

UNIVERSITY OF DELAWARE
NEWARK, DELAWARE
19711

UNIVERSITY FACULTY SENATE
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October 25, 1977

MEMORANDUM

TO: All Faculty Members
FROM: Byron P. Shurtleff, Vice President
University Faculty Senate
SUBJECT: Regular Senate Meeting, November 7, 1977



In accordance with Section IV, paragraph 6 of the Constitution, the regular meeting of the University Faculty Senate will be held on Monday, November 7, 1977 at 4:00 p.m. in room 110 Memorial Hall.

AGENDA

- I. Adoption of the Agenda.
- II. Approval of the Minutes of the regular Senate meetings of September 12 and October 3, 1977.
- III. Remarks by President Trabant and/or Provost Campbell.
- IV. Announcements - J. Pikulski, President, University Faculty Senate.
- V. Old Business - none.
- VI. New Business
 - A. Recommendation from the Committee on Graduate Studies (H. Kwart, Chairperson) regarding the duties and membership of the Committee on Graduate Studies.

In view of the concerns expressed at the October 3, 1977 meeting of the Senate with regard to the composition of the Faculty Senate Committee on Graduate Studies and the duties and terms of its membership, the following resolution is recommended for adoption by the Senate, to replace the appropriate portions of the Faculty Handbook.

RESOLVED, that:

1. The candidates for membership on the Graduate Studies Committee shall be selected by the Senate Committee on Committees from among the most experienced scholars of the faculty, people with established reputations in their research fields and a strong commitment to the highest graduate research standards.
2. Nominations of eligible people shall be taken from a register maintained by the University Officer for Graduate Studies. Nominations for membership on the committee shall also be solicited annually from the Provost by the chairperson of the Committee on Graduate Studies.

3. Committee membership elected by the Senate shall consist of six persons serving for three year terms to be arranged in a sequence such that the terms of no more than two elected members shall expire in any academic year. In addition there shall be at least two ex officio members including the University Officer for Graduate Studies and the Director of the University Library. The number of graduate student members shall be proportionate to the number of faculty members. During the transition period, members as they retire shall be replaced by members with the new period of tenure.
4. Candidates for the chairmanship of the Graduate Studies Committee shall be nominated by the Committee on Committees, and the chairperson shall be elected by the Senate for a two year term. Nominations for this position shall be taken from a register maintained by the University Officer for Graduate Studies of persons who have served at least one previous term of membership on the Graduate Studies Committee.
5. For purposes of fulfilling the conditions specified in the list of regulations above, the Graduate Studies Committee shall be regarded as a continuing committee whose record of membership and activities has not been interrupted or altered in any way by the institution of the Office of Graduate Studies implementing the recommendations of the Interim Governing Board.

B. Recommendation from the Committee on Graduate Studies (H. Kwart, Chairperson) regarding the Charge to the Committee on Graduate Studies.

In view of the recent action of the Senate in adopting in principle the recommendations of the Interim Governing Board of the Graduate College for restructuring the graduate education process, it is clear that the Faculty Senate Graduate Studies Committee requires some modification of its charge. The committee presently seated recommends approval by the Senate, for incorporation into the Charge to the Committee on Graduate Studies, of the following resolution:

RESOLVED, that the Faculty Senate Committee on Graduate Studies shall periodically receive from the University Officer for Graduate Studies a review of the progress of each department's program of graduate studies and appropriate recommendations for any action that may be deemed necessary for steering the course of such programs consistent with the objectives of the departmental Graduate Program Policy Statements and the University Graduate Policies. Any modifications, elaborations, or endorsements of such program reviews by the University Officer for Graduate Study (they may be periodic, internal, or external, as specified in the Interim Governing Board recommendations) shall be undertaken with the collective judgment of the Graduate Studies Committee membership. The chairperson of the Graduate Studies Committee in consultation with the committee shall endorse on behalf of the committee any report by the University Officer to the President, the Provost, and the respective instructional deans on the subject of departmental graduate program-reviews and any action which may be indicated.

- C. Recommendation from the Committee on Graduate Studies (H. Kwart, Chairperson) regarding the appointment and responsibilities of a University Graduate Officer.

It is clear that a close working relationship must develop between the putative University Officer for Graduate Studies and the Faculty Senate Committee on Graduate Studies. Therefore, the following is recommended for adoption by the Senate for transmittal to the President of the University for his consideration:

RESOLVED, that the University Faculty Senate strongly urges the President of the University to adopt and implement the following recommendation:

1. The University Officer responsible for graduate studies shall be designated by the President with a full-time appointment to ensure leadership in the development and maintenance of both excellence and efficiency in the graduate degree programs of the University.
2. The University Officer shall serve the departments and programs as a repository of data, as an experienced counselor, and as a source of funds for the initiation or improvement of graduate studies and research; he shall serve the Committee on Graduate Studies and the University Faculty Senate as a monitor of the quality of all degree programs by systematic evaluations and recommendations; and he shall serve the President and Provost in the comparative analyses of graduate programs both within and outside the University, to assist their judgments on the allocation of resources.
3. Among his duties the University Officer shall prepare each year for the Committee on Graduate Studies a review of the progress of each department and program in its graduate studies by juxtaposing the Graduate Record Policy Statement with the records of the students admitted, their performance in tests and theses, and their post-graduate appointments. He shall also review and report upon graduate research in departments and programs. Reviews shall be based upon reports from the department or program concerned, interviews with faculty or students, and such other evidence as he believes pertinent.
4. The annual report of a department or program by the University Officer shall, after review by the Committee on Graduate Studies, be sent by the University Officer to the President, the Provost, the respective instructional College dean, and the President of the University Faculty Senate for such actions as may be indicated.
5. In addition, the University Officer responsible for graduate education shall conduct evaluations of each department or program offering graduate degrees at the University by teams of evaluators from outside the University at least once very five years. Evaluators shall be selected by the University Officer in consultation with the department or program being reviewed. The evaluation report shall be made to the University Officer, who shall forward it with comments to the Committee on Graduate Studies and subsequently to the President, the Provost, the respective College dean, and the President of the University Faculty Senate for such action as may be indicated.

6. The University Officer responsible for graduate studies shall receive (a) appropriations from the general budget of the University for the operations of the graduate office and the award of graduate fellowships or research incentives; (b) income from various endowments established for graduate education and research; and (c) supplemental funds from the costs of overhead charged by the University to contracts, all of which shall be used at his discretion in the furtherance of graduate education and research.
 7. The University Officer responsible for graduate education shall maintain close and constant liaison with the Research Office of the University. The placement of that Office under the general supervision of the University Officer responsible for graduate studies, with a separate Officer to give energetic leadership to the development of research projects, shall be considered by the President.
 8. The University Officer responsible for graduate studies shall have a rank at least equivalent to an instructional College dean. The exact title of the Officer shall be the decision of the President of the University.
- D. Discussion of the resolution approved at the special meeting of the Board of Trustees on October 14, 1977 recommending to the governor the establishment of a Delaware Board of Regents (J. Pikulski, President, University Faculty Senate). (Attachment 1)
- E. Such items as may come before the Senate. (No motion introduced at this time may be acted upon until the next meeting of the Senate.)

BPS/b

Attachments: Attachment 1: Resolution of the Board of Trustees, 10/14/77
Committee Activities Report

October 26, 1977

UNIVERSITY FACULTY SENATE

Committee Activities

This summary reflects items contained in the monthly committee reports for September and October.

Academic Ceremonies

Discussion of procedures for selection of commencement speaker

Adjunct Academic Affairs

Evaluation of Freshman Honors Program

Review of Special Student Services Programs

Discussion of expansion of Continuing Education program

Discussion of change in administration of Summer/Winter Session program

Beverage Alcohol

Assessment of problem of drinking by students on campus

Possible alcohol education program for dormitories (with Resident Life Organization)

Budget Review

Reduction of College of Education

Allocation of State appropriations

Allocation of electricity rebates

Policy on publication of salaries

Committee on Committees

Staffing of hearing committees for grievance procedures

Replacement and appointment of Senate committee members

Development of policy for temporary replacement (sabbatical, etc.) of

Budget Review committee members

Review of charge and membership of Graduate Studies committee

Review of charge to committee on Physical Planning and Utilization

Coordinating Committee on Education

Recommendation on the Engineering Administration program

Progress report on reorganization of the Graduate School

Evaluation of the Institute for the Neurosciences and Behavior

Discussion of course duplication study

Cultural Activities

Distribution of funds to subcommittees

Faculty Welfare and Privileges

Policy on revelation of University salaries

Policy on jury duty

Use of term "Lecturer"

Fine Arts and Exhibitions

Discussion of criteria for choosing exhibitions

Graduate Studies

Interim Board report to the President and the Provost

Policy on dual graduate and professional status

Guidelines for writing degree program proposals

Monitoring of progress of students

Regulations regarding faculty retirement

6/10 registration rule

Course approval system

Proposal for an M.Ed. option in Bilingual Education

Instructional Resources

Review of organizational structure and services of IRC; discussion of concerns regarding IRC operation

Physical Planning and Utilization

Review of current University construction plans
Review of plans of University Rehabilitation Committee

Promotions and Tenure

Departmental autonomy in promotion procedure
Procedures for promotion to full professor

Speakers Board

Ongoing review of requests for funds

Student and Faculty Honors

Review of distribution of honors degrees awarded June '77 using new criteria
Consideration of report from the Faculty & Trustee committee on Honorary Degrees
Discussion of criteria for Excellence in Teaching Awards

Undergraduate Studies

Ongoing review of course additions, deletions and revisions
Review of implementation of new course number definitions

The following committees did not meet:

Academic Services, Library Committee, Nominating Committee, Rules Committee.

The following committees did not return the form:

Computer Committee, Educational Innovation and Planning, International Studies, Performing Arts, Research, Student Life Committee, Undergraduate Admissions and Standing, Visiting Scholars.

