary masters programs were mentioned.

12. Presidential and Provostian meetings with department heads and faculty  
The discussion led to the suggestion that the central administration meet occasionally with department heads throughout the University. Information cannot be counted on to filter down from meetings with deans alone. There is the added consideration of benefit from direct contact with the President or Provost. Boyd and Olum agreed that it might be good to have such departmental heads meeting once a term, starting next term. AC members also suggested that it would be useful to have a question and answer period at general Assembly meetings when the number of business items was small. It is important for as many people as possible to gain perspective on the general state of the University by direct reply to concerns they express.
13. Job sharing (again)  
Olum reported that there were 4 or 5 cases of sharing of positions, generally with the reduction being on the part of a husband in favor of his wife. He noted that the matter is a delicate one and has been carefully worked out in contracts which have been reviewed by Affirmative Action and the University lawyer. The new appointment must satisfy criteria for job need. There must be careful plans for what happens if there is a rupture in a personal relationship such as separations or divorce, especially in regard to tenure. The advantages of job sharing are generally in the area of expanded research, productivity, more eligible persons for committee work, and more undergraduate and graduate student supervisors though the total teaching load remains the same. The tenure review provisions are in proportion (e.g., a half-time person can go 12 years before a tenure decision has to be made) that the contracts could be seen by AC members if desired. Though there are no instances now of job sharing among people other than married couples, other arrangements would be possible. Posner again raised the caution that we should not be seen as encouraging nepotism or inviting cronyism. It was agreed that the best way to publicize the policy would be through the meetings with deans and department heads rather than by a general memorandum.
14. "The Rug"  
Littman raised the question about the expenditure of University equipment funds for the Autzen Astroturf. Boyd provided a memo from Ray Hawk dated Aug. 6, 1976, on the matter. The arrangement is that the costs are pro-rated to HPER depending on percentage of instructional use; Autzen has been especially needed for instruction when the nearby fields are wet. The Astroturf is not lasting as predicted and certain kinds of injuries may be increased, so the Stadium may go back to grass. Caulfield raised questions about how instructional usage is determined and justified and whether credit is taken for practice time for the team. Questions were also raised about the ASUO paying for intramural programs.
15. The new sports arena  
Boyd gave some historical background on the plans for the new civic center for the performing arts and the proposed basketball or sports arena. He noted that a joint facility seems inappropriate now. He has taken the position that the University will do nothing toward a sports arena that will injure chances for the performing arts center; the strategy is to make the two interest groups support each other.

## 16. AC terms of office

Responding to a question, Boyd indicated that the proposed two year staggered terms for AC members seems a helpful move. He and Olum will meet soon with von Hippel's committee.

## 17. AC meeting with OSU Senate EC

Boyd raised the question of discussion of the "baskets," the statements about administrative consultation with the faculty and relevant governance topics. He stated that he did not expect the State System to adopt a more liberal arrangement than we have here, and that this arrangement is satisfactory to him. Both Boyd and Olum do not see the present statement about "baskets" as threatening. (It was noted in passing that the AC legislation on this campus goes back about 70 years.) Littman also reviewed the other items we have on our agenda to talk over with the OSU people. Boyd mentioned that OSU has overrealized its enrollment; so does not have the same budgetary ~~enrollment~~. It was noted that OSU has managed to have close relations with the legislature, and we might learn something from them about their approach. Boyd raised the question about the dangers of giving the impression that UO and OSU were ganging up on PSU.

## 18. Chancellor's use of IFS

It was mentioned that both the AC and the OSU Senate EC did not have direct relations with the Chancellor's office and he relied more on the Inter-institutional Faculty Senate to represent the faculty. Boyd noted that the Chancellor might not want a presidential advisory body. On the other hand, there are problems on this campus because the IFS members are not elected here. It was noted that we need to discuss this matter with the former AC and IFS members.

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Items for the next meeting: Discussion with Myra Willard, review of plans for meeting with OSU people on Dec. 14, CSPA update, IFS-AC relations.

