

ADVISORY COUNCIL  
University of Oregon  
Minutes

UNIVERSITY OF OREGON

OCT 27 1977

PRESIDENT'S OFFICE

October 24, 1977, 1:30-3:30 p.m., Johnson Hall Conference Room (with notes on meeting with faculty members, 4:00-5:15 p.m., Faculty Center)

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

Others: (1:30-5:15) Gerry Tyler (ACE fellow)  
(2:30-3:30) Provost Paul Olum

1. Minutes

No corrections were noted on the minutes for October 10 and 17.

2. Announcements and items from the floor

- a. Bailey distributed a letter from Solon Stone, Vice-Chairman of the OSU Senate Executive Committee.
- b. Student records policy is an item of concern; a meeting with Bob Bowlin, Dave Frohnmayer and Bob Albrecht is being planned for Nov. 7 or 14.
- c. Regarding the Amazon Housing appointments (Finrow and Fairchild to the Policy Board and Toll to the Appeals Board), Littman and Sundberg have had some calls and expressions of concern from Walter Sheasby, a student in the housing project.
- d. The lawyer for Athletes-in-Action stated that he will advise them to accept the President's recommendation in reaction to various protests and resolutions, namely that the religious service be held at the end of the game.
- e. Andrew Thompson was appointed by the President to the ROTC committee.
- f. Littman and Coleman are on the Senate and will speak for the Advisory Council motion to establish an ad hoc committee on retirement.

3. Advisory Council policy on releasing information

The question of who should give out information about Advisory Council decisions and when that should be done was discussed; the question arose in connection with the Amazon student requesting the names of Advisory Council appointments. It was noted that our proceedings are confidential, and meetings are closed. Bailey reported that this condition had been checked with the University attorney. Minutes are distributed to Advisory Council members, the President and Provost (and at present to the ACE fellow) only. The decision of the Council was that the only person to release information would be the Chair or that the information would be put in the hands of the President. It was suggested that the topic be discussed with the President later.

4. Lobbyist for OSSHE

One of the topics for discussion next week with the OSU Senate Executive Committee is their interest in a lobbyist. We discussed whether the faculty or the University can hire a lobbyist. Stoddard Malarkey had one-half time released to work with the legislature last year. Bailey and/or Littman will talk with him about his status, what he did, and whether he thought he was effective. Coleman noted the importance of keeping abreast of information from the legislature.

5. Letter to Lane County legislators

Littman distributed a draft letter. We discussed whether there should be a definite agenda or not, and decided to leave it open. The purposes for the meeting are (1) to establish relationships, so that when information is needed legislators

(OVER)

know whom the call and vice versa, (2) to learn about legislators' needs and concerns about the University, and (3) to find out how faculty might best approach the legislators. We also talked about some specific concerns such as an explanation of underfunding and its impact on the University, poor broadcasting division support, equipment problems, the library. Posner expressed concern that we not bring up specific problems about which we would be uninformed. It was suggested that an evening meeting in an Advisory Council member's home would be desirable, and the President's expense account might cover it.

6. Advisory Council liaison with the CSPA-related reorganization committee

Littman distributed a memo from President Boyd dated Oct. 17 appointing the 13 members of an ad hoc faculty committee to deal with securing University-wide involvement in the curricular offerings of CSPA. The chair is David Povey. It was suggested that Sundberg serve as liaison to the committee, though he protested that the Advisory Council might want to have someone else who has been less involved with the School. The Council was in favor of his serving and he agreed to. The Advisory Council liaison person will attend meetings and bring back information on its progress so that the Council can advise the Administration.

7. Ethnic Studies

The discussion began with a question about whether it was proper for the Advisory Council to get into questions of proper compensation for personnel. Coleman stated that the Ethnic Studies program has not been effective and there is a serious question about its being undermined by the across-the-board budget cuts. As President Boyd has pointed out with Classics, small, needed programs require special protection from routine cuts or they fall below a viable status. It was pointed out that the original intent of the program was not to serve minority groups but to enrich the education of all students. It also was not set up primarily to give a lot of certificates so the fact that it has only given 5 is not a critical matter. It was set up by faculty legislation because many people felt that the traditional departments were not providing adequate cross-cultural offerings.

After this brief historical review, the Advisory Council agreed that recriminations about past actions were unprofitable and that we should recommend for the future. After considerable discussion, it was decided that the budget should be raised to a point where there was a viable program, and the ending budget of 1974-75 seemed a good guideline; it would entail another full FTE to be added. The following motion was proposed by Tepfer with some addition from Posner and seconded by Coleman:

An examination of the history of the Ethnic Studies program, which was set up in response to faculty legislation, shows that its current status is a faltering one. We recommend that the Provost find funds to bring the Ethnic Studies budget back to the neighborhood of \$45,000 for the coming year and that recruitment be set in motion immediately.

The motion passed unanimously.

