

UNIVERSITY OF DELAWARE  
NEWARK, DELAWARE  
19711

UNIVERSITY FACULTY SENATE  
303 HULLIHEN HALL  
PHONE: 302-738-2829

December 29, 1978

MEMORANDUM

TO: All Faculty Members

FROM: Reed Geiger, Vice President  
University Faculty Senate *Reed G. Geiger*

SUBJECT: Regular Faculty Senate Meeting, January 8, 1979

In accordance with Section IV, paragraph 6 of the Constitution, the regular meeting of the University Faculty Senate will be held on Monday, January 8, 1979 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 meeting of December 4, 1978.
- III. Remarks by President Trabant and/or Provost Campbell.
- IV. Announcements - Senate President Kleinman.
- V. Old Business
  - A. Recommendation from the Coordinating Committee on Education (C. Toensmeyer, chair) pertaining to the Freshman Honors Program (see December Agenda, Attachment 5: "Evaluation of the Freshman Honors Program"; appendices to the Evaluation are on reserve in the Morris Library: RES 000).

RESOLVED, that the Faculty Senate approves the goals and philosophy of the Freshman Honors Program and recommends that the program be changed to follow the guidelines provided by the "Evaluation of the Freshman Honors Program" as prepared by the Committee on Adjunct Academic Affairs during the spring and summer of 1978;

1. BE IT FURTHER RESOLVED, beginning with September, 1979, honors courses should be made widely available to freshmen;
2. BE IT FURTHER RESOLVED, starting in September, 1979, the Senate recommends the elimination of extra charges for freshmen participating in an honors program;
3. BE IT FURTHER RESOLVED, selection of honors courses for freshmen should not be all-or-none;

4. BE IT FURTHER RESOLVED, the Faculty Senate recommends the Freshman Honors Program be moved from Dover to the Newark campus effective September 1979;
5. BE IT FURTHER RESOLVED, early admissions students should be provided with special types of counseling and advisement;
6. BE IT FURTHER RESOLVED, the Freshman Honors Program should become an integral part of the University Honors Program.

#### VI. New Business

- A. Recommendation from the Committee on Committees (B. Settles, chair) for confirmation of the following committee appointments:  

Undergraduate Studies	R. Steiner, member (Arts and Science)
	D. Meyer, member (Arts and Science)
- B. Report and recommendations from the Committee on International Studies (W. Boyer, chair) concerning a proposal from the National Science Council of the Republic of China. (Attachment 1)

RESOLVED, that the Faculty Senate approves the following:

1. The University should respond positively to the Republic of China, National Science Council proposal.

The specific responses of the College of Agricultural Sciences, the College of Marine Studies, and the Institute of Energy Conversion should be conveyed to the National Science Council, with expectations of National Science Council response, if any, suggesting means for implementation.

2. University policy for international exchanges should be one of mutual benefit and not confined to our science and technology interests alone.

The University should elicit the views of the National Science Council on how humanities and social science interests might be included in the proposed exchanges.

3. The National Science Council proposal, as well as other external funding sources and our burgeoning international activities at the University, demonstrates the need for a University-wide facilitating and coordinating authority for international activities.

As a first step, other University models of central international offices should be studied. Our University response to the National Science Council proposal at hand and the institutional arrangements devised to administer this exchange should not obviate the need for such study.

- C. Report of the Senate ad hoc Committee to Study the University Promotions and Tenure Committee (J. Oliver, chair) (Attachment 2), and recommendation thereon from the University Promotions and Tenure Committee (F. Smith, chair).

RESOLVED, that the Report of the Senate ad hoc Committee to Study the University Promotions and Tenure Committee be received and deliberated by the Senate, and that the recommendations contained in the Report be acted upon by the Senate seriatim.

- D. Report and recommendations on Walden University from the Adjunct Academic Affairs Committee (S. Steinmetz, chair) (Attachment 3; additional materials are available and may be read in the Senate Office).

RESOLVED, that the Faculty Senate approves the following:

1. That the Senate set up a committee that would have as its charge the development of criteria and procedures for the rental of space by academic institutions which are not affiliated with the University of Delaware.

It is imperative that all such requests be formally and uniformly processed regardless of the prestige or notoriety of the requesting institution.

The committee should immediately be empowered to act on an ad hoc (non-precedent-setting) basis in matters pertaining to the charge.

2. That the Senate charge a committee (it might be the same committee initially charged with the development of criteria and procedures) to evaluate programs in residence in order to assure adequate compensation for use of all University facilities.
3. That the Senate establish a standing committee to exert faculty control over curriculum programs instituted by academic units which are not part of the University of Delaware program.
4. That the Senate examine the possibility of creating a graduate program which would serve a population for which non-traditional education might be best suited.

- 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.)

RGG/b

Attachments: Committee Activities Report

1. Report on the Republic of China proposal
2. Report on the University Promotions and Tenure Committee
3. Report on Walden University

Committee Activities

The following committee activities have been reported to the Senate Office during the month of December.

Beverage Alcohol

Review of Alcohol Policy

Faculty Welfare and Privileges

Faculty Suspension Policy

Delinquent Faculty Accounts

Guidelines on Faculty Involvement in Extraordinary Financial Circumstances

Instructional Resources

Review of funding sources for IRC projects

/b  
12/78

EVALUATION  
OF THE PROPOSAL OF THE NATIONAL  
SCIENCE COUNCIL OF THE REPUBLIC OF CHINA

by the  
International Studies Committee of the  
Faculty Senate  
University of Delaware

December, 1978



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# Memorandum

FACULTY SENATE



DATE: December 15, 1978

TO: President E.A. Trabant

THROUGH: Faculty Senate Executive Committee

FROM: William W. Boyer, Chair  
Faculty Senate Committee on International Studies

SUBJECT: Evaluation of the Proposal of the National Science Council  
of the Republic of China

On October 25, 1978, President Trabant requested that the Faculty Senate Committee on International Studies evaluate a proposal by the National Science Council of the Republic of China in relation to our University programs, take the matter up with the Senate, and report to him with recommendations by December 15, 1978.

The proposal indicated a willingness to allocate \$250,000 to the University of Delaware to initiate a cooperative program with scientists and scholars in Taiwan "provided solid and viable project proposals can be generated." The proposal expressed "foremost" interest in energy conversion, poultry science, and oceanography. Accordingly, the Committee elicited responses from the respective units of the University concerned with those subjects.

Meanwhile, the Committee informed Senate President Ralph Kleinman of the proposal. He requested that the Committee's recommendations be routed through the Senate's Executive Committee and that the Senate Research Committee also consider the proposal. In the latter respect, a draft copy of this proposal was sent to Dr. Robert Gilbert, Chair of the Research Committee, but no reactions were forthcoming from that Committee.

It is obvious to our Committee that the proposal is very important to the Republic of China. Its allocation of \$250,000 will represent one per cent of its total 1979 budget for research and development and 18.4 per cent for science and technology exchanges.

We recommend that the University should respond favorably to the proposal, but that for the future our policy for international exchanges should not be confined to our science and technology interests alone and that we need to establish a University-wide facilitating and coordinating authority for international activities.

This report supports these recommendations and should be helpful to the President and others in developing the necessary relations and arrangements.