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ADVISORY COUNCIL  
University of Oregon

Minutes

December 5, 1977, 2:00-5:30 p.m., Johnson Hall Conference Room

Members Present: Exine Bailey, Barbara Caulfield, Edwin Coleman, Richard Littman (Chair),  
Michael Posner, Norman Sundberg (~~Chair~~), Sanford Tepfer

*Secretary*

Others Present: 2:00-5:30 Gerry Tyler (ACE Fellow)  
3:30-5:00 President William Boyd  
3:30-5:30 Provost Paul Olum

1. Minutes

Since not every one had received the minutes for the last meeting, they were conditionally approved subject to members corrections.

2. OSU Senate EC meeting reminder

At 12:00, next week, Wednesday, December 14 in the EMU. Littman has distributed a set of materials on admissions from last years Council, and a statement about retirement sent from OSU.

3. Summer Session appointments

Littman distributed a table showing dollars and percentages of SS budget and FTE by professorial ranks and GTF's in the College of Arts and Sciences and the professional schools. Discussion centered around pros and cons for attempting to skew ranks to save money.

4. Proposed invitation to Graduate School Dean

Littman reported that Aaron Novick had never met with the AC. There seemed a number of things that could be discussed including ways in which research might be stimulated in various areas on campus. The AC agreed it would be good to meet with Dean Novick and will do so in January.

5. No December 12 meeting of the Council

Since several people cannot come, and President Boyd will be gone, the Council will not meet on December 12.

6. "Turf" letter

A short discussion of the letter received from Boyd last meeting raised questions about whether HPER's or other units' instructional funds are expended for Autzen Stadium as user fees and whether instructional and equipment funds are going into Mac Court for similar user fees. These questions might be raised again at a later meeting.

7. Ad Hoc Committee to Study Faculty Retirement

The AC has been requested to send a representative to the committee being formed as a result of the motion the AC submitted to the Assembly. Sandy Tepfer agreed to serve. The chair of the committee is Paul Swadener, and other members are J. Acker, W. Basye, D. Lowndes, B. McCue, I. Niven, F. Scott, and H. Osibov.

8. Inter-institutional Faculty Senate

Littman reported a discussion with Beverly Fagot, who is on the IFS; she believes that IFS representatives should be chosen in a different way to more clearly

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represent the faculty. The AC was not sure how all the University IFS members are selected now; M. Wattles has been requested to provide the legislation dealing with IFS. Fagot will speak with Clyde Patton, a former representative, and consider introducing faculty legislation.

9. Meeting with University Affirmative Action Office director, Myra Willard
- Willard could not give an update full report on the status of women and minority groups at the University but did distribute a summary of academic appointments for 1975-76 and 1976-77. An EEOC report is due to be submitted in January. Willard reported that the AA office is also responsible for monitoring the removal of barriers for the handicapped. The office has a staff of four people. Willard noted that the percentage of regular, professorial-level women appointed dropped from 30% in 1975-76 to 14% in 1976-77. Earlier the percentage had been as high as 38%. Asked about the likely causes of the change she mentioned that regular appointments in 1976-77 were in traditional male-dominated sections (business, natural science, and athletics), that there seems to be more apathy about AA all over the country (it's back to "business as usual"), and that there may be some fear of reverse discrimination accusations (the "Bakke syndrome"). The minorities at the University are very small. Coleman said that on the University teaching faculty there were only 6 Blacks, no American Indians, and no Chicanos. Enrollments of minorities have gone down in recent years, though enrollment of women has gone up.

AC members asked what should be done. Willard responded that we must reemphasize affirmative action, not just non-discrimination. Someone mentioned that at one point the University held open several incentive positions to a restricted group of departments and schools that could first nominate qualified minorities or women for appointment by a deadline; discussion of the legality of this suggested that such an action is permissible, since the positions are not quotas for minority or female appointments, and are not permanently reserved; beyond a deadline others could be appointed. Willard reported that the incentive program did result in well qualified appointments. She also raised the question about areas of University emphasis, especially areas which are male dominated, and noted that extra efforts have to be extended there. AC members asked if OSU and other state institutions were in a similar situation; Willard responded that she did not know, but that members of the American Association of Affirmative Action reported similar fall-offs in AA in other parts of the country.

(After 3:30)

10. Planning for capital construction

Littman noted, and the President agreed, that the planning schedule should be revised so that he and the Council could become involved in the planning process at an earlier, more appropriate point. Several handouts on capital construction were issued. Boyd pointed out changes from the program discussed earlier with the planning subcommittee. For instance the classroom improvement item (which the AC emphasized in its discussion with the Planning Committee) has now been split into two items, one for large lecture halls and the other for small classrooms. The Library addition also receives higher priority. It was noted that science faculty and others have strong feelings that library accessibility is important and are opposed to distant storage. Boyd stated that the AC members should look over the material and get in touch very soon with Olum; if there are no objections Olum will tell Dave Rowe to move the materials forward on December 8.