(2:45--Advisory Council joined by Provost Olum)

8. Ethnic Studies, continued

The motion was presented to the Provost. Tepfer pointed out that there was no intention of pejorative judgments about the persons involved. In reviewing the budget again, Olum questioned whether the amounts listed were being spent and indicated

these need to be checked. The implication for an addition next year, if the budget we had available is correct, is approximately \$11,000. It was noted that it is important to recruit early. This resolution is not binding; it is advisory, and was made in pursuance of faculty legislation. It was noted that the last sentence in Baldwin's memo of October 17 may be seen as a challenge to faculty legislation, and if the program is to be changed, it should not be by budgetary starvation but in a proper way; in recognition of faculty control over curriculum, program changes should be by vote of the faculty.

9. Review of administrators

Olum reported that he is proposing an ad hoc faculty committee to be appointed by the President to set up procedures to review deans and other high administrators at appropriate times. He stated he believes it is not necessary to have associate deans reviewed except in special cases and would like to leave that up to the committee to decide. The dean should be responsible for his immediate associates. Bailey reported that some schools have not had an open search and have no review of associate deans.

10. Underfunding of the University

Olum reported, solely for the Advisory Council's information, some problems with underfunding. The last legislature underfunded the OSSHE budget, because of the reasoning that there will be unfilled vacancies in personnel. But the University had already used up those salary savings in response to previous enrollment losses. The University (like other OSSHE institutions) is given a lump sum rather than a line item budget. In forward submissions, the budget submitted is the ending budget rather than the original, with the result that additional underfunding occurs. For OSSHE this makes a difference of \$2½ million. It is a technical matter of reporting budget, which the Chancellor is trying to rectify. In addition, Olum pointed out that the probable increase in Social Security percentage and base will have a more substantial effect on higher education than on the budgets of other funds of organizations.

11. Identification cards for retired people

Olum reported that there had been some protest from retired people who did not receive emeritus status; now all retired faculty get ID stickers so that they are eligible for library privileges, football tickets, etc.

12. Parking

Tepfer, despite his self-description as an "ecofreak", has come to believe we need more parking. Again it was suggested we need stricter monitoring of reserved permits.

13. Content of minutes

Olum raised the question about whether we should include as much detail, especially about appointments, as have been in the minutes. Discussion pointed out the desire for considerable detail to help people remember reasons and issues as well as simple topics or decisions. It was decided to omit references to appointments until after it was clear who will serve, and in general to make the minutes less personal. (The Secretary welcomes any further comments and suggestions.)

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Coming meetings and agenda:

October 31: Meet in the Johnson Hall parking lot at 11 a.m. Possible agenda items to discuss in Corvallis: relation to legislature, faculty organizations in the different universities, the desirability of going to the semester system (the academic calendar), raising admissions standards, authority of faculty vis-a-vis the administration (the Linde "baskets").

(OVER)

November 7: Discussion of student records. Need to review items not finished in previous meetings, especially long-range discussion items.

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Notes on open meeting with faculty at the Faculty Center, 4 to 5:15 p.m.

Twelve faculty members joined the Advisory Council members for coffee and donuts. The topics brought up were as follows:

The reduction in the summer session salaries from 22 to 20% of regular salary--the manner the decision was made, the cut itself, the continuation of the cut for next year. How self-supporting is the summer session?

Retirement--the problem of inflation for retirees and the need to cover that.

Computer facilities and access--rising costs.

Course evaluations--no value for visiting and retiring people, question of the quality of the instruments.

Central repository for library books--objections to moving little used volumes to Salem or elsewhere.

No audio-visual assistance in large classes, need for overhead projectors there.

Danger of counseling services being cut; Counseling Center has lost one-third of its staff. Need for remedial, development and preventive programs. UO has one of lowest suicide rates of college campuses now. Value of Counseling Center for saving faculty time in counseling.

ADVISORY COUNCIL

Notes on Discussions with the Executive Committee  
of the Oregon State University Senate

UNIVERSITY OF OREGON

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PRESIDENT'S OFFICE

Lunch and discussions from 1:30 to 3:30 p.m., October 31, 1977, OSU Memorial Student Union

A.C. Members present: Exine Bailey, Barbara Caulfield, Edwin Coleman, Richard Littman, Michael Posner, Norman Sundberg (Recorder), Sanford Tepfer

OSU Senate Executive Committee members present: Harold Dorn, Leo Parks, Ken Patterson, Solon Stone (Vice-Chairman), Pat Wells (Absent: Dean Booster, Roger Petersen)

Others present: Gerry Tyler and Larry Jones (both ACE Administrative Fellows)

1. Reorganization of the OSU Senate

At the instigation of President McVicker, the Senate by-laws are being rewritten. The President has released  $\frac{1}{4}$  FTE for the future chairman of the Senate, who will now be coming from the faculty; until now the Dean of Faculties has been chairman, ex officio; in addition, funds will be provided for two other Senate executives:  $\frac{1}{10}$ th FTE for the vice-chairman, and  $\frac{1}{2}$  FTE for an executive secretary.