WWB/b



December, 1978

**Members**

**University Faculty Senate  
Committee on International Studies**

William W. Boyer, Chair  
Hans Peter Breuer  
John Deiner  
Edeltraut Gilgenast  
G. Arno Loessner  
Dean Lomis  
Meg Porfido  
John R. Merrill  
Edgar J. Townsend

**Resource Persons:**

Robert Andrews  
Louis Arena  
Denise Beaman



2.000  
Oct. 25

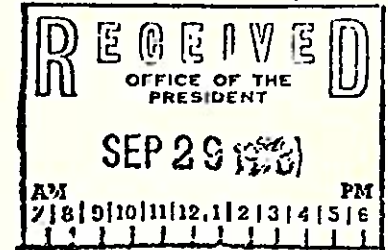
會員委學科家國院政行  
National Science Council  
Republic of China  
2 CANTON STREET  
TAIPEI, TAIWAN 107

TELEPHONES: 3317221  
3716338

CABLE ADDRESS: NASCICOUNL

September 20, 1978

Dr. Edward Arthur Trabant  
President  
University of Delaware  
Newark, Delaware 19711  
U. S. A.



Dear Art:

Words are hardly adequate to express my profound appreciation of the warm and gracious hospitality you and your charming wife extended to my colleagues and myself when we visited your great university on August 2nd.

As you know, I have brought back to Taiwan a substantial volume of information and literature concerning Delaware's current interests in research. These materials are now being studied by our professional staff with a view to identifying fruitful areas for cooperation with scientists and scholars in Taiwan's institutions of higher learning. There is no doubt, and I am sure you will agree with me, that there are many fields in which significant and mutually beneficial projects of research cooperation can be developed between faculties of Delaware and university faculties here. Foremost in my mind at present tend to focus on three subjects:

- (1) Energy conversion, with particular reference to development of solar cells.
- (2) Poultry science.
- (3) Oceanography, with special reference to design, construction and operation of an economic research vessel for coastal and near-shore activities.

I have asked my staff to correspond directly to Delaware faculties in the hope that scientist-to-scientist contacts can be established. We will of course keep you posted of progress made, and, when needed and appropriate, we may oblige you to help us make contacts.

September 20, 1978

Universities here normally have no endowment funds of their own and are therefore dependent on this Council for research funding. I venture to suggest that we may start a pattern of closer cooperation by exchange of professors. If it should meet with your approval, I would like to further suggest that, because of differences in professorial salaries, salaries for exchange professors ought as a rule be maintained by the home institutions. Research funding, on the other hand, can perhaps be best arranged to be a burden of the host institutions. We will support the travel cost of Chinese faculties going to Delaware, and may help to defray travel costs of Delaware faculties if needed. At this stage it is perhaps difficult for us to ascertain the magnitude of a cooperative arrangement. However, on behalf of this Council I would like to indicate that we can allocate some US\$250,000 to get a cooperative program with Delaware under way, provided solid and viable project proposals can be generated.

I would very much like to have your advice as to the thinking of Delaware faculties in this matter, particularly about areas in which Delaware faculties would like to come to Taiwan for research activity and in which Delaware faculties feel that input by our faculties at Delaware may be useful. Should there be any inquiry as to opportunities for research in the Republic of China, we will be most happy to respond or to act as a referral agency. In addition to what is outlined above, we do operate a Visiting Professor Program and a Special Visitor Program to which interested Delaware faculties may make use.

Meanwhile, let me thank you again for giving me the opportunity to visit your great university and see for myself the tremendous progress it has made under your brilliant leadership.

With kindest, personal regards to you and Mrs. Trabant as well as all our friends at Delaware,

Sincerely yours,

*Shien-siu Shu*

Shien-siu Shu  
Chairman

cc: Mr. Wang Chi-wu  
Mr. Yu Sung

# I. The New Stress on Science and Technology in the Republic of China

## Background

The development of science and technology (S&T) has been a concern of the Republic of China (ROC) for many years, but during 1978 the government placed extra emphasis on such development. Government leaders, including President Chiang Ching-kuo, believe that S&T development must now be given increased attention because the socioeconomic structure of the country is changing significantly and important new problems must be faced in industry and defense, especially in areas involving power generation, steel, petrochemicals, and transportation and communication facilities.

The ROC's increased concern for S&T also stems from uncertainties in its political relations with Japan and the United States. Of particular alarm to Taipei is Mainland China's growing ties with the West and the possibility that Taipei's access to Western defense technology may be circumscribed by the Peoples Republic of China (PRC)-United States normalization. The ROC is counting heavily on expanding S&T relations and promoting its technological development by encouraging Western investment and technology transfer. The proposal to the University of Delaware by ROC's National Science Council (NSC) should be evaluated within this context.

The ROC's membership in international scientific organizations has been threatened by the PRC. The PRC has succeeded in ousting the ROC from some important scientific organizations, such as the International Union of Geodesy and Geophysics. Recently, however, both Taiwanese and PRC scientists attended a meeting of the International Society of Pure and Applied Physics in Japan. The Taiwanese attendance was unofficial and was accepted by the PRC. Some ROC leaders view Israel, a small country that has greatly developed its S&T potential and defense capability, as a model for ROC/S&T development.



The economy of Taiwan has developed rapidly--until recently at a more than 10 percent annual growth rate--and foreign trade continues to increase, except for a recent decline with Japan. The United States has a large trade deficit with the ROC which the Taiwan government is seeking to reduce through "buy American" policies in the purchase of technology.

#### General Policy Development

The development of S&T in the ROC has gained much from US guidance and cooperation since the early 1960s. Visiting US advisory delegations urged Taiwan to develop a national science program that would strengthen its industries and expand its resources. In 1969, a 12-year S&T plan was adopted and significant increases in funding were authorized. In January 1978, a national science conference was organized by the ROC to draft a system to meet the new S&T demands of economic construction and development. Some of the key decisions at the conference, attended by President Chiang Ching-kuo, included the following:

- Greater emphasis is to be given to government science policy and to a nationally integrated Research and Development (R&D) system.
- Heavy industry using advanced technology is to be stressed.
- Agricultural modernization and environmental problems are to be given more attention.
- New energy sources, development of native resources and an electronics industry are to be given added support.
- Stress is to be placed on introducing new technology from abroad.
- S&T manpower is to be strengthened through improved training.

S&T leaders are advocating increased R&D allocation over the next five years to at least 3 percent of the total annual government budget. This is a rather respectable figure when it is considered that this percentage is about one-third to one-half the R&D effort of most advanced countries, and about the same as that for Norway or Italy. In fiscal year 1979, however, only US\$25 million of the R&D allocation has been set aside for scientific

research and its promotion--for development of industrial parks and research facilities (US\$12.5 million), for basic (US\$2.5 million) and applied sciences (US\$3.7 million), for S&T exchanges abroad (US\$4.6 million), for international scientific cooperation (US\$.35 million), and for the humanities and social sciences (US\$2 million). Accordingly, NSC's proposal to allocate US\$250,000 to the University of Delaware represents one percent of the total national R&D allocation for fiscal year 1979, and 18.4 percent of the total allocated for S&T exchanges abroad.

