

UNIVERSITY FACULTY SENATE

SUMMARY OF AGENDA

October 3, 1988

- I. ADOPTION OF THE AGENDA
- II. APPROVAL OF THE MINUTES: September 19, 1988
- III. REMARKS BY PRESIDENT JONES and/or ACTING PROVOST PIERCE
- IV. ANNOUNCEMENTS
 - 1. Senate President Dilley
- V. OLD BUSINESS
 - A. Resolution, introduced by Senator David Bellamy at the September 19, 1988 meeting on cable television in dormitory rooms
 - B. Resolution, introduced by Senator David Bellamy at the September 19, 1988 meeting on no smoking signs.
 - C. Recommendation on the plus/minus grading system
- VI. NEW BUSINESS
 - A. Final report from the Ad Hoc Committee for the Review of the Faculty Senate
 - B. Resolutions from the Ad Hoc Committee for the Review of the Faculty Senate:
 - 1. Revisions to the Constitution of the Faculty of the University of Delaware
 - *2. Revisions of the ByLaws and Regulations of the University Faculty Senate
 - 3. General
 - C. Introduction of new business

*Bylaw change; requires a 2/3 vote of those senators present and voting.





University of Delaware

UNIVERSITY FACULTY SENATE
301 HULLIHEN HALL
NEWARK, DELAWARE 19716

(302) 451-2921

September 27, 1988

TO: All Faculty Members

FROM: Arthur Halprin, Vice President
University Faculty Senate

A handwritten signature in cursive script that reads "Arthur Halprin".

SUBJECT: Regular Faculty Senate Meeting, October 3, 1988

In accordance with Section IV, paragraph 6 of the Constitution, the regular meeting of the University Faculty Senate will be held on Monday, October 3, 1988 at 4:00 p.m. in room 110 Memorial Hall.

AGENDA

- I. Adoption of the Agenda,
- II. Approval of the minutes of the Senate meeting of September 19, 1988.
- III. Remarks by President Jones and/or Acting Provost Pierce.
- IV. Announcements
 1. Senate President Dilley
- V. Old Business
 - A. Resolution, transmitted from the Department of Mathematical Sciences, and introduced by Senator David Bellamy at the September 19, 1988 meeting on cable television in dormitory rooms.

WHEREAS, initial plans have been made to install cable television into student dormitory rooms, and

WHEREAS, serious question has been raised concerning the advisability of so doing, and

WHEREAS, the Executive Committee has charged the Senate Committee on Student Life to study this plan and make a recommendation as to its advisability, and

WHEREAS, the Faculty has responsibility, under the Charter of the University of Delaware (#511) for the care, control, government and instruction of the students, therefore be it

RESOLVED, that it is the sense of the Senate that no further action be taken to implement the plan to install cable television in dormitory rooms until the Committee has completed its work and reported to the Faculty Senate.

- B. Resolution, introduced by Senator David Bellamy at the September 19, 1988 meeting on no smoking signs.

WHEREAS: The correct plural of "auditorium" is "auditoria" (or ought to be), and

WHEREAS: A University, perhaps more than any other institution, needs to promote precise communication; therefore be it

RESOLVED: That the No Smoking signs in the several buildings on campus be modified or replaced to correct the misspelling, "auditoriums."

- C. Recommendation from Senator John Morgan, with the concurrence of the Committee on Graduate Studies (L. Lemay, past Chairperson), [tabled from the September 19, 1988 meeting] on the plus/minus grading system.

WHEREAS, in order to be supported a graduate student must maintain a 3.0 grade point index, and

WHEREAS, under the projected +/- grading system a student who receives two B+ grades and one C+ grade will have a grade point index of 2.96666 ... and hence be ineligible for support, therefore be it

RESOLVED, that +/- letter grades (with the exception of A+) will carry +/- one-third of a quality point above/below the ordinary letter grade.

VI. New Business

- A. Final report from the Ad Hoc Committee for the Review of the Faculty Senate (J. Pikulski, Chairperson). Copy of the report is at Attachment 1.
- B. Resolutions from the Ad Hoc Committee for the Review of the Faculty Senate (J. Pikulski, Chairperson).

1. Resolutions amending the Constitution of the Faculty of the University of Delaware, and reviewed by the Rules Committee (K. Ackerman, Chairperson). Enactment of these constitutional changes will require convening a meeting of the full faculty. The action of the Senate is advisory to that body. The resolutions are appended as Attachment 2.
2. Resolutions amending the ByLaws and Regulations of the University Faculty Senate (Attachment 3).
3. General resolutions (Attachment 4).
- C. 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.)

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Attachments:

1. Final Report of the Ad Hoc Committee for the Review of the Faculty Senate
2. Resolutions amending the Constitution of the Faculty of the University of Delaware
3. Resolutions amending the Bylaws and Regulations of the University Faculty Senate
4. General resolutions



Report
of the
Ad Hoc Committee for the Review of the Faculty Senate
University of Delaware

Committee Members:

Robert F. Brown, Philosophy
L. Leon Campbell, Provost
Robert A. Dalrymple, Civil Engineering
Anna L. DeHaven, Nursing
Carol E. Hoffeecker, History
John J. Pikulski, Educational Development, Chair
Jeffrey A. Raffel, Urban Affairs



There shall be established a University of Delaware Faculty Senate which except as otherwise provided in the Constitution, shall in the periods between the regular faculty meetings, exercise all the powers vested in the Faculty of the University of Delaware by the Board of Trustees, and which shall be empowered to determine the duties which it will delegate to faculty committees and to the faculty of the several Colleges and divisions of the University.

Constitution of Faculty of the
University of Delaware

BACKGROUND

On January 7, 1970, in the fourth continuation of the regular meeting of October 20, 1969, the University of Delaware faculty approved a new Constitution of the Faculty "in a vote by a show of hands." That new Constitution created the University of Delaware Faculty Senate, and at that same meeting President E. Arthur Trabant declared that the Constitution of the Faculty of the University of Delaware would become operative on the first Monday in March, 1970. He announced that he would call a meeting of the Senate within ten days of that date and chair the meeting through the first item of business, the election of the President of the Faculty Senate.

The proposal to establish a Faculty Senate was not without controversy. When the new Constitution was formally proposed to the University of Delaware faculty on October 20, 1969 by Dr. Willard Baxter, Chair of the Organization and Rules Committee, there was an immediate motion calling for, instead of a Senate, "direct participation in Faculty Assembly and strong faculty controlled standing committees." The fear was expressed that the proposed Constitution "would establish a bureaucracy." In spite of these fears the faculty approved the Constitution, and thus the creation of the Senate, in a vote taken January 7, 1970.

The University of Delaware Faculty Senate has functioned on a very regular basis for the 18 academic years that have followed its creation.