2. Faculty Personnel matters

At OSU there is no general, elected faculty personnel committee. Personnel review is at the departmental level and may not have much faculty input. OSU has had post-tenure review for five years, and each tenured person must be reviewed every three years at least, but the review may be just administrative. Review of administrators does not seem to have a clear process, and sometimes an outside professional accreditation review is used for that purpose. It was noted that OSSHE AR's require review of the presidents every three years, initiated by the Chancellor.

3. Uniformity of faculty organization in institutions

The question about uniformity was raised, but no one spoke in favor of it.

4. Liaison with the Interinstitutional Faculty Senate

There is no formal relation between these bodies (the A.C. and Senate EC) and the IFS representatives at either institution. Minutes of the IFS tend to be delayed and their meetings are not announced much ahead of time. At OSU, the IFS representatives are elected by the faculty at large, unlike at UO. There was considerable expression of need to communicate with IFS representatives since we often have discussion issues in common, and sometimes the Chancellor or presidents use the IFS people as representatives of their faculties.

5. The "baskets"--the general policies about presidential consultation with faculty

Bailey reviewed the Linde paper and gave a copy to Dr. Stone, who was serving as chairperson. She also reviewed the Romney proposal. Since the OSU people were not familiar with the issue and were not prepared, there was little discussion.

6. Possibility of "lobbyist" for faculties of OSU and UO

OSU people noted that Legislative Acts 2702 and 755 raised questions of interest to faculty members independent of institutional matters, such as the publication of faculty evaluations and the method of voting for collective bargaining. Who can speak for the faculty? At present there is no representation. Will Post and Stoddard Malarkey were legislative liaison for the administration of the

(OVER)

universities, and were not seen as representatives of the faculty. Students were well represented and quite active. It is likely that bills on faculty evaluations and advising will come up in the next session. It was suggested that faculty members might want to introduce bills early and not wait for students. It was noted that there are experts on the two campuses who could look at issues, conduct studies, and provide background information for legislators about many matters. The possibility of hiring a lobbyist was discussed but the method and legality of it were not clear; the two chairpersons agreed to keep in touch. Someone suggested that a journalist be hired to inform faculty. Someone also said the IFA was surveying faculty to see how much they would be willing to pay for hiring a lobbyist.

7. Legislative issues study committees

Caulfield proposed that there be two joint UO-OSU committees established to study issues related to the faculty--one on fiscal matters and one on non-fiscal matters. These study groups could write position papers which would then be of use with legislators. A set of faculty members would then be informed about these issues, and we might develop prepared actions rather than being simply reactive. Some issues that can be anticipated are in regard to tuition increases, publications of evaluations and underfunding. It was suggested that our groups and the study committees meet with Lane and Benton legislators, and the UO group indicated they planned to do so.

8. University faculty budget oversight

OSU has a standing committee on Fiscal Priorities and Long-Range Planning. It was established during the 1972 retrenchment and has been continued although not very actively. It is becoming more active now. It requires expertise and continuity to understand the budgetary activities of the university. The OSU people asked for names of UO people who could work with them on budgetary matters. It was noted that Paul Civin is knowledgeable but he works in the administration and does not represent the faculty.

9. Academic calendar and the semester system

UO people reviewed the situation with regard to the early semester system and the decision of President Boyd not to do anything about the situation unless there was more pronounced interest at UO and more interest in other state institutions. Problems of transfers in the state, and the strong interest of OSU in getting community college students were noted. It was suggested that community colleges might not be opposed. There has been no discussion at OSU about this issue, but there seemed to be some interest among EC members. A.C. members noted that unless the matter is picked up at OSU, probably nothing will happen.

10. Admissions standards and improving the quality of students

UO members reviewed previous discussions in Eugene. Two questions need to be addressed: Should general GPA standards be raised, and/or should the high school GPA's be based on a selected block of courses? It was noted that better quality students might result from a selective GPA alone. The problem is more at the freshman level than with transfers from community colleges or elsewhere. It was suggested that a joint group study the matter. It was emphasized that it would be important for the two major universities in the state system to work together.

The aim of improved admissions standards is often stated to be the recruiting of high quality students, especially those who leave Oregon for Stanford,

Berkeley and other prestigious schools. However, it was pointed out that admissions changes may get at some lower level quality improvement, but the recruiting of talented Oregon high school graduates is another separate matter. For the latter, special educational programs, scholarships, specific recruiting efforts, etc., are needed. The legislature might be interested in special scholarship programs for gifted students.