A department of science and technology will be established under the ministries of defense, education, and economic affairs to achieve coordination of these sectors with Taiwan's National Science Council. The new department will have a director with a rank equivalent to that of a vice minister. A proposal for a Ministry for Science and Technology was rejected as too unwieldy. The research administration is fairly well organized under Taiwan's Academy of Science (Academia Sinica), the universities, and industrial firms.

An over-all government research plan for science is being considered along with additional efforts to stimulate international cooperation in S&T. Specific areas of S&T research to be strengthened include the development of new energy sources (nuclear, solar, and geothermal), minicomputers and applications, energy and mineral resources, agricultural mechanization, fisheries, public health, and S&T education.

#### Present Activities

In the early 1970s under the ROC's six-year economic plan, work started on 10 new economic infrastructure development projects--increased to 12 projects in 1978--which involve major design and construction efforts. These include petrochemical plants, an additional integrated steel mill, nuclear power plants, ports, highway and railroad expansion, farm mechanization, and irrigation and levee construction. These projects are intended to meet the demands of economic growth and to help transform the nation's labor intensive industry into a highly developed economy based on advanced technology.



The United States is providing technology and financing for some of these projects--for example, the nuclear, petrochemical, and steel plants. The ROC government is spending US\$1,523 million to finance these projects in fiscal year 1979, of which US\$650 million are for ongoing projects and US\$850 million for new projects.

Government enterprises, including 14 of the largest companies in the ROC under the control of the Ministry of Economic Affairs, have recently completed their plans for research and development from 1978 to 1985. The government enterprises include major firms in the steel, petrochemical, chemical, fertilizer, shipbuilding, metallurgical, and agricultural industries. Their plans are consistent with the government's economic blueprints and financial policies. A common goal of the R&D plans is to promote the introduction of new technology. Significantly, attention to quality control is to be enhanced.

In addition to domestic industrial development, top government officials have also called for diversification of markets and for stepping up R&D to increase Taiwan's export competitiveness. Especially important to the ROC is the development of an electronics industry beyond the mere assembly of foreign manufactured parts. Electronics are now the country's second largest export market; textiles are first. Self-sufficiency in native design and production is being planned in heavy industries such as diesel engine and truck production. In the field of energy development, the ROC is expanding its oil exploration. Private companies have developed solar energy and equipment. Contracts for a third nuclear power station and associated equipment were signed in June 1978 with the Bechtel Corporation of the United States.

#### Foreign Investment and Involvement

Foreign investment--Japan, Europe, the United States, and overseas Chinese in many countries--in the ROC's industrial development is large and increasing. The government is urging that new investments emphasize technology

transfer opportunities to the ROC. The Ministry of Economic Affairs approved 42 technical cooperation projects with foreign firms in the first half of 1978. More joint ventures with US companies in high technology manufacture are being suggested to counter Japanese competition.

Private industry and the government are encouraging overseas Taiwanese scientists and engineers, especially those with experience as innovators and managers, to return permanently to the ROC.

Taiwan is also increasing its foreign technical aid program. While still very small compared to that of the PRC, the projects are intended to gain political support even though formal recognition of the ROC has been withdrawn by most countries.

## II. ROC Education and the National Science Council

### Education Policy and Developments

The ROC has a high literacy rate, and the number of schools and students has greatly increased in the last 20 years. There are now 101 colleges and universities in Taiwan.

In general, education has tended to keep pace with the country's needs. Important educational innovations have been made over the years, including the strengthening of S&T education. Nevertheless, Taiwan now has only 1,500 to 2,000 scientists capable of independent research out of a population of 16.5 million--hardly enough to support a rapid expansion of its new programs. Many of these scientists have received recognition through publishing in international journals. The number of research papers published (1,100) in these journals has doubled in the last five years.

S&T education, including vocational instruction, now is being given added attention under national direction. There has been an effort to raise

the quality of entering students. The recent national college examination was given to 92,000 candidates of whom only 29 percent will be admitted. In June 1978, 10,000 S&T students were graduated from universities and colleges. Of this number, 2,604 graduated from National Taiwan University, 436 with Masters' Degrees and 15 with Ph.Ds. The ROC has a serious "brain drain" problem, especially with its medical graduates. Nearly half of the 10,000 students trained abroad in the last five years remained abroad. Attempts now are under way to retain S&T graduates through more attractive employment opportunities at home.

#### Higher Education

The higher educational system in the ROC has some similarities with higher education in the United States. The fall semester usually begins in the middle of September and the spring semester in the middle of February. A bachelor's degree is awarded after four years of undergraduate study (seven years in medicine). A master's degree is awarded after two additional years of study, and the preparation of a thesis in some fields. A doctoral degree is awarded after three years of study beyond the master's and the preparation of a dissertation. Uniformly, the language of instruction is Chinese, but English can be spoken by many graduates.

Among the principal higher educational institutions with their faculties or fields are the following:

National Taiwan University (Taipei) - Liberal Arts, Science,  
Law, Medicine, Engineering, Agriculture, Veterinary  
Medicine

National Chengchi University (Taipei) - Liberal Arts, Law,  
Commerce

National Taiwan Normal University (Taipei) - Education,  
Liberal Arts, Science

National Tsinghua University (Hsinchu) - Research Institute  
of Nuclear Science

National Chiaotung University (Hsinchu) - Electronics Research  
Institute

National Central University (Chungli) - Institute of Geophysics

Taiwan Provincial Cheng Kung University (Tainan City) - Arts and Science, Engineering, Commerce

Taiwan Provincial Chung Sheng University (Taichung City) - Law and Commerce, Science and Engineering, Agriculture

Tunghai University (Taichung) - Arts, Science, Engineering

Fujen University (Taipei Hsien) - Arts, Law, Sciences

Soochow University (Taipei Hsien) - Law, Accounting, Chinese Literature, Economics, Foreign Languages and Literature

Kaohsiung Medical College (Kaohsiung) - Medicine

Tamkang College of Arts and Sciences (Taipei Hsien) - Arts and Science

College of Chinese Medicine and Pharmacy (Taichung City) - Medicine and Pharmacology

Taipei Medical College (Taipei Hsien) - Medicine

Fengchia College of Engineering and Business (Taichung City) - Engineering, Business

College of Chinese Culture (Yangming-shan) - Architecture and City Planning, Drama, Fine Arts, Geography, History, Home Economics, Institute for Advanced Chinese Studies, Journalism, Music, Oriental Literature and Languages, Philosophy, Physical Education, Western Literature and Languages

Ching Yi Women's College of Arts and Sciences (Taichung City) - Arts and Sciences

Tatung College of Engineering (Taipei City) - Business, Electrical Engineering, Mechanical Engineering

#### National Science Council

The National Science Council is a cabinet level agency of the ROC government in charge of S&T development policies and allocation of funds. Recruitment of Chinese scientists from abroad is one of the major tasks of the NSC in its efforts to upgrade research and science education. During 1975, for example, the NSC appointed a total of 189 visiting professors and associate



professors from among overseas Chinese scientists. During that same year, to encourage research among university professors and workers at home, NSC provided study grants for 1,491 persons.

In 1974, NSC acquired two subsidiaries: the Science and Technology Information Center to collect and disseminate information about the latest scientific and technological developments; and the Precision Instrument Development Center to design and manufacture precision instruments and laboratory ware for research and industrial use.