In February 1987, then Faculty Senate President Raymond Callahan wrote to Professor John Pikulski requesting that he chair a committee to review "the activities of the Senate" and "the procedures the Senate employs to handle its business." President Callahan noted: "The mandate that the Executive Committee proposes to give you and your committee is, accordingly, to study the Senate's operation, in the broadest sense, and make any observations or recommendations to the Executive Committee that you deem appropriate." In a memorandum dated May 14, 1987 from President Callahan to Professor Pikulski,

the committee was officially charged "to examine the manner in which the Senate is currently executing the duties and using the powers entrusted to it with a view to recommending any necessary changes."

On July 2, 1987, the new Faculty Senate President, U. Carl Toensmeyer, announced that the members of the Ad Hoc Committee to Review the Faculty Senate would be:

Robert F. Brown, Philosophy
L. Leon Campbell, Provost
Robert A. Dalrymple, Civil Engineering
Anna L. DeHaven, Nursing
Carol E. Hoffeecker, History
John J. Pikulski, Educational Development, Chair
Jeffrey A. Raffel, Urban Affairs

The Committee met for the first time on September 29, 1987, and an additional fifteen times since that first meeting. Most of the work of the committee was accomplished through the work of subcommittees of two members, each working in areas of Faculty Senate concerns. Before formulating their conclusions and recommendations those subcommittees sent written surveys to hundreds of faculty and administrators and interviewed a substantial number of them. Early in our work we also met with seven of the past Presidents of the Faculty Senate. Attending were: Raymond Callahan, Carol Hoffeecker, D. Michael Kuhlman, Ludwig Mosberg, John Pikulski, James Soles, and David Smith. In the course of our work we also met with University President Russel Jones, Vice President Stuart Sharkey, Associate Provost Richard Murray, Dean Timothy Brooks, and past Senate Staff Assistant Barbara Martin.

We read official documents of the University, solicited and received information from the Office of Institutional Research and Strategic Planning, and had University Archives track down minutes and committee reports that have allowed us to develop some historical perspective about the Faculty Senate. In all of these activities we have had outstanding support from Ms. Wanda Cook and Ms. Rachel Gray, the staff of the Faculty Senate Office. They helped us locate what we needed, met with us and offered valued advice, and generally gave help and support.

Mrs. Marie Senff, Senior Secretary in the Department of Educational Development, also gave generously of her time. In spite of an already ambitious and taxing set of responsibilities, she took charge of all communications among committee members, the scheduling of meetings, and the typing of endless revisions of the main body of this report.

To make the University community aware of our existence and to gather their perceptions of the Senate and its committees and their recommendations for change, we prepared and distributed, on March 4, 1988, surveys to a list of 1,365 "voting faculty members" of the University of Delaware. To date we have received a disappointing return of 231 of those surveys--a return rate of only 17 percent. Jeff Raffel was of enormous help in the creation and analysis of the survey. A copy of the survey form, tabulations of responses, and an interpretation of the results of that survey are included as Appendix A of this report.

We made a preliminary report of our findings to the Faculty Senate on April 4, 1988 and distributed forms on which Senators could register their immediate reactions to our tentative recommendations. These reactions and suggestions were used to make some modifications in the recommendations.

A draft of the final report of this Review Committee was made available in April, and a Public Hearing was scheduled for and conducted on May 16, 1988.

The final report was presented to the Executive Committee of the Senate on September 7, 1988 with a request from this Review committee that the report be submitted from the Executive Committee to the Senate with a recommendation that the Senate vote to receive this report. In the near future this Review Committee will submit to the Executive Committee a series of formal resolutions that reflect the findings of this report.

GENERAL CONCLUSIONS

If faculty governance is to exist at the University of Delaware, there must be a Faculty Senate. Since its establishment in 1970, the Faculty Senate of the University of Delaware has been the voice of the faculty. In the 18 years of its existence it has dealt ably with change, controversy, criticism and with a host of both important and mundane matters. The Faculty Senate and its committees have been served by some outstanding leaders who have given generously of their time and talents. Though there are still a few calls for the direct participation of all University of Delaware faculty in a governing forum, the size of the faculty and the degree to which many of those faculty fail to involve themselves in governance issues leads this Review Committee to conclude that a Senate is essential.

Anyone familiar with the Senate is also familiar with some of its foibles, its inefficiencies. It, like all representative forums, could improve in both its effectiveness and its efficiency. The purpose of this review and this report is to affirm the central, indispensable role the Faculty Senate plays in the well being of this University, but also to suggest ways in which it might improve as it approaches its third decade.

In the pages which follow we will deal with a number of major issues related to Senate functioning, namely:

- . The need for enhancing the prestige of and respect for the Senate.
- . The need for continuity in the operation of the Senate.
- . The need to improve communication between the Senate and the full faculty of the University.
- . The role of University administrators in the Faculty Senate.
- . The need for significantly reducing the number of Senate Committees and consequently the number of people appointed to such committees.

The bulk of this report and recommendations concern the committee structure. Our recommendations are designed to enhance the ability of the committees to do their work, to increase the power and prestige of the committees, and to increase their efficiency. With increased efficiency of the committees, the Senate itself will function more efficiently and effectively.

In the course of our work we talked to a large number of faculty members and read the survey comments of well over a hundred. We recognize that, given the number and breadth of the recommendations we are making, we are sure to anger and offend almost everyone on some point. In fact, it was very encouraging to see the protective spirit with which many faculty talked about their favorite committee or subcommittee. Our hope is that everyone will seriously consider all of these recommendations in the spirit in which they are offered—as a broad way of strengthening and contributing to faculty governance at the University of Delaware.

GENERAL RECOMMENDATION

RECOMMENDATION 1: The Constitution of the Faculty of the University of Delaware calls for the establishment of a Faculty Senate

"which, except as otherwise provided in this constitution, shall in periods between the general faculty meetings, exercise all powers vested in the Faculty of The University of Delaware by the Board of Trustees...."

However, the general faculty meetings have not achieved a quorum since the creation of the Faculty Senate. We, therefore, recommend that the constitution be amended to delete the phrase "in periods between the regular faculty meetings."

RATIONALE: This recommendation would simply bring the Constitution in line with reality. When originally proposed, the Constitution of the Faculty did not include the phrase referred to in this recommendation. It was added as a safeguard to prevent an "oligarchy" from usurping or abusing the powers of the faculty. However, the meager attendance at the "general" faculty meetings indicates, in effect, that the faculty wishes for the Senate to exercise full powers. At present, the general faculty meetings are a time for speeches and memorial tributes, which, though they unquestionably deserve a forum, are not activities of faculty governance.

Some have expressed the concern that this recommendation will never allow the full faculty to serve as a check on its elected Senate. This is not the case. It should be noted that we are not recommending the deletion of the phrase "except as otherwise provided in this constitution" from the investment of the powers of the faculty in the Senate.

The provision for calling "special meetings" will be retained. A special meeting can be called upon petition by 20 percent of the voting faculty members to the President of the University, who is required to call a meeting within a week of receipt of this petition. The President of the University presides at all general faculty meetings.

The constitution is clear as to the powers of the faculty at a general faculty meeting: "The faculty shall automatically assume and exercise all powers vested in it by the Board of Trustees."

Recommendation 1 simply calls for the removal of reference to routine semiannual meetings which do not appear to serve the goal of faculty governance.