11. Retirement problems

The UO proposal for a committee to investigate retirement was mentioned, and the OSU people expressed an interest in the findings and perhaps in being involved with it. It was suggested that it might be advantageous for state institutions to drop out of Social Security and develop their own system. Again it was noted that legislators might be informed about needs and problems.

12. Future meetings

We decided to meet in Eugene for lunch at 12:00 on Wednesday, December 14.

ADVISORY COUNCIL  
University of Oregon  
Minutes

November 7, 1977, 2:00 to 4:45 p.m., Johnson Hall Conference Room

Members present: Exine Bailey, Barbara Caulfield (from 3:30), Edwin Coleman, Richard Littman (Chair), Michael Posner, Norman Sundberg (Secretary), Sanford Tepfer

Others: (2:00-4:45) Gerry Tyler (ACE fellow)  
(3:00-3:30) Robert Albrecht, Vice Provost; Robert Bowlin, Dean of Students;  
David Frohnmayer, Legal Consultant  
(3:00-4:45) Paul Olum, Provost

1. Minutes of meeting with OSU Senate Executive Committee  
No corrections. It was suggested that a letter be sent to Solon Stone mentioning items for the next meeting and sending a copy of our minutes from the meeting at Corvallis, noting that the minutes are confidential.
2. Letter to Lane County legislators  
Littman mentioned his draft and received a few corrections or changes.
3. Recommendation against released time for service on the Faculty Personnel Committee  
Littman shared the Olum memo, which was probably received since released time was discussed by the Council last year. It seemed questionable that departments would be willing to reduce load if the business is University-wide. Discussion by members who had been on the FPC and others generally was against granting released time by the University in a formal way. The amount of time for reviewing cases should be less than in the past because there are fewer; questions were raised as to whether the FPC was spending excessive time since college or school personnel committees already have done extensive work. The conclusion was not to do anything about the issue now. Littman was authorized to discuss the review of "lower" personnel committees with Duncan, Chair of FPC.
4. Report on liaison with the CSPA "Program Reformulation" Committee  
Sundberg stated that there was no official title for the committee in the President's memo setting it up. As the A.C. liaison person, he has talked with David Povey, the Chair, and some others, but has not yet had a chance to attend meetings. The impression is that Povey has done an excellent job setting up the Committee and distributing tasks on short notice and with an early deadline. The report is due this term. There was considerable expression about the difficulty in getting departments and schools to contribute sufficiently to maintain full CSPA programs (with CSPA's budget to be cut in half next year) without additional money. Some committee members said they felt "nervous" about the administrative support for the reorganization of program and gave several signs: the late appointment of the committee (Oct. 17) a month after the names were submitted; little direct involvement by administrative people who made the original decision; and lack of budgetary flexibility. Incentives for departments to cooperate are especially difficult; at present the only incentives are negative--the President's threat to cut budgets if departments did not help out. It was suggested that it would help if the Provost or others would meet with the committee more often and discuss these problems and the real depth of administrative commitment. It was noted that multi-disciplinary efforts, by their nature, must have central support and encouragement.

The Administrative Review Committee

Littman reported on the Committee set up to review possibilities for making cuts in the University's administrative budget. He reported that instead of a costly

(OVER)



outside management consultative team, the Chancellor's office is doing the auditing. They have decided to audit not only the Business Office but also Personnel, Faculty Personnel and the Office of Affirmative Action. The Committee members are R. Perry, Robert West, and Gordon Powell. The target date for completion is January 15. Questions were raised about the objectivity of a review by a related business office and about adequacy of faculty overview.

#### 6. Ethnic Studies

Littman reported that the committee had met with Baldwin last Monday and the chairman was quite discouraged about the willingness to commit additional money to the program. Tepfer said he was willing to serve as an A.C. representative if there needs to be one working on the problem.

#### 7. Next A.C. open meeting with faculty

Littman reported petty difficulties in paying for coffee and donuts. The Faculty Center seems a good place to meet but if the turnout is large, members will need to split up and move to different rooms to talk with faculty members. We decided to have the next meeting on January 16 (Monday) at 4 p.m. Caulfield stated she will look into problems raised last time about the Computer Center.

(After 3:00 p.m.)

#### 8. Absences

It was noted that President Boyd is in Israel until Nov. 10. Provost Olum will be gone next week.