The NSC has six operating divisions: natural and mathematical sciences; engineering and applied sciences; biological, agricultural, and medical sciences; humanities and social sciences; science education; international programs; and three administrative sections: secretariat; personnel; and accounting.

### III. University of Delaware Responses to the National Science Council Proposals

In a letter dated September 20, 1978 addressed to President Trabant, Chairman Shien-siu Shu on behalf of the NSC indicated a willingness to allocate to the University of Delaware the sum of US\$250,000 to initiate a cooperative program with the University in which "significant and mutually beneficial projects of research cooperation can be developed between faculties of Delaware and university faculties" in the Republic of China. He expressed special interest in poultry science, oceanography, and energy conversion.

President Trabant referred the proposal to the Senate Committee on International Studies for evaluation, and we, in turn have elicited the following responses from the University's College of Agricultural Sciences, College of Marine Studies, and Institute of Energy Conversion.

#### Response of the College of Agricultural Sciences

The response of the College of Agricultural Sciences is positive.



For the College, Dean D.F. Crossan has written the following to the International Studies Committee:

The Department of Animal Science is particularly strong in the area of avian (poultry) diseases and is interested in a follow-up on the Taiwan National Science Council proposal. The reaction of Dr. Rosenberger, Chair of the Department, was that we need to know what their areas of strength are in the poultry area, and, particularly if they have expertise in avian pathology, encourage one of their faculty to come here as a first step in a cooperative venture. Incidentally, Dr. Rosenberger has had some contact with poultry scientists in Taiwan, and has had exchanges of biological materials with that country.

Response of the College of Marine Studies

The response of the College of Marine Studies is more extensive and also positive. For the College, Dean William S. Gaither has written the Committee that his College "is extremely interested in developing a close scientific and research relationship" with the ROC. The College is actively preparing two proposals and is exploring a third with Dr. Jin Wu. One proposal is for the design, construction, and operation of a coastal and nearshore research vessel. The other is a study of storm-driven circulations off the east coast of Taiwan and the east coast of the United States. Specifically, Dean Gaither has written:

The research vessel project is being developed by Mr. Richard Schneider, Executive Officer of the College of Marine Studies. Phase I of this proposal includes a research needs assessment conducted by the University of Delaware's oceanographic faculty to determine the necessary ship equipment and general ship characteristics for the government of Taiwan to carry out its research interests. In addition, an assessment will be made of existing ship support facilities in Taiwan. Phase II of this study would be the actual interaction of University of Delaware's faculty with the naval architect to determine the basic ship characteristics, blueprints, etc., for commencement of the construction of the vessel. Phase III of this project would be the actual construction of the vessel and the training of the Republic of China, Taiwan's crew members by the University of Delaware crew members on board the R/V Cape Henlopen. Phase IV would be the College of Marine Studies assisting in the initial phase of organization and

operation of a research vessel. This proposal is being prepared in greater detail and should be available for presentation shortly.

The second project is being developed by Dr. Christopher Mooers and is a collaborative research project with Taiwan studying the storm driven circulations and its rectified (residual) component on the east coast of the United States. Due to similar oceanographic and atmospheric dynamical settings, there are excellent opportunities for drawing parallels between these two regions. This would be a multi-year theoretical and field experimental study.

#### Response of the Institute of Energy Conversion

The University's Institute of Energy Conversion (IEC) has submitted the most extensive and detailed response, also positive. IEC has a number of research and development programs of possible S&T interest to the ROC. These are in the field of low-cost thin-film solar cells. In addition, IEC has initiated a commercialization program. For IEC, Director Allen M. Barnett has written to the International Studies Committee describing the following R&D programs currently active under the sponsorship of the U.S. Department of Energy:

1. Solar Cells Based on Cadmium Sulfide - Under this we have developed the highest efficiency thin-film polycrystalline cell recorded. The CdS/Cu<sub>2</sub>S cell has reached energy conversion efficiencies in excess of 9 per cent and is expected to reach 10 per cent shortly. A modified cell, (CdZn)S/Cu<sub>2</sub>S, is also under intensive development. The ultimate efficiency achievable with this cell is expected to be in excess of 14 per cent. This program has been active for over six years and is probably the leading thin-film solar cell program in the world.
2. Zinc Phosphide (Zn<sub>3</sub>P<sub>2</sub>) - This relatively unknown material was selected by the Institute of Energy Conversion in 1976 as the most promising candidate for a low-cost solar cell which at that time was not under investigation at all. The compound was selected on the basis of its material and physical properties and because it is composed of extremely abundant elements that can be extracted at a very low cost. The initial

intensive study of the basic material properties and the production of both thin-film and single crystals is being followed by a device development program. In less than two years, prototype cells of over 7 per cent efficiency have been developed.

3. Amorphous Silicon - Worldwide interest in this material was created when it was shown that films could be deposited with good optical and electronic properties. The conversion efficiencies reported for some early solar cells were impressive in the light of the limited amount of development that had taken place. However, there is now a concern that the fundamental properties of the material may limit conversion efficiencies to less than those necessary for economical power generation. Accordingly, the Institute program will be focusing on a fundamental study of the basic material properties to establish with certainty the achievable limits on conversion efficiency.

All IEC programs are planned to carry the results of laboratory research and development into commercial production and the marketplace. The work on cadmium sulfide based cells has reached a point, according to Dr. Barnett, where pilot plant design and construction is appropriate.

Accordingly, an industrially-funded program has been initiated to develop a continuous solar cell production process pilot plant capable of producing one million watts of solar cells per year. This program will demonstrate the feasibility of a solar cell to be sold for 25¢ per watt - half the cost suggested by the Department of Energy for 1986. The Institute is seeking industrial sponsors to participate in the development of the pilot plant. This proposed program will be limited to five industrial sponsors at a cost to each of \$240,000 a year for five years. Each sponsor will have the right to acquire a license to the technology. Licensees may anticipate at least a three-year lead over their competitors in this rapidly expanding solar cell market.

Some small system studies in photovoltaics have been carried out for various sponsors and it is planned to increase this activity in the future.

Several members of IEC's staff have already had considerable experience



in international activities, involving particularly India, the Soviet Union, and Argentina. In addition, Dr. Barnett is a member of the Conference Committee for the Commission of the European Communities: International Conference on Electricity Generation by Means of Solar Cells, to be held in West Berlin in April 1979.

According to Dr. Barnett, the areas of proposed IEC-ROC cooperation range "from accepting visiting faculty from Taiwan and developing small joint research programs to supplying lecturers to Taiwan (two to four week visits) and including the NSC's participation in the Institute's continuous process program."

#### IV. Implications and Recommendations

It is obvious to our Committee that the NSC proposal to the University of Delaware reflects the new stress on S&T in the ROC. NSC's offer to the University of a quarter of a million dollars represents one per cent of the total national ROC fiscal year 1979 budget for research and development and 18.4 per cent for S&T exchanges abroad. This offer is properly viewed within the broader context of ROC encouragement of foreign investment and technology transfer in response, in part at least, to ROC uncertainties about its future relations with Japan, the PRC, and the United States.

It is also apparent to our Committee that the NSC proposal, on behalf of the ROC, is quite sophisticated in its focus on three of the major strengths of the University of Delaware that are related to the S&T development efforts of the ROC.