ENHANCING THE PRESTIGE OF AND RESPECT FOR THE SENATE

At least in some quarters, the Faculty Senate, its officers and its membership do not enjoy the prestige that we feel they must if the Senate is to be maximally effective. It is vitally important that the Senate itself take steps to increase that prestige and that the officers of the administration support and contribute to these efforts. The recommendations that follow are offered in an effort to improve the respect for and prestige of the Faculty Senate, its officers and its membership. Many of these recommendations will also contribute to increasing the effectiveness and efficiency with which the Senate and its Committees operate.

RECOMMENDATION 2: Senate membership of elected faculty senators should be restricted to voting faculty members who have been full-time employees of the University of Delaware for a period of at least three years.

RATIONALE: The above recommendation is not in any way meant to derogate the contributions that newcomers have made to the Senate in the past. Unquestionably there have been outstanding contributions by such individuals; however, there have also been reports by newcomers and junior faculty members of feeling naive, confused and uncomfortable in assuming the responsibilities of a Faculty Senator shortly after coming to this University. A more reasonable and realistic expectation is that new voting faculty members gain experience for several years at the department or college level or as members of Senate committees before assuming the voting and decision making powers of Senators. This recommendation would also serve to protect the new faculty members, who on occasion in the past, has been pressured to assume such responsibilities prematurely.

Table 1, which is included as Appendix A of this report, shows that while there has been a shift in the direction of a greater proportion of University faculty who have appointments at the levels of associate and full professor, the membership of the Senate is shifting to include a greater proportion of assistant professors. Table 1 shows the average percent of faculty at the various ranks both in the Senate and at the University of Delaware in general for combined academic years 1971-72 and 1972-73; 1978-79 and 1979-80; and for academic year 1987-88.

Table 1 does show some shift toward greater reliance on faculty from beginning ranks. For example, when early Senate years (1971 through 1973) are

compared with recent years (1986 through 1988), while the percentage of full professors at the University has increased by 7 percent (21 to 28 percent), the number of full professors serving as faculty senators actually declined by 11 percent (38 to 27 percent). There is less change (4 percent) at the associate professor level. At the assistant professor level, the percentage of assistant professors at the University dropped by a full 21 percent (58 to 37 percent); the percentage of decline of assistant professors serving in the Senate is only 7 percent (32 to 25 percent) over the same period. Thus, while the faculty of the University of Delaware in general is showing a sizeable shift from assistant professor to full professor ranks, the Senate membership is not showing a shift of the same magnitude, and comparatively speaking, is not keeping pace with the academic maturing of the University.

Originally this review committee considered restricting Senate membership to voting faculty who not only were familiar with the University of Delaware but who also held the rank of professor or associate professor. Based on comments made in the several surveys we took, and those made at the open hearing, we withdrew the restriction of academic rank from this recommendation. While we have withdrawn the restricting recommendation, we continue to feel that the trends cited above do reflect a disturbing tendency. Fewer of the very mature or experienced faculty are participating in the Senate. We urge the electing units to seek out outstanding and experienced individuals to represent them, and we urge senior faculty to accept nomination for the offices of Senator and executive officers of the Senate. Unquestionably lecturers and assistant professors have and will continue to make outstanding contributions to the Senate, but in some cases we have been told that newcomers to the University and junior faculty have been "pressured" into accepting election to the Senate. Junior faculty deserve our support as they mature in their scholarship and service experience and as they move toward promotion and tenure; they should not routinely be expected to assume the leadership role Senate membership brings with it.

RECOMMENDATION 3: The Executive Committee and the Parliamentarian of the Senate should plan and conduct an annual program of orientation for newly elected senators. This meeting might be held immediately after newly elected

Senators have attended the May Senate meeting as observers. These meetings should be evaluated by participants. If after two years such meetings are not positively evaluated, they should be discontinued.

RATIONALE: The Senate has an orientation program for committee chairs. This program should be continued, but a similar program should be established for newly elected faculty senators. Such a program would help orient new senators to upcoming issues in the Senate, review essential elements of parliamentary procedures, enhance understanding of the workings of the Senate and generally create more informed faculty representatives.

A number of senators questioned the need for such a meeting, but others offered strong support, indicating that they were, at least in some cases, unfamiliar with the Senate and its committees, the rules of parliamentary procedure and the kinds of business and remarks that are appropriate during meetings of the Senate.

RECOMMENDATION 4: The University Faculty Senate should commend President Russel Jones for the timely and decisive manner in which he made provisions for expanded, more adequate space for the office of the University Faculty Senate.

RATIONALE: The office of the faculty Senate maintains and supports the most central and significant functions of faculty governance at this University. It is responsible for preparing agendas, minutes and correspondence and for maintaining records pertaining to the Senate and its committees. This is the office of record for all changes in degree programs of the University. The list of important functions could go on. Two administrative assistants occupy this office, which also serves as the working and meeting space for the officers of the Senate.

For most of the Senate's history all of the above activities had taken place in two very small, ill-equipped rooms on the third floor of HULLIHEN Hall. Desks and filing cabinets so completely filled this space that it was uncomfortable to conduct even the weekly meeting of the four executive officers in either of these rooms.

The former lack of space and equipment accorded the Faculty Senate connoted a lack of respect for the important function that it must play at the University of Delaware.

It is extraordinarily gratifying to report that even before this report was released in its final form, University President Russel Jones had made

provision for significantly expanded and more adequate space for the University Faculty Senate office. A recommendation for improved offices for the Faculty Senate had been informally conveyed to the President privately by several members of this review committee and publicly through announcement of a recommendation, from this review committee, for more adequate office space at the April, 1988 meeting of the Senate. President Jones was immediately supportive of that recommendation and promptly acted upon it.

RECOMMENDATION 5: The President and the President-Elect of the Senate should be provided with a reduction in their University assignments equivalent to a reduction in the teaching of one-course for each semester of the academic year. The chairs of the Graduate and Undergraduate committees should be provided with the equivalent of a one course reduction for one semester of each academic year that they serve.

RATIONALE: The performance of major Faculty Senate responsibilities is an onerous task when combined with the full demands of a faculty member's position. In practice, the President of the Senate is traditionally released from a course each semester, but this has been an informal arrangement with that faculty member's department chair, and that department is then faced with the challenge of absorbing the responsibilities of the faculty member who assumes the presidency of the Senate.

In the pages that follow, we are suggesting a formidable set of responsibilities for a new position of President-Elect of the Senate which would require very substantial time commitments; hence the recommendation for released time for assuming that position.

In our investigation of the functioning of the Senate and its committees, we were convinced that at least the chairs of the Graduate and Undergraduate Committees warrant some released time.

The modest use of released time suggested in this recommendation would enhance the efficiency of the Senate and contribute to the morale of key personnel. In addition, through provision for released time the University would acknowledge the important contributions and major time commitments made by the people who assume these responsibilities. Finally, such support might allow some highly qualified faculty members who are already committed to very demanding professional responsibilities to accept leadership positions in the Faculty Senate.