#### 9. Student records policy

Bowlin, Albrecht and Frohnmayer reviewed and discussed student records issues. In 1972 a faculty-student committee set up the present policy, which is quite protective of privacy but open to individuals involved, and the policy was promulgated from the President's office. Since then the Buckley amendment has complicated the picture and it is necessary to revise the policy. Discussion centered for a time around admissions files including recommendation letters. Frohnmayer cautioned against destroying them, because of potential litigation like the Bakke case, until the statute of limitations expires. A successful applicant can see his or her file (unless a waiver was signed), but an unsuccessful one cannot. Moving from one program to another in the University starts the case anew. The University could be more open than the Buckley act if it so specifies. Albrecht raised the question of whether there should be a standing faculty committee to oversee records problems. Discussion suggested this was not necessary, but that an occasional ad hoc committee would suffice. It was noted that the complexity of the law requires legal assistance, and that other faculty can best contribute information about needs for access and practices of the faculty that might be affected by the policy. There was some discussion of need to inform and enforce faculty protection of privacy which is violated by posting of names with grades and unsupervised availability of returned papers. It was also noted that to have access to a student's transcript a faculty member has to have a legitimate educational reason, but the faculty member need not be the advisor. Frohnmayer stated it was important to set up the ad hoc committee soon because the temporary rule will expire and the work should be finished by February. He also noted that the final arbiter of such policies is the FERPA (Family Educational Rights and Privacy Act) office in HEW. The A.C. would like a report back on the options being considered later as the ad hoc committee comes to them.

#### 10. Athletes in Action

Olum reported that the A-in-A people accepted placing the religious service after the basketball game. He noted, however, that they are being warned that in the

future there should be no religious services at all unless they follow the regular procedures. It would be good if the A.C. would be consulted before the contract is signed next year.

11. Ethnic Studies (again) and the issue of "budgetary death" of faculty legislated program Olum is still waiting for information from Dean Baldwin. A special meeting of concerned parties and a representative of the A.C. may be necessary. Posner raised the issue of the meaning of faculty establishment of programs if the administration can do away with them by starving them fiscally. Olum noted that there was no going back to the faculty with the suspension of the School of Librarianship. The question of faith in the administration's efforts were raised. Coleman stated that the Ethnic Studies Committee often feels it is useless and not listened to; its recommendations are for naught. Olum stated he would like to hear from the Committee directly and that without such a meeting he is reluctant to interfere in the intern workings of colleges. Coleman has suggested that the Committee meet with Olum. Tepfer mentioned the importance of the principle of a minimum threshold in the budget for a program to be viable.

12. Summer session and general budgetary concerns

Littman brought up the concern at the open faculty meeting about cutbacks from 22% to 20% for faculty summer salaries, and the continuation of this next year. Olum confirmed that 20% is being planned. He stated that there are additional losses in University budget that must be accommodated amounting to a total of \$1,600,000. These include \$400,000 from the Hansell plan, \$550,000 minimum for OPE increase and perhaps more depending on Congressional action on social security, \$212,000 from the 2% underfunding of faculty salaries, \$150,000 from the 2% underfunding of classified salaries, \$150,000 for classified staff increases, \$100,000 to set up the new office of Vice President of Public Service, and \$100,000 to cover the one-year cutbacks on hiring used for this year only. The sources for covering the \$1,600,000 include \$400,000 from CSPA and Librarianship, \$82,000 from increased overhead receipts (now at 71%, a figure which will go down the following year), and several amounts from reserves, some of which are unclear at the moment. So regarding the summer session, the argument seems to be that there must be some cut. In Olum's opinion, which was not accepted by some A.C. members, summer teaching is lighter than regular session teaching and faculty are being paid only for their teaching. Tepfer said this argument will not "wash" with faculty members. The question was raised about cutting administrator's salaries in the summer. Olum replied that administrative appointments are based on twelve months and it wouldn't be appropriate to cut them without cutting all appointments. He did, however, say that he is trying to move administrators to nine month appointments with a supplement for summer; this may be a way of saving. Maybe departments could be ranked small, medium and large with appropriate flat stipends during the academic year and proportionate amounts during the summer; the administrator's base would not be increased and the stipend would inhere in the position only. There was general A.C. support for this move. Caulfield suggested that, like some industries, the University might shut down the whole plant for a period.

13. Audit of the Faculty Personnel Office

Dr. Osibov has expressed concern to Olum about the Faculty Personnel Office being included in the investigation being conducted by the Chancellor's office on administrative expenses (mentioned in item 5). Olum had talked with some of the Review Committee members but did not know that offices other than the Business Office were being audited for efficiency. It was suggested that the A.C. discuss

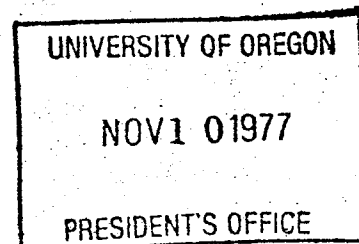
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the item with President Boyd next time to find out how the audit team was chosen and the relation to Osibov's office. Caulfield mentioned the importance of comparative data on business office efficiency and costs from other universities. Again the question was raised about the Business Office being investigated by people from a closely related business office. Several A.C. members stressed the importance of having a Faculty Personnel Office with services that Osibov renders.