We believe that recent and continuing PRC contacts directly with U.S. universities, for education of Chinese students, provide part of the context for the ROC/NSC proposal to our University. Presumably, both governments could have chosen to communicate through the U.S. Government. That neither has

done so does not detract from U.S. foreign policy and international political considerations and implications. Our view, however, is that these should not pose any barrier to the proposed exchange with the ROC. Nor should exchanges with the ROC bar possible future exchanges with the PRC.

#### Exchange and its Scope

The NSC proposal is directed exclusively toward S&T components of the University. Yet, we have noted that ROC's budget for R&D for fiscal year 1979 allocates US\$2 million for the humanities and the social sciences.

We believe that University policy for international exchanges should not be confined to S&T interests alone. Such policy should encourage two-way exchanges that will contribute to the University's international reputation and to the intellectual, social, and emotional growth of all its students and faculty.

#### Coordination and Organization

The NSC proposal, directed as it is to three different units within the University, demonstrates the need for a University-wide facilitating and coordinating authority for international activities.

This need becomes more obvious when the rapid expansion of differentiated University activities in international affairs is considered: e.g., study-abroad programs (most administered separately without coordination by the Winter and Summer Sessions Office and the College of Arts and Science, respectively); international students advisement for foreign and domestic students (administered by a unit reporting through the Dean of Students); Title XII (now under a special assistant to the President); the Fulbright program (administered by a faculty member).

Finally, we are concerned that external funding of international activities which might be available to the University has not been forthcoming for want of a central office with responsibility to help elicit such funding.



The Japan Foundation, the German Marshall Plan Fund, HEW, NEH, NSC, NATO are examples of such funding sources. NEH and HEW have funds specifically directed for establishment of international studies.

Recommendations

The following are the recommendations of the Senate Committee on International Studies:

1. *The University should respond positively to the ROC/NSC proposal.* The specific responses of the College of Agricultural Sciences, the College of Marine Studies, and the Institute of Energy Conversion should be conveyed to the NSC, with expectation of NSC response, if any, suggesting means for implementation.
2. *University policy for international exchanges should be one of mutual benefit and not confined to our S&T interests alone.* The University should elicit the views of the NSC on how humanities and social science interests might be included in the proposed exchanges.
3. *The NSC proposal, as well as other external funding sources and our burgeoning international activities at the University, demonstrates the need for a University-wide facilitating and coordinating authority for international activities.* As a first step, other University models of central international offices should be studied. Our University response to the NSC proposal at hand and the institutional arrangements devised to administer this exchange should not obviate the need for such study.

Report of the  
University Faculty Senate Ad Hoc Committee  
to Study the University Promotions and Tenure Committee

SUMMARY

1. The Committee on Promotion and Tenure should devote more explicit and systematic attention to:
  - a. the review of criteria for promotion and tenure (see pp. 2-3)
  - b. the problem of developing criteria of "rough" comparability (see pp. 3-4)
2. The description in the Faculty Handbook of the Committee on Promotion and Tenure's activities and role should be clarified (see pp. 5-6)
3. Suggested refinements for dossier preparation and content (see pp. 6-10)
4. A special working group of the practice oriented fields and disciplines should be established to study and make recommendations to the Committee on Promotions and Tenure concerning the evaluation of professional activity in the practice oriented fields and disciplines (see p. 10)
5. The Committee on Promotions and Tenure should develop more explicit procedural principles concerning the process of dossier review (see pp. 10-12).

/b  
11/3/78

## Report of the

### University Faculty Senate Ad Hoc Committee to Study the University Promotions and Tenure Committee

The Ad Hoc Committee to Study the University Promotions and Tenure Committee has been charged to:

1. Study the Committee on Promotions and Tenure regarding its:
  - a. function
  - b. structure
  - c. policies
  - d. communications with other review groups, administrators and candidates for promotion and tenure consideration.
2. Make recommendations for:
  - a. improving the committee in these areas
  - b. assuring consistency and clarity in the promotion and tenure process.

#### I. THE COMMITTEE ON PROMOTIONS AND TENURE

The Committee on Promotions and Tenure is charged with and has carried out one of the most important and difficult tasks confronting a faculty: the review of departmental and college recommendations concerning promotion and tenure. In addition, the Committee is charged with the responsibility for insuring and making recommendations concerning the "rough comparability" of unit criteria on a University-wide basis as well as making recommendations to the Senate concerning promotion and tenure and advising the faculties of the colleges, departments and the President of the University on the formulation of policies and procedures relating to promotion and tenure.

The three former chairs and members of the Committee on Promotions and Tenure who served on the Ad Hoc Committee all noted that the nearly exclusive focus of the Committee on Promotions and Tenure's activity is the process of review and recommendation of candidates for promotion and tenure. In view of the importance and time-consuming burden of this part of the Committee's charge, this focus is understandable and desirable. Furthermore, the Ad Hoc Committee found no reason to conclude that the structure and functioning of the Committee on Promotions and Tenure was inadequate in this regard. However, this preoccupation with the review of dossiers and preparation of recommendations on promotion and tenure has apparently led to something less than systematic attention to a second important element of the Committee's charge: the review of departmental procedures and criteria for promotion to ensure that they are "open and democratic and that the criteria satisfy the principle of University-wide 'rough comparability.' "

Undoubtedly some such review is implicit in the process of reviewing the dossiers of candidates for promotion and tenure. Nonetheless, the charge to the Committee would seem to suggest a more explicit and systematic consideration of departmental criteria than is likely to occur as a by-product of the dossier review process. Ideally, all departmental criteria would be reviewed annually and recommendations by the Committee on Promotions and Tenure communicated to the departments, preferably before the onset of the promotion and tenure process. The Ad Hoc Committee recognizes, however, that the workload of the Promotions and Tenure Committee is such that systematic review of criteria is precluded during the spring semester when the Committee is absorbed in the review process itself. However, the Promotions and Tenure Committee generally has less to do



prior to the completion of dossier review at the College level, usually some time in November. Accordingly, *the Ad Hoc Committee recommends:*

1. *That the period prior to the onset of dossier review be committed to the review and communication of recommendations concerning the procedures and criteria of departments.*
2. *Alternatively, the Promotions and Tenure Committee should focus its review on at least the promotion and tenure criteria and procedures of those departments undergoing COPE review in the particular year; or,*
3. *Identify those departments that seem to have particularly deficient procedures and criteria and focus the Committee's attention on those units.*

The Ad Hoc Committee also suggests that if necessary, the Committee on Promotions and Tenure "may turn to the standing Committee on Committees for the appointment of task forces, study panels and the like . . . to expedite its work." (Handbook for Faculty, p. I-13.) The work of the Committee on Promotions and Tenure is of such importance that it should if necessary temporarily expand its membership for purposes of criteria review and recommendation.

#### "Rough Comparability" of Promotion and Tenure Criteria

The Ad Hoc Committee devoted considerable study to the problem of "rough comparability" of promotion and tenure criteria and procedures. Substantive principles concerning the "rough comparability" of criteria proved elusive and the development of such principles by the Ad Hoc Committee was regarded by a majority of the Committee as beyond its capacity and more properly a central task of the Committee on Promotions and Tenure. The Committee's discussions led, however, to some general suggestions and observations concerning the problem of developing "rough comparability" of criteria.