CONTINUITY IN THE OPERATION OF THE SENATE

One of the issues discussed by this Review Committee was the need for strong continuity of the Senate. Since the Senate relies on the leadership of the executive officers, with the possibility, under the current system, for a president and vice president each serving but a single term, there have been problems of continuity. It is difficult in many cases for the executive officers of the Senate to know the historical precedents for issues that are currently before the Executive Committee or the Senate itself.

Even the day-to-day operation and supervision of the Senate office can be problematic; the staff of that office have ever-changing supervisors and are often required to take on responsibilities and to make decisions that are beyond what is normally expected of a staff member at the University. To the credit of the Senate office staff, they have a history of performing such tasks admirably.

This Review Committee also strongly considered, but decided not to recommend, that a full time, ongoing middle management professional position, perhaps that of Assistant to the Senate President, be created. Such a recommendation is not made at this time because the Senate, its officers and committees might come to rely too heavily on a staff professional to the detriment of faculty responsibility for the Senate and its work. However, if problems with continuity continue, or increase, it might be necessary to consider a well-defined full-time professional position for the future.

There are also recurring problems of continuity and historical perspective in the operation of Senate committees. A number of committees have as designated members administrators who serve on them for long periods of time. This has been both an advantage and disadvantage. Some administrators have offered advice and historical perspective that has been invaluable to the operation of the committees; on the other hand, some faculty complain that administrators have used their greater experience to influence unduly, and perhaps even dominate, the workings of a committee. Many of the recommendations which follow are designed to streamline the Senate's committee system and allow more careful monitoring of committee activities by the Committee on Committees and Nominations, and the Executive Committee, so that such alleged abuses can be investigated and changes made where necessary.

RECOMMENDATION 6: The Executive Committee of the Senate should be altered. The office of the Secretary should remain as presently constituted. The office of Past President should be abolished. The offices of President and Vice President should retain essentially their present set of responsibilities; however, the method of electing the President should be altered. A President-Elect should be added to the Executive Committee. The chair of the Committee on Committees and Nominations should also be added to the membership of the Executive Committee.

A procedure should be adopted wherein the elected Vice President would automatically become the President-Elect the year after his or her election; the President-Elect of the Senate would automatically become Faculty Senate President after a year of service as President-Elect.

RATIONALE: The proposed system for electing the Faculty Senate President creates a mentor system for those who will assume the diverse and important responsibilities of that office. While in the current system the past president can serve as a valuable advisor, he or she must also cautiously allow the newly elected President to establish his or her own style of leadership. It seems more appropriate for the President to have a period of time for building experience rather than relying on a Past President to provide counsel.

An added advantage would be that the Senate would need to elect only a Secretary and a Vice President each year.

The proposed system would require a three-year commitment from the chief executive officer of the Senate; however, we see this as an advantage rather than a disadvantage. Under the current system, Senate Presidents could serve as many as four years as executive officers -- two terms as president and two years as Past President. Under the present system a Senate President has no way of knowing whether he or she will serve for one or two years as Past President. Under the newly proposed system it would not be possible for an individual to serve two consecutive years as President.

Since this recommendation was made public, some Faculty Senators have expressed concern that it will be difficult to find faculty willing to take on the three-year commitment involving the responsibilities first of Vice President, then of President-Elect and Chair of the Coordinating Committee (see recommendation 7 below), and finally those of President. We, however, continue to feel this will not be a serious obstacle. The new election

procedures will more gradually and systematically build experience and turn over powers and responsibilities to the Senate President. It should also be noted that under the present system anyone running for the office of President must be prepared to serve for three years as an executive officer in the event that the succeeding President seeks and wins reelection.

Finally, the proposal for the release from one course per semester would help compensate the President-Elect and President for their time commitments.

RECOMMENDATION 7: We recommend that the chair of the Committee on Committees be added to the Executive Committee to insure that close communication exists between these two committees.

RATIONALE: In a recommendation that follows, we strongly recommend that the Committee on Committees more closely monitor the work of the committees, their members and their chairs. Since the work of its committees is so central to the functioning of the Senate, a close relationship between the Executive Committee and Committee on Committees seems highly desirable.

RECOMMENDATION 8: Faculty Senators should be elected as they now are, in the spring semester. However, rather than taking office at the May meeting of the Senate, newly elected Senators should take office at the September meeting. Executive officers of the Senate should be elected at the May meeting and take office on June 1 for terms continuing to the following May 31.

RATIONALE: The agenda of the Senate grows through the academic year. The May meeting typically has one of the most, if not the most, crowded agendas of the year. It is inappropriate to have a Senate composed of almost half newly elected Senators acting on issues that have been building through the academic year. Instead, newly elected Senators should attend the May meeting as observers to build background for understanding the operations of the Senate and issues facing it. They then should be expected to take office in September.

THE ROLE OF ADMINISTRATORS IN THE FACULTY SENATE

A tradition has developed at the University of Delaware, as in universities across the country, to think in terms of students, faculty and administration as three major sectors of the University. Faculty and administration are often seen as representing antipathetic positions.

In conducting this study for the Senate, this Review Committee found itself periodically referring to official documents of the University such as the "University of Delaware Charter and Bylaws of the Trustees" and the "Constitution of the Faculty of the University of Delaware." Those documents do not draw sharp distinctions between administration and faculty. In fact, the Trustee Bylaws, in the first paragraph, define faculty membership to include: "The President of the University, the Provost, the Secretary, the Vice President, the Treasurer, the Deans, Associate and Assistant Deans, Directors of Educational Divisions, Full-time Professors, Associate Professors, Assistant Professors, Instructors and Lecturers, and such other members of the administration and professional staff as may be approved by the Trustees."

Thus, while some faculty have objected to including administrators in a "Faculty Senate" and have called for their expulsion, administrators are faculty as defined by the Charter and Bylaws. Indeed the President of the University is designated as the "presiding officer" of the University faculty, and currently is such for all general faculty meetings, or at all times when the powers of the Faculty Senate are taken back by the full faculty. Interestingly, a proposal was entertained at the time of the creation of the Senate to designate the President of the University as President of the Senate. Available records suggest that this proposal was ultimately rejected because it was felt that in many cases the Senate would be making recommendations and offering advice to the President, and that if he or she were also Senate President, he or she would be self-advising.

Given the official University definition for "faculty," therefore, it seems appropriate to retain the title Faculty Senate and to continue the membership of administrators in the Senate.

The survey taken by this Review Committee contained a few responses from individuals who criticized the presence of administrators as being intimidating for faculty senators who wished to speak against proposals that seemed supported by at least some administrators. There were also a few survey respondents whose criticism was that administrators voted as a bloc and, therefore, improperly dominated Senate decisions. On the other hand, a

number of survey respondents lauded the presence of administrators and indicated that a major advantage of the Senate was that it encouraged faculty-administration interaction and that it required administrators to listen to faculty views.