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Agenda items for the next meeting, Nov. 14:

Discussion with Boyd about the Faculty Personnel Office  
Progress report on the CSPA Program Reformulation  
Follow-up on the Ethnic Studies Committee situation



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ADVISORY COUNCIL  
University of Oregon

Minutes

November 14, 1977, 2:30-4:15 p.m., Johnson Hall Conference Room

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

Others: (2:30-4:15) Gerry Tyler (Ace fellow)  
(3:00-4:15) President William Boyd, Vice Provost Robert Albrecht

1. Faculty Personnel Committee work load.  
Littman reported no discussion with Chuck Duncan yet; the item will come up again.
2. Selection of participants in the Bowman retreat.  
In response to an earlier inquiry, Littman reported that the Bowman participants have been selected by Aaron Novick and Richard Hill with the help of Muriel Jackson initially.
3. Election procedures reform for the Advisory Council and Faculty Personnel Committee.  
Following up on Assembly legislation of last year an ad hoc committee has invited AC members and many others to a "hearing" of proposals and discussion in the Student Union at 12 noon, November 18 (Friday).
4. Ethnic Studies.  
Littman reported Provost Olum has stated that it is probable that some discussion with AC participation in a meeting between the Ethnic Studies Committee and Dean Baldwin may be arranged after Olum returns to campus.
5. Inclusion of Faculty Personnel Office in the Perry Committee's Administrative Review.  
Littman reported that the Faculty Personnel Office was included because of the interest by Perry, the Chancellor's Director of Administration and Services, SSHE, and the concurrence of Vice President Hawk and President Boyd. Members reported some concern about the procedures that led to the decision to include both Affirmative Action and Faculty Personnel and indicated there may be some damage to morale; however, there was general agreement that any part of the University should be open for review of efficiency.
6. Tenure for appointments to the new Labor Education and Research Center.  
Littman reported that Albrecht will meet with us later to discuss this matter. Brief discussion now centered around the concern that the University not be left "holding the bag" if the Center or its funding should cease sometime in the future.

7. Openness of Advisory Council minutes.  
Littman reported that secretaries in Johnson Hall looked into the old minutes of the faculty and could find only the following reference: "Faculty Advisory minutes to be open to faculty and read at faculty meeting on request." The reference was from the minutes of October 19, 1916! Discussion centered around making sure that names of individuals and personnel matters will be omitted, except for the identity of members of the Council, guests, or matters brought to the Council by correspondence where identification is either innocent or useful to the understanding of an issue; continuing the practice of not publicizing or distributing minutes extensively; and, noting that the AC can properly go into executive session whenever privacy or sensitive matters require such an action.
8. Meeting regarding capital construction budget.  
Littman announced that next week Diane L. Reinhard will review Capital Construction Priorities for the University part of the OSSHE presentation to the next legislature. Evidently it is a customary procedure to have AC review.
9. Report on AC liaison with the Ad Hoc CSPA Program Committee.  
Littman suggested that Sundberg delay his report until the President and Vice Provost were present as they would doubtless be interested in his comments. Sundberg asked AC members what they wanted in the way of reports from him. The conclusion was that they would like copies of final recommendations and reports from the CSPA "Reconstitution" Committee rather than having Sundberg prepare separate summaries. Verbal reports from him to the Council were perfectly satisfactory. Sundberg also reported that Paul Olum will meet with the Committee at its next meeting, November 30, and that the internal search for the dean of CSPA has been initiated, with Professor Richard Hersh, Education, as chair.

3:00 p.m. President Boyd and Vice Provost Albrecht present.

10. Tenure matters at the University of Oregon Labor Education and Research Center.  
Albrecht briefly reviewed the situation and the AC members expressed their opinions and concerns. Albrecht stated that, as with any University faculty member, if a unit is abolished it is customary to "look for a home" for the person elsewhere in the University, but that if it isn't feasible the person can be terminated. If the current search finds a very desirable potential head of the Center who insists on tenure in a regular department, this could be arranged only if the department recognizes that it would have to absorb the person later if the Center would cease; there are several ways this might be done such as foregoing the next available appointment. AC members seemed especially concerned that lower level appointments receive tenure only in the Center. Albrecht reported that there were many highly qualified applicants and some would be brought to campus starting in January.
11. Administrative Review of the Faculty Personnel Office and Affirmative Action.  
The topic was brought up briefly again, and there was a brief discussion of procedures.