First, there seemed to be a consensus that the lack of comparability of criteria may be most evident concerning promotion to full professor. Criteria concerning research are frequently (but not consistently) framed in terms of "national or international" visibility or standing, but it was felt that much



greater attention must be given to the meaning of such criteria. Special attention is drawn to the position of those engaged in interdisciplinary research where "fields" are often ill-defined. Similarly those engaged in policy-oriented research may not always find outlets for their work in the publication media of traditionally defined disciplines.

Second, the Ad Hoc Committee draws attention to the problems of determining rough comparability of teaching criteria. Especially in the case of promotion to full professor, specific criteria seem problematic. All can agree that continued growth and development are essential criteria for promotion, but readily comparable indicators were difficult to arrive at. Supervision of graduate work is a possible benchmark, but such a measure of continued development is of little use in those departments having small or non-existent graduate programs. Moreover, some members of the Ad Hoc Committee were not persuaded that deeper involvement with graduate or even upper division teaching should serve as a necessary indicator of continued development as a teacher for promotion to full professor. In this view, teaching undergraduates might well be the preferred course for an individual who has been given minimal teaching responsibilities by a department in order that the faculty member could complete a research program essential to their promotion to associate professor.

Finally, there was agreement within the Ad Hoc Committee that notwithstanding the problems of developing rough comparability of criteria, the Promotions and Tenure Committee was the proper forum for any attempt to do so. Only the Promotions and Tenure Committee has before it as a matter of routine the criteria of all units and departments. Moreover, the Promotions and Tenure Committee's position in the promotion and tenure process provides it with a comparative overview of the substance and application of promotion and tenure criteria throughout the University. It seems unlikely, therefore, that the unique perspective of the Committee on Promotions and Tenure can be replicated in any other standing committee or special committee that might be created for the purpose of dealing with the problem of rough comparability. To assist it in this work, the Committee on Promotions and Tenure might call on a special task force comprised of former members of the Promotions and Tenure Committee. In any event, it is the view of the Ad Hoc Committee that insofar as the maintenance of rough comparability is the logical extension of the Promotions and Tenure Committee's review of departmental criteria and their application, any attempt to develop explicit standards of comparability should be initiated by the Committee on Promotions and Tenure.

## II. CONSISTENCY AND CLARITY IN THE PROMOTION AND TENURE PROCESS

The function, structure, policies, and communications of the Committee on Promotions and Tenure and the promotion and tenure process have been officially defined, described and informally commented on numerous times and in various forms during the last three years. However well-intentioned and useful these efforts might have been in the past, their proliferation may currently contribute to an air of uncertainty concerning the promotion and tenure process and the role of the Committee on Promotions and Tenure. Moreover, a predictable by-product of the annual review process in which the Committee must deal with specific cases is an accumulation of "past practise" which is seldom communicated to the faculty in an explicit manner. No less predictably, this body of knowledge, frequently adulterated with misinformation, then becomes a form of "conventional wisdom"--and confusion--concerning the process and the Committee. The Ad Hoc Committee is therefore pleased to note the dissemination of a much expanded statement of the promotion and tenure process in the most recent "Revisions and Additions to the Faculty Handbook" (12 June 1978). This statement of procedures and responsibilities brings together most of the materials now available in the Chairperson's Supplement to the University of Delaware Policy Manual, memoranda to the faculty (e.g. the memorandum of 29 September 1975 to the faculty from the Committee on Promotions and Tenure) and interviews with former chairs of the Promotions and Tenure Committee, the Associate Provost and the Provost (University Report, vol. 1, no. 10, June 30, 1975 and vol. 2, no. 5, January 30, 1976) concerning the role of the Promotions and Tenure Committee and the promotions and tenure process.

At the same time, however, this new statement of procedures and criteria may well perpetuate a degree of confusion concerning the role of the Promotions and Tenure Committee. Specifically, the description of the role of the Promotions and Tenure Committee on page III-K-4 of the Faculty Handbook could be read as describing a somewhat more passive role for the Committee than it has in fact exercised in the past. If it is the intention of the Senate that the Committee on Promotions and Tenure shall exercise the independent evaluation undertaken in the past and implied in the current Statement of the Committee's role, the Ad Hoc Committee recommends clarification of the current Faculty Handbook description and discussion of the Committee on Promotions and Tenure's

role. The Ad Hoc Committee recommends the following changes:

1. *Concerning section "D. University Committee on Promotions and Tenure:"*
  - a. *Delete the phrase: "makes no professional judgments of its own, but"*
  - b. *Delete the sentence: "The Committee rejects no one, but sometimes is unable to support a recommendation because of the lack of convincing evidence."*
2. *The statement of the role of the University Promotions and Tenure Committee on page III-K-4 at point number seven is incomplete in view of the more extended description at section "D." Accordingly, the Ad Hoc Committee recommends a redrafting of point number seven to reflect the description and discussion of section "D."*

In the interest of furthering this process of clarifying and making more consistent the process of promotion and tenure, the Ad Hoc Committee has studied the process of promotion and tenure and developed suggestions for the further refinement of that process. These suggestions are concerned with: (1) the process of dossier preparation; (2) the three areas of evaluation--teaching, research/scholarship/creative work, and service and (3) procedures for dossier review and recommendation. The following suggestions are offered as a point of departure for subsequent revision by the Committee on Promotions and Tenure of promotion and tenure policies and guidelines.

A. The Process of Dossier Preparation

1. Time schedule for promotion and tenure: The current schedule for promotion and tenure includes three dates: 15 November--departmental recommendations to the Dean; 15 December--Dean's recommendation to the Provost and the University Promotions and Tenure Committee; 1 March--University Promotions and Tenure Committee's and Provost's recommendations. The Ad Hoc Committee feels that the greatest reasonable amount of time should be given to the candidate for preparation of the dossier. Moreover, the interest of consistency in the process would be served if a standardized date for the submission of the dossier to the department would be established. Accordingly,



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the Ad Hoc Committee recommends that a candidate be required to submit a dossier to the department for review no earlier than 1 September but no later than 30 September.

2. Dossier content: The content of dossiers has become more consistent in recent years; however, confusion still results because some materials are frequently omitted from dossiers. The Ad Hoc Committee urges that the following points be reiterated to the departments and faculty:

- (a) a table of contents is required
- (b) the pagination of the dossier should be, if possible, in sequence by Arabic numbers. In any event, pagination should be consistent and clear.
- (c) a copy of current departmental promotion and tenure criteria should be included
- (d) a standardized and summary curriculum vitae
- (e) the following letters should be required in the dossier:  
Department committee's letter of recommendation, department chair's letter of recommendation (this letter has been optional in the past and when omitted has sometimes led to confusion as to the chair's position), college committee's letter of recommendation, dean's letter of recommendation or endorsement.

B. Areas of Evaluation

The Ad Hoc Committee devoted considerable time to the problem of appropriate supporting documents and evidential materials for the evaluation of teaching, research/scholarship/creative work, and service. In addition, we have tried to identify substantive problems within these three traditional areas of evaluation.

Teaching:

- 1. When departments/candidates report statistical information concerning course evaluations, they should be required to supply: the questionnaire, class size, standard deviations, etc., for the evaluation used. Comparable aggregate departmental evaluations should be provided when they are available. Moreover, where possible, all past evaluations of the candidate's performance



in a course should be provided.