A few survey respondents said or noted that administrators are disproportionately represented in the Senate. When the proposal for the creation of the Senate was originally made, Professor Willard Baxter, the Chair of the Faculty Committee on Rules, described it as a "representative assembly of approximately 65 members, one-sixth (17 percent) appointed (administration) and five-sixths elected." The present Senate consists of 58 elected senators (including four student senators) and 14 (about 19.4 percent) appointed senators. While additional elected senators have resulted from electing the executive officers from the faculty at large rather than from the membership of the Senate, the number of appointed senators has grown faster due to the creation of new colleges whose deans automatically become Senators.

The Constitution of the Faculty of the University in fact sets an upper limit for non-elected senators. Section IV, paragraph 1 states: "In no case shall the number of non-elected senators exceed 20 percent of the Senate." The number of elected senators is in fact at its upper limit; no additional non-elected senators can be added without increasing also the number of non-elected senators.

Given the fact that the number of non-elected senators does not exceed the constitutional limits, we are not recommending an immediate change in the composition of the Senate, though we think this issue deserves immediate further study. This point is amplified in the section which follows.

THE SIZE AND COMPOSITION OF THE FACULTY SENATE

This Review Committee did begin to study the issue of the proportion of administrators in the Senate, and in fact, considered a number of recommendations, but was not been able to formulate what we considered to be a satisfactory recommendation. We found a number of related, rather complex issues in the area of Senate membership and its composition.

One such issue was an expression of concern that the current Senate of 71 members is too large. Reducing the size of the Senate might contribute to raising the prestige of Senate membership and make senators more accountable

for their constituents. In addition, there are some cases where very small units (e.g. Urban Affairs, Physical Education and Recreation) are allotted a minimum of two senators each, and they might sometimes find it hard to locate two qualified individuals who are willing to serve. If the size of the Senate were reduced, these units, and others as well, might be better able to find faculty who are eager to serve in the Senate.

In addition to size, there are other possible problems in the ways in which Senate slots are allocated. The unit for Senate representation is the college and all voting faculty are, therefore, assigned to one of the colleges for voting purposes and for representation in the Senate, even if those "voting faculty" with major appointments as "professionals" or "administrators" have virtually no participation in that College. Professional librarians, for example, are all assigned to the College of Education for purposes of Senate representation, when, in fact, it might be better to have them constitute a separate unit.

We also encountered difficulty in determining just how "voting faculty" are defined. In the conduct of one of our surveys, forms were sent to 1,365 people who were on a list designated as "voting faculty," yet for this same year the document entitled, "University of Delaware Facts and Figures, 1987-88," produced by the Office of Institutional Research and Strategic Planning, listed 855 full time faculty. A disparity of 510 seems to us a highly significant discrepancy. As we initially pursued these issues we found that there were differences in the number of faculty who appeared on lists we received from the Faculty Senate Office, from the Colleges, and from the Appointment Processing Office.

The list of questions we encountered regarding representation on the Senate and the composition of the faculty grew longer as the deadline for this report continued to approach. Therefore, we submit the following recommendation.

RECOMMENDATION 9: Either the Committee on Committees and Nominations or an Ad Hoc Committee appointed by it should review the Senate size and composition of the Senate, and the way in which the 50 elected senate slots are apportioned. That committee should develop a reliable, suitable way for defining "voting faculty member" and the manner in which voting faculty are assigned to units for purposes of Faculty Senate representation.

RATIONALE: This Review Committee has tried not to put off the resolution of issues, to avoid simply recommending "further study." However, the complex and interrelated questions about the composition and size of the Senate made it impossible to reach reasonable conclusions and recommendations in the time available to us.

COMMUNICATION BETWEEN THE FACULTY AND THE FACULTY SENATE:

If the Senate is to fulfill its mandate of meeting the governance responsibility of the full faculty in a representative way, it must maintain accurate, active and continuous communication with the faculty. There are indications from both the faculty and the Faculty Senate that communication needs to be improved.

Far too many faculty, and even some Senators, are apathetic or only superficially interested in governance issues. If faculty and Senators are to carry out the responsibilities and privileges accorded them by the Board of Trustees, they must exhibit interest and participation in a more intense and consistent way.

The Faculty Senate has a responsibility for keeping the faculty informed both of impending issues and of actions taken. The most obvious way to do this is through the publication and distribution of agendas for, and minutes of, its meetings. Indeed, the Senate has been struggling to find an efficient way to record and distribute these items. In our opinion it has not yet achieved a satisfactory format. At present all Senate meetings are audio recorded, and tapes of those meetings are stored for 10 years. Abridged written minutes of those meetings consist mainly of the resolutions that have been acted upon by the Senate; these minutes are selectively distributed and contain neither the background for, nor any of the debate that may have accompanied the passage or defeat of those resolutions.

RECOMMENDATION 10: The Senate should return to a policy of having the elected Secretary of the Senate prepare and distribute traditional minutes of the meetings. These minutes should include not only resolutions that have been acted upon, but selective, relevant background information and summaries of discussions and debates that took place at the time the resolution was considered. These minutes should be distributed as they now are, but they should also be distributed to all faculty who request them. A form should be

sent to all voting faculty at the beginning of each academic year from the Faculty Senate President, alerting them to any upcoming major issues and describing major goals for the year ahead; the form should also include a returnable portion on which faculty can note any concerns they have and on which they can request minutes and agendas for the year ahead.

RATIONALE: The preparation of full minutes for a meeting is an onerous task. Apparently it has been difficult to find faculty willing to serve as Secretary of the Faculty Senate because of its associated responsibility of preparation of minutes. However, the present abridged Senate minutes are an incomplete way of reporting Senate activities, and storing audiotapes for 10 years is an inadequate back-up system. Audiotapes are also cumbersome and difficult to review, and though a decade seems long, it is not in the history of a major University. For example, this Review Committee would have a significantly poorer understanding of the circumstances that surrounded the creation of the Senate, had traditional minutes of the meetings that led to the adoption of the Constitution of the Faculty not been available through University Archives.

While we seriously considered recommending that all the voting faculty automatically receive minutes, we recognize that many faculty would never take the time to read them. Asking interested faculty to fill out and return a simple form once a year does not seem unreasonably burdensome. In addition, we see a clear value in having the Senate President outline some impending issues and some goals for the year ahead. Finally, a major criticism of the Faculty Senate of the University of Delaware has been that, it reacts to issues but it initiates few new ideas. Encouraging all faculty to propose issues that might need to be considered might help to cast the Senate and the faculty it represents into a more proactive role.

Another aspect of the Senate's communication problems is that Senators are said to whimsically or idiosyncratically vote on important issues without soliciting the views of the faculty whom they represent in the Senate. Apparently the extent to which Senators communicate with their constituents varies very widely from one unit to another. We can think of no way to "legislate" communication. However, we urge all Senators to use department

and college faculty meetings, written communications and informal communication networks to communicate more effectively with constituents. Deans and Department Chairs are urged to place on the agendas of faculty meetings items of general or special interest that come before the Senate.