12. Report on the CSPA "Program Reconstitution" Committee.

Sundberg again stated that he was willing to serve as AC liaison, but would welcome participation by others especially since he was intimately connected with CSPA. He outlined the history, plans and outlook of the Committee based on his discussions with some committee members and attendance at a subcommittee meeting. The members were appointed October 17. Chairman Povey broke the large committee down into three subcommittees: one reviewing CSPA's programmatic needs and resources; another the needs and resources of relevant units regarding CSPA program; and one on incentives for the reconstitution and mutual support. The whole committee will receive subcommittee reports at a meeting on November 30, and a final report and recommendation will be submitted by mid-December. Sundberg stated there appeared to be three positive and three negative aspects about the work so far. The positive aspects were (1) much effort and thorough reporting by CSPA on its analysis of its program, including a move toward a unified community service and public affairs curriculum, (2) good planning and division of labor and intensive work by the chair of the special committee, Dave Povey, and (3) some occasional excitement about opportunities to develop new multidisciplinary connections and programs. The negative aspects were (1) some questions by non-CSPA people concerning the flexibility of CSPA in its proposals, (2) concerns about central administrative support for the cooperative reformulation concerns stemming from the late appointment of the Committee, the difficulty and limited experience in building programs across separate units, the budgetary stringencies and the lack of positive incentives, (3) some worry about the continuation of the community service part which is of great appeal to many students, especially women, namely the direct work with people, and the fear that the CS part of the program may be lost or deemphasized. When asked to give an example, Sundberg presented the concern about coverage of field instruction in direct service with children and others and the limited number of faculty who will be in CSPA to do this; he expressed the fear that other units in the University especially in liberal arts might not be able or willing to do field instruction because it takes a great deal of time and is likely to detract from research. Boyd pointed out that CSPA's decisions about field appointments are also crucial insofar as they elect to make appointments for non-field supervisory personnel. Further discussion of CSPA covered several points: Albrecht stated it is essential that the reformulation of program be accomplished this year, and as much as possible be included in the new catalog. It was recognized that the process is very complex and difficult. It was noted that the human and public services offer many opportunities for jobs and are likely to continue to grow. Applied social science research appeals to many professors on campus, if they can find ways to cooperate. Boyd mentioned that willingness to participate in multidisciplinary efforts needs to be encouraged and rewarded by such things as tenure and merit increases. Some AC members noted the positive effect of the President's "State of the University" speech to the first Assembly meetings and encouraged repetition and elaboration on relevant points, in order to continue reassurance and encouragement for multidisciplinary and applied work. Boyd mentioned that he would talk with Sundberg about possibilities along this line.

13. Visit to Israel.

Boyd talked enthusiastically about his recent ten day visit to several universities in Israel. He noted their interest in faculty and student exchange, and the AC discussion was encouraging about looking for ways to do this.

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Agenda for next time: Faculty Personnel Committee workload, AC election procedures, capital construction plans, CSPA up-date report, any items to work on for the coming meeting with the OSU Senate EC.

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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.

(OVER)

UNIVERSITY OF OREGON

DEC 1 1977

PRESIDENT'S OFFICE



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 facilitate

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.

ADVISORY COUNCIL  
University of Oregon  
Minutes

November 21, 1977, 2:00-4:45 p.m., 121 Susan Campbell Hall

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

Others: (3:00-4:00) Provost Paul Olum  
(3:00-4:45) Campus Planning Committee members: Diane Reinhard, Robert Harris, and David Rowe  
(4:00-4:45) Gerry Tyler (ACE fellow)

1. Minutes

No corrections.

2. AC and Faculty Personnel Committee election proposal

Littman reported on the proposals by the ad hoc committee chaired by Peter von Hippel. The recommendations for both committees were for two year terms and 8 members, one-half to be elected each year, and no rules on area of representation. In general the discussion last Friday supported these recommendations, though there was considerable discussion on some items, especially the counter proposal that half of those elected be from professional schools and half from Arts and Sciences. Voting procedures, such as "bullet voting" (allowing fewer votes than the number to be elected) were discussed.

3. Faculty Personnel Committee workload

Littman reported a conversation with Chuck Duncan; the FPC will ask the AC to send representatives to a meeting. Bailey and Tepfer volunteered.

4. Athletic Department use of University equipment monies

Littman reported he was informed that \$40,000 from the University equipment budget has been appropriated to repair the artificial playing turf in Autzen Stadium. AC members gave examples of the tremendous need for equipment replacement for instructional purposes, e.g., Media Center. It was agreed to ask the President to look into the matter as the Athletic Department should presumably not be eligible to receive such funds.

5. CSPA planning up-date

Sundberg reported that he had talked further with additional people on the committee. He noted that the CSPA problem represents a broader University need to develop ways to foster multidisciplinary programs. Political Science has proposed an international studies program and other programs crossing campus units, and the Psychology department has offered to assist in the CSPA field program by providing supervision and teaching with one or two GTF's on a trial basis next term. Council members suggested that Sundberg initiate the meeting which Boyd suggested last time to discuss ways in which the administration might encourage multidisciplinary programs in CSPA. For example, by taking notice through public statements of proposals like those from Political Science and Psychology, the President and Vice President Olum can provide the moral suasion that will liberate and encourage faculty to act creatively.

6. Joint meeting with OSU Senate EC

The AC discussed the seven items in the letter to Stone of Nov. 9. Littman will discuss agenda with Stone and assign topics for which AC members should be

(OVER)

UNIVERSITY OF OREGON

NOV 23 1977

prepared, for instance Caulfield on legislative study groups and Bailey on "baskets."