2. It is suggested that when student comments are forwarded, the candidate/department should present them in some systematic manner and that the means for soliciting such comments be spelled out.
3. The Ad Hoc Committee suggests that there be a requirement that more than one kind of evidence of teaching effectiveness be provided in the dossier.

Research/Scholarship/Creative Work:

The Ad Hoc Committee feels that although there is considerable agreement concerning appropriate supporting materials and evidence for most aspects of this crucial area of candidate evaluation, procedures for soliciting outside evaluations could perhaps be made more explicit. We offer the following principles:

1. The candidate must be informed of all proposed external reviewers and be offered the opportunity to comment on those reviewers before their evaluations are solicited.
2. Letters from the external reviewers should be confidential.
3. Letters requesting external evaluations should be included in the dossier. The letters should include a request for the following:
  - a. a critical analysis and evaluation of the candidate's work,
  - b. a comparison of the candidate with others in the field,
  - c. an evaluation of the candidate's prospects for future development, and
  - d. the option of declining the offer to evaluate the candidate.
4. No less than three external evaluations should be included, along with curricula vitae of the referees or other similar information on their qualifications.

The Ad Hoc Committee has noted that in the materials now available to the faculty concerning evidence of research/scholarly/creative work, there is little guidance concerning the place of unpublished materials in the dossier. The Ad Hoc Committee has concluded that in many instances such materials might

be the crucial indicators of a candidate's professional activity and development. In some instances, for example, candidates may be engaged in a major research effort that cannot culminate in published form until a lengthy manuscript is completed. Nonetheless, completed portions of the manuscript may constitute important evidence of scholarly activity although they have not yet been published in conventional forms.

The Ad Hoc Committee feels that principles should be developed for the consideration of such materials should they be included in dossiers and suggests the following points for consideration by the Committee on Promotions and Tenure:

1. Unpublished material should be reviewed externally if it is to be a formal part of the dossier.
2. Unpublished materials should not be the only evidence of scholarly/creative work, but
3. Such materials should be regarded as useful evidence of such work and placed within the context of other evidence of a more conventional sort.

Service:

The Ad Hoc Committee was unable to develop new concepts for the evaluation of the service area of faculty activity. The Committee considers service activity as necessary but certainly not sufficient in itself as a basis for promotion. Service to the University community at the college, departmental and University level should be viewed as comparable and as intrinsically valuable ends in themselves. At the same time, of course, unusual service activities should be noted and buttressed with appropriate evidence for evaluation by review committees. Documentation is, however, sometimes difficult to obtain and/or is in the form of platitudinous "testimonials" or "notes of appreciation" which offer little in the way of specific and systematic documentation of the candidate's effort. Perhaps the development of standardized evaluation instruments or alternative means of evaluation by the candidate's unit might improve this situation. In view of the range of service activities in which faculty engage, it would seem that the appropriate level for renewed attention to the problem of documenting service is the initiating unit

within the framework of the Committee on Promotions and Tenure's criteria review procedures.

Evaluation of "Practice" Oriented Fields and Disciplines:

In its study of the areas of faculty activity and their evaluation, the Ad Hoc Committee concluded that special consideration should be given to the "practice" oriented fields and disciplines such as Nursing, the Allied Health Sciences, and perhaps Physical Education and some elements of the College of Agriculture, in which professional activity is not "scholarly," "research," or "creative work" in any conventional sense. In these areas professional activity and work frequently does not manifest itself in research or publication of a conventional sort. Indeed, conventional academic rank may be of uncertain meaning in these professional contexts. Nevertheless, these fields and disciplines are vital parts of the University and their members seek promotion and tenure within the promotion and tenure processes of the University, notwithstanding the problematic applicability of the standard categories of evaluation and their attendant evidential requirements.

Accordingly, the Ad Hoc Committee gave some attention to alternative means of evaluation for these fields and disciplines but concluded that the task was beyond the resources of a committee of our composition and charge. Most important, we concluded that a study and recommendations on the question should come from those most directly affected. We therefore, *recommend that a working group of the affected disciplines and fields be established to study and make recommendations to the Committee on Promotions and Tenure concerning the evaluation of professional activity in the practice-oriented fields and disciplines.*

C. Procedures for Dossier Review and Recommendation

On the issue of procedures, the Committee--though sometimes divided concerning specific principles--did attempt to work out a set of principles which might guide the Committee on Promotions and Tenure's efforts to derive some measures of "rough comparability" of procedure on a University-wide basis.

1. *The composition of departmental promotion and tenure committees should be specified by rank so as to provide*



the Committee on Promotions and Tenure with evidence concerning the enfranchisement of the ranks within a department's promotion and tenure process.

2. *Department chairs can participate in discussions concerning promotion and tenure but should not vote in departmental committees.* The Ad Hoc Committee's recommendation is based on its concern that departmental chairs, if allowed to vote in departmental committees as well as submit their own evaluations of a candidate, achieve, in effect, a "double vote" on a particular candidate. In sum, the Ad Hoc Committee is of the view that over-bearing influence of a chair on departmental promotion and tenure procedures should be minimized.
3. *The numerical vote of departmental committees should be recorded and transmitted to other individuals and committees reviewing the dossier.* There is currently no consistent policy on this question; some departments provide the information while others do not. The Ad Hoc Committee recommends a consistent policy so as to minimize the possibility that the absence of a recorded vote might be interpreted as a unanimous vote by the department thereby implying a stronger recommendation than in the case of candidates for whom positive, but split votes have been recorded. Some members of the Ad Hoc Committee--a minority--felt that, in the interest of consistency, this principle should also be applied to the votes of college and University promotion and tenure committees as well. The majority of the Ad Hoc Committee felt, however, that insofar as the departmental committee was the most important level of evaluation, the vote at this level was essential.
4. *No member of a department at or above the rank to which a faculty member is being considered for promotion should be excluded from the review process. Each faculty member at or above the rank to which a faculty member is being considered for promotion should have the option of having their written views on a candidate's promotion/tenure appear in the dossier.* There was a division of



opinion within the Ad Hoc Committee on this point. A majority of the Committee subscribed to the above principle and felt that it insured that democratic procedures would be carried out within departments in that adherence to the principle precluded arbitrary exclusion of senior faculty from the promotion and tenure process. The minority felt that such a principle goes perhaps too far in the direction of determining for departments their internal promotion and tenure procedures.

5. *Departments lacking many or any full professors should solicit participation by full professors from outside the department in the event that members of the department are candidates for promotion to full professor.*

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The Ad Hoc Committee offers the above suggestions and recommendations as points of departure for dealing with areas of the Committee on Promotions and Tenure's activity and the promotion and tenure process as a whole, which remain, in our view, ambiguous and therefore subject to misunderstanding. In a university community encompassing scores of disciplines and hundreds of faculty there is, of course, a need for flexible criteria and procedures that reflect the diversity of interests and activities of such a group. But there is no less a need for procedures which are predictable and "roughly comparable." We offer the above in the hope that it will further what is necessarily an always incomplete task of striking a fair balance between these needs.