THE SENATE COMMITTEE STRUCTURE

An often repeated adage in Faculty Senate circles is that the working of the Senate is dependent upon its committees, and that the success of the Senate in meeting its responsibilities depends upon effective work in the committees. We believe this to be true. While the original structure of the Senate committees has served the body well, the committee structure needs to be significantly streamlined and made more efficient. We conclude that one of the most serious problems facing the Senate is that it has too many committees. A number of these committees accomplish, or even undertake, little or virtually nothing of significance for faculty governance in the course of a year or sometimes even longer. As a result, committee membership becomes devalued and often the most capable faculty members shun committee service as trivial. Also, the significant work done by some committees is not immediately apparent. Reducing the number of Senate committees and committee members could, therefore, also contribute to the prestige and influence of those committees that are retained. Therefore, our goal, reflected in the recommendations below, has been to create a smaller number of committees, all of which would have important areas of responsibility.

RECOMMENDATION 11: In all cases where a committee's charge currently calls for its chair to be selected by the members, the chair should instead be appointed at the time the committee is constituted.

RATIONALE: In case after case we were told that the work of a committee was delayed because no one called the first meeting. In some cases, when the committee was to select its own chair, the method used was to appoint any member who failed to appear at the first meeting. To improve the efficiency of these committees and to prevent the capricious selection of chairs, all committee chairs should be appointed or elected before that committee is expected to function.

RECOMMENDATION 12: When a committee membership is vacated before the completion of a member's term of appointment, the Committee on Committees¹ and Nominations should have the options of appointing a replacement: 1) for the period of the vacated member's term; 2) for the period of the vacated member's term and an additional full term; or 3) for a full term which counts a first partial year of service as the initial year in the full term of appointment.

RATIONALE: The current Committee on Committees expends much time in replacing members who have relatively short terms remaining to their appointment. Such short-term appointments do not allow the replacement member sufficient time to become a fully functioning member of the committee prior to the expiration of his or her appointment. However, the length of a replacement term can vary substantially. In addition, terms on many committees are staggered to insure some degree of continuity of committee membership. The Committee on Committees and Nominations should have sufficient flexibility to make replacement appointments of the most effective duration.

RECOMMENDATION 13: The Committee on Committees and Nominations needs to play a more active role in monitoring the working of the committees. It should receive and review the monthly and annual reports of the committees and recommend the elimination of committees which no longer serve valuable functions. It needs to develop mechanisms for detecting and removing committee chairs and members who fail to participate in or contribute to carrying out the charge of their committees.

RATIONALE: This is not meant as a criticism of the Committee on Committees, which has been hard working and productive, but which has been overburdened by having to staff too many committee positions. Several of the recommendations that follow call for the elimination of standing committees or for the reduction in the number of faculty positions on standing committees. By reducing the number of committee positions and by enhancing the prestige of membership on Senate committees, we also hope to make the job of filling committee positions less burdensome and time consuming. Thus, the Committee

¹There is a current Committee on Committees in the present Senate structure. This report is recommending that that committee also assume some nominating responsibilities and, therefore, be renamed the Committee on Committees and Nominations.

on Committees and Nominations would have time to serve as an ongoing monitor of the effectiveness of standing committees and to act as watchdog over the Senate committee structure.

RECOMMENDATION 14: As new issues and problems related to faculty governance arise, there will be a need for the continued evolution of the Faculty Senate Committee structure. When such issues and problems arise, it would be wise to first approach them through the appointment of an ad hoc committee with a limited charge and a limited life. If the work of that committee suggests the need for a standing committee, it could then be created. In general the creation of new standing committees should be approached in a very conservative way and only after a trial period of no less than two years of functioning with an ad hoc committee.

RATIONALE: It is easy for committees to grow in number and for the committee structure to become overextended. We have concluded that at present there are too many standing committees, that some committees play very minor roles, and that as a result, serving on a Faculty Senate committee has become devalued.

BACKGROUND FOR RECOMMENDATIONS RELATED TO SPECIFIC COMMITTEES: The major way in which this Review committee approached its work was to divide itself into subcommittees which focused on the major areas of faculty responsibility. We then reviewed the committees that have charges in these areas of responsibility. The areas and Senate committees that we judged to be associated with these areas are as follows:

<u>Area of Senate Functioning</u>	<u>Related Committees</u>
. Academic Issues	Graduate Undergraduate Undergraduate Admissions and Standing Undergraduate Records and Certification International Studies Coordinating Committee on Education Committee on Research
. Faculty Governance	Executive Committee on Committees Nominating Rules

- . Student Welfare
 - Student Life
 - Beverage Alcohol
 - Academic Appeals

- . Faculty Welfare
 - Welfare and Privileges
 - Retiring, Retired, Emeriti Faculty
 - Academic Freedom
 - Promotion and Tenure
 - Review Committee for Academic Complaints

- . Cultural Events and Honors
 - Cultural Activities and Public Events
 - Film
 - Fine Arts
 - Performing Arts
 - Visiting Scholars and Speakers
 - Academic Ceremonies
 - Student and Faculty Honors

- . Academic Support
 - Instructional Resources
 - Library
 - Computer
 - Physical Planning and Utilization
 - Adjunct Academic Affairs
 - Budget Review
 - Educational Innovation and Planning

What follow are our major conclusions and recommendations regarding specific committees, organized according to the major areas of Faculty Senate Responsibility.

FACULTY GOVERNANCE

COORDINATING COMMITTEE: The Coordinating Committee on Education is currently charged with being a continuing center for overlooking the broad

educational affairs of the University. Since budgetary matters are a major instrument of the educational policy, the committee is authorized to secure budgetary information as needed.

RECOMMENDATION 15: The charge and purview of the Coordinating Committee on Education should be expanded. Its current charge and responsibilities are already broad; however, given a number of recommendations which follow in this report, the charge of the Coordinating Committee on Education should be examined and steps taken to insure that it includes any important facets of the current charges to the following committees: Budget Review, Educational Innovation and Planning, and Physical Planning and Utilization.

RATIONALE: The Coordinating Committee on Education has been, and should continue to be, a very important committee of the Senate. The recommended changes will centralize in this committee interrelated functions currently dispersed through several other committees in the present system. As a result of centralizing these several important functions, this committee will better able to be "a continuing center for overseeing the broad educational affairs of the University." Additional specific reasons are offered later in this report for changes implied in this recommendation.

RECOMMENDATION 16: The President-Elect of the Senate should serve as Chair of the Coordinating Committee on Education.

RATIONALE: Given the expanded role of the Coordinating Committee on Education, it is essential that a strong link exist between this committee and the Executive committee. In addition, as chair of the Coordinating Committee on Education, the President-Elect will build the needed background and experience required to serve effectively as future President of the Senate. Having served for a year on the Executive Committee as Vice President, the President-Elect will have built a background for assuming the chair of this committee.

RECOMMENDATION 17: The composition for the Coordinating Committee on Education should be altered so as to include the following: 1) the President-Elect of the Senate (serve as chair); 2) the Provost or his or her representative; 3) the chairs of the following committees: Graduate, Undergraduate, and Instructional and Research Support Services (a newly recommended committee); 4) three faculty members appointed by the Committee on Committees and Nominations to serve for a period of three years; at least one of the three faculty representatives should be chosen for professional

knowledge of budgetary processes. The terms of the faculty representatives should be staggered to allow stable representation on the committee; 5) a graduate student; and 6) an undergraduate student.