COORDINATION OF TAX-ASSISTED
HIGHER EDUCATION IN DELAWARE

State tax-assisted higher education in the United States has been uniquely successful both in the development of opportunity for higher learning and in the development of quality programs of instruction. As the cost of tax-assisted higher education has increased, two problems have emerged: (1) how to develop accountability without stifling institutions with detailed controls, and (2) how to balance the public control and the need for institutional autonomy in academic decision-making.

A related concern has been the need to maintain variety in program objectives. The role and mission of universities are not the same as those of four-year colleges or two-year institutions. A state provides for the varied needs of its post high school population through this diversity in its total program of tax-supported higher education.

One of the basic concerns in many states, including Delaware, is the tendency toward centralization of authority over higher education and the movement from individual campuses to statewide systems and from individual institutional governing boards to state mechanisms. The trend in too many states has been from state coordination to state control. There seems to be a blind faith in the efficacy of state intervention.

Tax-assisted higher education does not go its own unbridled way. There are three built-in constraints. The first is program objectives. The second is cost. Students tend to choose programs that meet their needs and their pocketbooks. The third constraint is state appropriations that limit how much any institution can do. Each of these constraints needs full play in most states and certainly do have full play in Delaware where there are three distinct institutions of higher learning and a full process of hearings on budgetary needs before officers of both the executive and legislative branches of State Government.

Each of Delaware's three tax-assisted institutions has its own Board of Trustees. Each group is dedicated and committed to the welfare of its own institution. Each group is committed to having programs of quality in the areas of its respective responsibilities. It is widely acknowledged that institutional integrity is best preserved in the long run by separate lay boards to define and protect each institution's mission. This has been the Delaware experience. This program avoids a large bureaucracy unskilled in education detail and business which can devour more of the state's substance.

It is at the same time recognized that it may be wise to have a mechanism in the State of Delaware for the coordination of the State's higher education. Some mechanism is necessary (1) to review current and proposed programs to eliminate duplication, and (2) to review and report to the responsible State officials the fiscal needs of the several institutions and to eliminate perceived or real competition for funds.

The evidence from national bodies that have studied this matter strongly recommends that the best way of coordinating a state's institutions of higher learning is through an advisory board rather than by any regulatory agency. An advisory board made up

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of members from the boards of individual institutions means that basic decisions are made inside not outside higher education and that higher education has a spokesman to the State rather than a spokesman from the State. Especially in a State the size of Delaware with a population comparable to cities such as Jacksonville, Florida or Columbus, Ohio, is it necessary to add new bodies to already existing ones, thereby increasing bureaucracy and costs?

With these background statements in mind, the following proposal for the future coordination of higher education in the State of Delaware is made:

DELAWARE BOARD OF REGENTS

That there be established a Delaware Board of Regents for higher education to be composed of the members of the Boards of Trustees of the three State-supported institutions of higher education in the State of Delaware. The Regents will have two main responsibilities: (1) to approve all permanent degree programs (certificates, associate degrees, bachelors, masters, and Ph.D. degrees) recommended by the three institutions, and (2) to approve all requests for operating and capital funds to the State of Delaware.

To aid the Board of Regents in the performance of its duties, the following four (4) standing committees would be established:

- Executive Committee
- Committee on Certificate and Associate Degree Programs
- Committee on Bachelor Degree Programs
- Committee on Graduate Degree Programs .

The individual Boards of Trustees of the three State-supported institutions will function as present except that all proposals for permanent degree programs and operating and capital funding requests to the State approved by the individual Boards for their own institutions would be forwarded through the Council of Presidents and the Executive Committee of the Board of Regents for review and approval before submission to the Board of Regents for final approval and submission to the executive and legislative branches of government.

The three institutions will prepare their individual requests for operating and capital funding from the State of Delaware. After review and appropriate adjustments, if required, by the Council of Presidents, the Chairman of the Council of Presidents will present the requests to the Executive Committee of the Board of Regents for review and approval before submission to the Board of Regents for final approval and submission to the State for funding.

The Council of Presidents will continue its function to develop and coordinate programs conducted jointly by the three institutions. The Chairman of the Council will continue to rotate on an annual basis among the three institutional presidents. The Council of Presidents will serve as the administrative arm of the Board of Regents thereby eliminating the need to add staff and another hierarchy to the State's program of higher learning.

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RESOLVED, that the proposal for the coordination of the State's program of tax-assisted higher education through the establishment of a Delaware Board of Regents as presented to the Board of Trustees of the University on October 14, 1977 be and the same hereby is approved and endorsed and

BE IT FURTHER RESOLVED, that copies of this proposal be conveyed to the Governor of the State of Delaware and through him to the Delaware Post Secondary Education Commission, to the Commission on the Future of Education in Delaware, to the Lieutenant Governor, and to the Speaker of the House of Representatives, and to the President Pro Tem of the Senate of the 129th Delaware General Assembly.