7. Summer Session

Schminke responded to Littman's request for a report on the S.S. budget by sending a long report, which AC members may read. The distribution of ranks is interesting; for example, full professors constitute a bit over one-fourth of the Summer Session faculty, though the concentration varies considerably among departments. Some departments distribute teaching assignments over the ranks on a year by year plan to achieve equity. There was a discussion of the possible uses to which S.S. savings might be put, e.g., being converted to regular year junior level appointments. The AC will explore this question with the President as it seems a positive incentive to encourage S.S. economies.

8. Affirmative Action Office

As suggested by the previous AC, Littman will try to set up a meeting soon.

9. Meeting with legislators

Two Lane County legislators have so far responded favorably about a meeting--Grattan Kerans and Clinton Boehringer (Kulongoski's replacement).

10. Ethnic Studies

Littman distributed a memo dated Nov. 18 from Toll to Olum requesting a meeting. Posner suggested that Toll's letter does not accurately reflect the AC view; it makes the AC seem to have a biased position. It was decided to write Olum indicating that the specific role of the AC in this matter is to uphold faculty legislation not plead the specific case of the Ethnic Studies program per se. The letter should restate our position--if funding falls below a certain level, the will of the faculty as expressed in its legislation is frustrated. Caulfield and Posner will draft a letter promptly.

11. Winter meeting with faculty

The AC members agreed to meet on Monday, 30 January at 4 p.m. in the Faculty Center, with coffee and donuts being served again. It seems likely that meeting once a term will be enough, unless special issues or great faculty interest dictate more meetings. An announcement will be made at the Assembly in January and notices will be published in Oregon Week, the Emerald, and by a direct memo to the faculty.

(After 3:00 p.m.)

12. Capital construction proposals for the next biennium

The three person delegation from the Campus Planning Committee distributed three handouts: a timetable; project priority lists for 1979-81, 1981-83 and 1983-85; and the "case" for change in capital construction financing, especially with an aim of developing a continuing program of rehabilitation and remodeling. Subcommittee chair, Diane Reinhard, stated the purpose for meeting with the Council was to provide orientation and obtain discussion about proposed priorities. Harris also explained the proposal to reserve funds amounting to 1-2% of capital holdings annually for renovation and remodeling for programmatic purposes independent of construction. The Council was generally favorable to that objective. The Council considered the priority list in considerable detail. It was reported that the total list of capital construction submitted to OSSHE by all institutions has been about \$200 million, of which \$48 million in recommendations will probably be forwarded to the legislature; of that, it is projected that \$18 million will be funded for the biennium. If this precedent is followed, UO would get about \$6 million.

Harris reported that the UO backlog is not atypical in all OSSHE institutions. Questions were raised about possible strategy conflicts between the general operating budget and the capital construction budget; there seemed no clear answers.

How are priorities set? They begin with projects which have been carried over from previous biennia. To them are added projects newly proposed by various units and submitted by deans and directors. The subcommittee reviews the old and new proposals and establishes a list that is arranged in priority. This is reviewed and perhaps reorganized by the full committee. Because of the pressure of time it has been difficult to arrange for consultation and review of projects, both before and after the subcommittee has done its work, by the President, other administrative officers, and interested faculty groups such as the AC. There is generally only one "go-around" though it was agreed that the same individuals and groups could profitably be consulted more than once. In any event, in the present instance it was suggested that the Planning Committee request an extension in the deadline for submitting its report to the Chancellor's office so that additional reviews could be undertaken.

Specific inquiries and suggestions---The AC particularly called attention to the possibility of breaking down classroom renovation into a few separate items; it was suggested that the Library item should be called an "addition" rather than "storage"; the nature of the work on Mac Court; the possibility of combining the Alumni Center with a Faculty Center; whether the Alexander incremental growth idea was being implemented (apparently it is, partially); and the parking structure at 14th and Kincaid, which seems potentially self-supporting. In discussing the Library, most AC members expressed opposition to a central depository that would deprive the University of opportunities to use books, but recognition was given to the need to develop new ways of information storage and retrieval. Several AC members also emphasized the need for general maintenance which is, of course, not part of the capital construction program. Finally, Posner pointed out in several places in the discussion that general campus classroom needs tended to be overlooked because projects originate in relation to special needs of schools, departments, and institutes and centers. As a result, the classrooms are not really adequate in terms of size or appointments, e.g., storage for audio-visual equipment, etc.

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Agenda for next meeting: Report on Faculty Personnel meeting, Autzen turf and equipment funds, up-date on CSPA committee, convertibility of Summer Session savings, assignments and planning for OSU meeting.

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

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

UNIVERSITY OF OREGON

DEC 8 1977

PRESIDENT'S OFFICE

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

(OVER)

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.



1. 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.

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.