THE NOMINATING COMMITTEE: In the present committee structure, the Nominating Committee exists for the sole purpose of nominating individuals to the three executive senate positions and to six "committee related" positions.

RECOMMENDATION 18: The Nominating Committee should be disestablished and its charge should be transferred to the Committee on Committees. The Committee on Committees should be renamed the Committee on Committees and Nominations.

RATIONALE: The charge to the Nominating Committee calls for it to engage in a year-long period of observation, evaluation, and consultation, and on the basis of these activities, to present a slate for officers to be elected by the Senate at its May meeting. However, there is little incentive for this committee of five faculty members to engage in year-long preparation. Given the new set of responsibilities recommended for the Committee on Committees and Nominations, that committee will actively monitor committees and the contributions of their members. The Committee on Nominations and Committees will also be more broadly based in its membership than the present Nominating Committee. In addition, the membership of the Chair of the Committee on Committees and Nominations on the Executive Committee will allow the chair to gather information about individuals who are actively contributing to faculty governance, and thus be in a better position to nominate appropriate persons to be the executive officers of the Senate.

ACADEMIC ISSUES

This review team was unanimous in its conclusion that academic issues are a foremost concern of faculty governance. The Senate and its related committees have been steadfast in their commitment to this area and, for the most part, have been very responsive.

GRADUATE COMMITTEE: This committee plays a vitally important role in formulating policy and reviewing all proposals related to graduate work at the University. The charge and composition of the committee seem appropriate. A recurring problem has been the consumption of inordinate amounts of committee time in the review of proposals for specific courses. More recently the

committee has developed procedures that insure adequate review procedures of course proposals, but which do not take up large allocations of valuable committee time.

The Graduate Committee has also functioned as the body that reviews and approves changes in the judicial system used for graduate students; however, responsibility for this area is not included in the charge to the Graduate Committee.

RECOMMENDATION 19: The charge for the Graduate Committee should be expanded to include authority and responsibility for general policies affecting graduate student life and judicial policies.

RATIONALE: This is yet another recommendation which is designed to update the Senate Committee systems to reflect current practice. Our investigation of the situation suggested that the Graduate Committee has functioned well in formulating and reviewing policies related to judicial procedures for graduate students.

UNDERGRADUATE STUDIES COMMITTEE: The Undergraduate Studies Committee plays a vital role in undergraduate academic matters. It formulates and reviews policies that affect undergraduate academic issues, it reviews all proposed program and curricular changes, and it reviews course approvals and changes. This is a very hard working, active committee that deals with important issues. Its charge and composition seem appropriate, but its charge needs to be expanded in light of the recommendations that follow.

RECOMMENDATION 20: This committee should be retained, largely as constituted and charged. Responsibility for formulating policy regarding academic standing and academic deficiencies should be added to its charge.

RATIONALE: This is a minor modification. A recommendation that follows calls for the disestablishment of the Undergraduate Admissions and Standing Committee, which is currently charged with developing policies for admission and academic deficiencies. Admission policies should be conceptualized within a broad framework of undergraduate study, hence the transfer of the charge to this committee. The recommendation that follows is designed to free the Undergraduate Studies Committee from the more routine chores involved in reviewing course proposals, thus permitting time to address admissions issues. The work of the committee should also be assisted through awarding some released time to its chair.

RECOMMENDATION 21: The various colleges must take more responsibility for the form of new course proposals and course changes. Both the Graduate and Undergraduate Committees should be responsible for establishing policies that govern course proposals. All course proposals should conform to these policies and should be published, circulated to parties of interest, and reviewed by all colleges that potentially are affected by those changes. The Graduate and Undergraduate Committees should become involved only in those cases where challenges cannot be worked out between or among colleges, between the college or colleges and the Office of the Registrar, where the issues involved appear to warrant the attention of a University-wide faculty committee, or whenever a college has failed to exercise sufficient quality control over its course proposals.

RATIONALE: An inordinate amount of the time of the Undergraduate Studies Committee is presently consumed with the routine review, altering and editing of course proposals. Instead, the various colleges should be held accountable for doing this job properly themselves. (The Graduate Committee has developed a system that does free it from routine course proposal reviews.) As these two important committees are freed from these routine tasks, they can focus more attention on the other academic policies and procedures for which they are responsible.

UNDERGRADUATE ADMISSIONS AND STANDING: This committee is charged with formulating policies governing admissions and academic standing.

RECOMMENDATION 22: The Committee on Undergraduate Admissions and Standing should be disestablished. Responsibility for formulating policies governing admissions and standing should be transferred to the Undergraduate Studies Committee.

RATIONALE: This committee has had limited responsibilities and has met infrequently. Issues for admission and standing should be considered in their relation to other academic concerns, and the Undergraduate Studies Committee is the logical forum for this task. If the need should arise, and ad hoc committee could be appointed to study a particular issue and make a recommendation to the Undergraduate Studies Committee, which could then assess it within the larger context of undergraduate education.

UNDERGRADUATE RECORDS AND CERTIFICATION: There are two major activities of this committee: certifying that graduates satisfy the appropriate degree requirements, and carrying out Senate policies concerning academic deficiency,

such as dropping and reinstating students. The committee work is primarily carried out in small subcommittees, consisting of an assistant or associate Dean (representing the student's college), a representative of the Records Office, and a representative of the Provost.

RECOMMENDATION 23: This committee should be disestablished as a Senate Committee; instead it should become an administration committee reporting to the Provost. The committee on Records and Certification should maintain its present duties and composition including two faculty members, one of whom chairs the committee. Responsibility for setting policies concerning academic deficiency should be added to the charge of the Undergraduate Studies Committee. The new administrative committee on Undergraduate Records and Certification should present to the Undergraduate Studies Committee an annual summary report of its activities and raise any policy issues that might need to be considered by that committee.

RATIONALE: The committee carries out Senate academic policies established by the faculty; it does not make policy. Of its 12 members, only two are faculty members, the remaining members are administrators.

COMMITTEE ON RESEARCH: The work of this committee centers around formulating and reviewing policies related to research and to patent matters; it also reviews faculty research and development proposals. It is an active committee, meeting weekly or semi-weekly, and most of those who have served on this committee report that it functions well.

RECOMMENDATION 24: The composition of the Committee on Research should be expanded from its current faculty representation of five members to eight. Faculty membership on this committee should be restricted to those who have an established record of research and who continue to be actively engaged in a program of research. The faculty committee members should be chosen to be representative of the following general areas: four members should be chosen from the disciplines typical of the Arts, Humanities and Social Sciences (most faculty in Colleges such as Arts and Science, Business and Economics, Education, Human Resources, Physical Education, and Urban Affairs would most likely fit here); four members should be chosen from the Natural Sciences, Engineering and Mathematics (including some faculty in Arts and Science, and most in Agriculture, Engineering, Marine Studies, and Nursing).