Donald Fieldhouse, Plant Science  
Allen Granda, Life and Health Sciences  
Jay Halio, Associate Provost for Instruction  
Elise Michael, Nursing  
David Schulz, Urban Affairs  
John Wriston, Chemistry  
James Oliver, Political Science - Chairperson

REPORT ON  
WALDEN UNIVERSITY

by the  
University Faculty Senate  
Committee on Adjunct Academic Affairs

December, 1978

Committee Members:

A. Dunbar  
P. Durbin  
E. Farrow  
P. Pelosi  
E. Smith  
S. Steinmetz, Chair  
P. Weil

## REPORT ON WALDEN UNIVERSITY

The presence of Walden University on the University of Delaware's Campus has raised a number of questions which this Committee has been requested by the Senate to investigate. These questions, according to the charge, include:

Is it appropriate to lease University space and facilities to Walden?

Is Walden's compensation adequate in light of increased use of library resources?

Does the presence of Walden on campus imply University of Delaware approval of Walden's program?

Does a conflict of interest exist from the participation of any University of Delaware faculty in Walden's program? And what are the implications for the University of Delaware's College of Education?

Has there been either faculty or administrative oversight (Continuing Education) in allowing Walden on campus?

Outside of these basic issues, one important question concerning the quality of Walden's program needed examination before this Committee's investigation could continue. Therefore, the first part of this report will deal with this last issue, the ticklish problem of evaluating Walden's quality. It seems inappropriate--until such time as our mandate is clear on what and how much we should be doing to evaluate Walden--for this to be more than an ad hoc report. We do not have before us the documentation that would be required by an accrediting agency or even a COPE-type committee to provide a genuine program evaluation of Walden. The documentation we do have, while it does not permit an assessment of the quality of the actual program, does allow us to make some preliminary observations:

On paper Walden appears to be a tight, well-documented, educationally coherent program. The materials which we have examined are generally supportive of a conclusion that Walden University is a serious academic endeavor that has chosen to develop within the needs of a potential student body and market often missed by traditional graduate institutions in higher education. However, the relationship between the supporting materials and the actual performance by the school and its students is not established to the extent that the Committee can conclude that the supporting materials are an accurate reflection of the quality of education.

We are in agreement with the development of non-traditional graduate programs for the purpose of providing academically respectable degree programs at times and locations needed by qualified professionals who seek such degrees and educational development while continuing in their established careers.

These statements are not to be seen as an endorsement or as disapproval of Walden University's program, but rather as a reflection of the materials, available in the Senate office, assembled to increase the faculty's knowledge of the program.

However, it seems clear that a program such as Walden's ought not to operate on our University campus without some regularized faculty input; consequently, it seems inappropriate that last summer's venture should have been approved simply to fulfill facilities utilization plans. It is clear that there needs to be a mechanism for faculty evaluation and recommendation of such projects. The discussion of the five specific charges and the Adjunct Academic Affairs Committee's recommendations will hopefully prevent this type of oversight in the future.

#### The Appropriateness of Leasing University Space

The first question to be addressed is the appropriateness of leasing University of Delaware facilities to Walden. The Committee has found that there are no procedures which involve the University Senate specifically concerned with the rental of space. There probably need not be any except when that rental directly relates to academic programs.

The Adjunct Academic Affairs Committee recommends that:

*The Senate set up a committee that would have as its charge the development of criteria and procedures for the rental of space by academic institutions which are not affiliated with the University of Delaware.*

*It is imperative that all such requests be formally and uniformly processed regardless of the prestige or notoriety of the requesting institution.*

*The committee should immediately be empowered to act on an ad hoc (non-precedent-setting) basis in matters pertaining to the charge.*

#### The Adequacy of Compensation

The second charge is the question of adequacy of compensation by Walden University for leasing of space and facilities. There was a question raised specifically addressing the use of the library. This apparently resulted from a miscalculation on the part of Continuing Education in recognizing the extent to which Walden students would need assistance in using the library's resources. Any future arrangements would need assurance that compensation for support services were adequate. It should be noted that a total of approximately \$80,000 was paid to the University of Delaware by Walden University for facilities and overhead. Furthermore, as noted by John Murray, Director



of Continuing Education, in a memo to Prof. James McLaren, dated July 25, 1978:

The justification for accomodating Walden is economic. The net income will reduce the University's 1978-79 overhead expenditures. In addition, this program, along with other summer residential programs, provides summer employment for University employees who otherwise might be drawing unemployment compensation during this period, and it provides summer jobs for University students.

Increasing the utilization of residence halls and food service facilities during the summer was a goal noted in the recent COPE evaluation of Continuing Education. It is not possible to judge the over-all adequacy of compensation.

The Adjunct Academic Affairs Committee recommends that:

*The Senate charge a committee (it might be the same committee initially charged with the development of criteria and procedures) to evaluate programs in residence in order to assure adequate compensation for use of all University facilities.*

Does the Presence of Walden on the University of Delaware Campus  
Imply Approval of the Walden Program?

A further issue is that of the University of Delaware's approval of Walden's program, the amount of University of Delaware faculty control over so-called curriculum affiliated programs, and to what degree the University of Delaware is affiliated with any outside program. The University of Delaware did not formally approve nor disapprove Walden's program. There is no procedure for faculty control over any visiting institution. Finally, the University of Delaware is not in any way affiliated with Walden's program. The problem, however, lies in the fact that certain implications came out of the University of Delaware's lack of a procedure for evaluating these programs. Specifically, Walden's appearance on campus, although little known, was interpreted as and adjunct program. Walden's presence on campus further implied that the faculty of the University had full knowledge of its total program and that it was supported. A third implication was that Walden's presence and program were evaluated prior to coming to Delaware. None of the implications is warranted.

Since the Senate is charged with overseeing all academic matters and insofar as the presence of an external academic program utilizing University facilities could be viewed as approval,

The Adjunct Academic Affairs Committee recommends that:

*The Senate establish a standing committee to exert faculty control over curriculum programs instituted by academic units which are not part of the University of Delaware program.*

Does Walden's Presence Constitute a Conflict of Interests?

The next-to-the-last charge speaks to the issues of conflict of interest. Two areas of conflict of interest exist: duplication of programs, and faculty serving in a dual capacity. The first does not appear to be an issue since Walden serves a different population than students currently attending the University of Delaware.

It should be noted, however, that several other universities operate in Delaware without residency requirements: NOVA, International University, Antioch, Salisbury, and West Chester. The President's Commission on Life Long Learning is currently investigating the possibility of developing an alternative Ph.D. track, so the possibility of a conflict of interest might be a concern in the future.

The second area, conflict resulting from dual roles of faculty members, was also examined. Documents and personal communication with relevant administrators have assured this Committee that the faculty members involved with Walden University complied with all requirements, as stated in the Faculty Handbook, regarding consult-  
antships.

The Adjunct Academic Affairs Committee recommends that:

*The Senate examine the possibility of creating a graduate program which would serve a population for which non-traditional education might be best suited.*

#### Faculty and Administrative Oversight

The final charge deals with faculty and administrative oversight. When faculty Senate committees were established, they did not address the issue of approval of external academic institutions using University of Delaware facilities. The present case with Walden and the issue of Continuing Education's oversight of academic concerns has now been raised. In order to avoid such examples of oversight in the future the Committee recommends that the Senate accept the resolutions presented above.