## 11. Affirmative Action (again)--sexual orientation

The possibility of using incentives to obtain minority and women staff was mentioned. Boyd distributed a letter to Professor Vetri dated November 30 interpreting earlier faculty legislation (dated April 7, 1971) as stating that equal employment opportunities existed without regard to several characteristics including "and any other extraneous considerations" which, in his view, includes sexual preference. He hopes this statement of continued University policy will avoid public hearings and protect the University against a backlash. Olum will check further with Frohnmayer on the earlier legislation and its intent. The AC showed consensus in support of the President's statement of the University policy.

## 12. Needs for faculty understanding of Library developments

Boyd mentioned that it would be important to have understanding of future developments of Library storage and retrieval. He suggested that a colloquium be organized to explore and publicize possibilities. It is impossible to continue ever increasing storage. Sundberg noted that a recent Chronicle article indicated that academic scholars are turning more toward central repositories such as the Library of Congress, and many notable university libraries are finding it impossible to keep up with acquisitions. Olum said that Dean Baldwin is studying the library needs and problems of the faculty for the coming years, and suggested that the AC might want to discuss the situation with him. Olum will not move ahead on this topic until he hears from the AC.

## 13. Neuroscience plans

Olum reported that there is an exciting new possibility arising in Biology, Chemistry and Psychology. The first two of these departments have three positions vacant and they have decided to commit them to the area of neuroscience, which is unquestionably a very promising area for the future. Such a development would be building on the existing strength in the Institute of Molecular Biology. Ultimately they would like to have an institute, but they will start with making basic appointments. (An institute would require Board approval.) The heads of the three departments endorsed the program recently, and a search committee for a director of the program will be set up soon, appointed and overseen by Deans Novick and Baldwin. At present over a dozen faculty members are primarily in the neurosciences.

One of the early problems in getting the group organized related to the different interpretations given the term neuroscience. Some would keep it narrow and confined to non-human systems; others would include research with human beings. Posner indicated that he was pleased a broader interpretation is now being emphasized. This rapidly developing area which includes neurophysiology, neurochemistry, and physiological psychology has taken on a broader range nationally so that behavioral studies of brain function in humans is included. In this connection, Boyd mentioned the importance of consulting with the UO Health Sciences Center in Portland on areas which relate to their interests so that we can make "common cause" as much as possible with them instead of being at cross purposes.

## 14. Endowed chairs

Boyd discussed some possibilities for endowed chairs at least one of which will be announced imminently. He thinks the University should have 40 by the end of the century. A chair now is based on an endowment of one-half million, but this must be raised to one million in five years in recognition of inflation. For example, Johns Hopkins already lists its chairs as one million.

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15. Budget review--1978-79 planning

Olum distributed a rough first-go at a budget--to be held confidential now. The total liabilities for next year came to about \$200,000 and the total assets about \$1,400,000. Proposals for cuts in non-instructional areas under Olum's office came to about \$370,000. There still are about \$230,000 in cuts to be obtained somewhere in the University. One item on which the AC showed consensus was the elimination of fall and winter commencements, which does not have a very old tradition at all; sad to say it would save only \$9,000. There was some discussion of possible cuts in other areas of the University's operations; the difficulty of getting an objective picture of these other units was discussed.

16. Next meeting (again)

The next regular meeting of the AC will be Monday, January 9. In case of urgent matters, it was agreed that as many as possible of the AC members would be on call to meet with Olum or Boyd in the interim. One date to keep open if possible is December 19, Monday afternoon.

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Agenda items for January 9, 1978: Review of meeting with OSU Senate EC; meeting with Dean Novick; follow-up on IFS planning; discussion with Dean Baldwin about library needs; further budget consultation; discussion of final CSPA committee report, the role of the AC and a meeting with Dave Povey and Jim Kelly.

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Luncheon menu for December 14 -- Tossed salad, baked chicken, mixed vegetables, rice pilaf, apple crisp, coffee, tea or milk.