RATIONALE: Criticisms have periodically been raised that members of this committee are not always knowledgeable about matters related to research. The

committee needs broad representation in areas where issues of research policy are important and also in areas in which significant external and/or internal research support is available.

All the members of faculty of the University who have an established record of research are eligible for appointment to this committee. The nature of their research should determine which of the two general clusters of research areas they should represent.

INTERNATIONAL STUDIES COMMITTEE: There is a need for faculty to have a focus for generating and implementing ideas for international programming and policies, and for stressing the increasing importance of international studies at the University of Delaware. This committee has been relatively active, although much of its work seems to have been to advise or prod other sectors of the University whose purpose is to encourage and plan international study projects. Another body, The Council on International Programs, is an administrative committee chaired for the last ten years by the Dean of Arts and Science. This second committee appears to have budgetary support and decision-making prerogatives in this area.

RECOMMENDATION 25: The Committee on International Studies should be disestablished as a standing committee of the Faculty Senate.

RATIONALE: It is inefficient to have two University-wide committees concerned with international studies, and it leaves open the possibility of competing or inconsistent policies and programs. A transfer of the budget and decision making powers from the Council on International Programs to the parallel Faculty Senate committee seems unlikely. Therefore, to encourage consistency, and for the sake of expediency, we recommend that the Senate committee be disestablished.

STUDENT WELFARE

Student welfare clearly remains an important area for faculty involvement. Faculty Senate Committees carry out their responsibilities well in this area and generally have a positive, cooperative relationship with administrators responsible for student welfare.

COMMITTEE ON ACADEMIC APPEALS: This committee performs the important specialized function of serving as step 4 of the Student Grievance Procedure. It deals with matters in which faculty should be involved.

RECOMMENDATION 26: The charge and composition of this committee should remain as they are presently. However, faculty members' terms should be lengthened from two years to four years.

RATIONALE: The work of this committee is sporadic, but overall not overwhelming. Building perspective and experience is an important factor in contributing to the efficiency of this committee. Given the limited number of cases heard each year by this committee, longer terms would allow faculty members to become better prepared for discharging their responsibilities.

COMMITTEE ON BEVERAGE ALCOHOL: This committee, which has only two faculty appointees, has the charge of dealing with policies related to beverage alcohol.

RECOMMENDATION 27: This committee should be disestablished and its charge subsumed under the charge to the Committee on Student Life.

RATIONALE: This committee had a very restricted charge and appears to have been created to deal with problems that were current at the time of its establishment. Through its efforts, policies have been established which can be overseen administratively. If future questions or problems arise, they can be addressed by the Committee on Student Life or, if necessary, by an ad hoc committee. (There is currently a Trustee committee, with faculty members on it, dealing with this issue.) The Senate Committee on Beverage Alcohol has not been particularly active in recent years.

COMMITTEE ON STUDENT LIFE: This is an important committee with broad responsibilities for developing and overseeing important aspects of the lives of students at the University of Delaware.

RECOMMENDATION 28: Responsibility for dealing with policies that concern substance abuse should be subsumed under the charge of this committee and the composition of the committee changed to include one additional faculty member, so that it would consist of three administrative designees, four students, and five faculty members.

RATIONALE: This is a minor modification. The Board of Trustees delegates to the faculty responsibility for the care, control, government and instruction of students. It does not seem, therefore, unbalanced to have faculty members constitute 42 percent of the membership of this committee.

RECOMMENDATION 29: One of the faculty members appointed to the Committee on Student Life should be designated by the Committee on Committees and

Nominations as a member of the Council on Student Judicial Affairs. This faculty member would serve as a liaison between the two groups and would be responsible for bringing to the Committee on Student Life for its approval all policy changes proposed by the Council for the operations of the undergraduate student judicial system.

RATIONALE: There has been some question about the role of the Faculty Senate in the undergraduate judicial system. This Review Committee regards the Senate as being responsible for establishing a philosophy and policies for the judicial system, but believes that responsibility for specific procedure and the operation of the system lies with the Office of the Dean of Students. We do not think it wise for the Senate either to renounce its general oversight of student disciplinary procedures, or to get involved in these operations to the extent (as some proposed) of making the Council on Student Judicial Affairs a committee of the Senate.

FACULTY WELFARE

Faculty welfare is an area in which Faculty Senate committees have been active and productive. It is an important area for continued Faculty Senate involvement.

COMMITTEE ON PROMOTIONS AND TENURE: This committee performs an obvious and vitally important function in University life. Committee membership was recently increased from five to six members and the present size of the committee seems appropriate.

RECOMMENDATION 30: The committee membership currently calls for the appointment of three tenured professors, two tenured associate professors and one tenured faculty member (rank unspecified). We recommend that the unspecified rank slot be changed to that of professor. Membership would then be four professors and two associate professors.

RATIONALE: There has been some call to have the membership of this committee be composed exclusively of full professors. We found no compelling arguments to support such a major change in membership. However, having full professors constitute the majority of the committee might add to the prestige of the committee. In addition, the work of this committee is very intensely concentrated in a relatively short period of time. More senior faculty might be better able to meet the time demands of this committee with less cost to their own professional development.

REVIEW COMMITTEE FOR ACADEMIC COMPLAINTS: We recommended the disestablishment of this committee, and in the spring of 1988 the Senate acted positively on that recommendation. The responsibilities of this committee are to be assumed by the Committee on Faculty Welfare and Privileges.

COMMITTEE ON ACADEMIC FREEDOM: While academic freedom is a vital and requisite part of university functioning, the activities of the Academic Freedom Committee have been sporadic. The committee has been very important in the resolution of some issues, but there have also been years when it has been essentially nonfunctioning.

RECOMMENDATION 31: This committee should be disestablished; the monitoring of academic freedom issues should be seen as a responsibility of the Senate in general and of the Committee on Faculty Welfare and Privileges in particular. If important issues related to academic freedom requiring intense study arise, an Ad Hoc Committee should be appointed as needed.

RATIONALE: As noted earlier, the demands on the Academic Freedom Committee have been uneven and sporadic. As issues related to academic freedom are raised, they can be addressed by the Faculty Welfare and Privileges Committee or by an appropriately appointed ad hoc committee. The Committee on Faculty Welfare and Privileges should have responsibility for academic freedom added to its charge.

COMMITTEE ON FACULTY WELFARE AND PRIVILEGES: This committee has a broad charge and broad responsibilities. The burden of work facing it has varied from year to year.

RECOMMENDATION 32: This committee should be enlarged from five to seven members. The committee should assume the responsibilities of the Review Committee for Academic Complaints and the Committee on Academic Freedom.

RATIONALE: The Committee for Academic Complaints presently consists of five members with two alternates; the Committee on Faculty Welfare and Privileges, which has much broader responsibilities, should be enlarged if it is to take over the roles of the Academic Complaints and Academic Freedom Committees.

SUBCOMMITTEE ON RETIRING, RETIRED, AND EMERITI FACULTY: This committee considers policies affecting retired faculty members. There is no need to alter the charge or the membership of this subcommittee.

CULTURAL EVENTS AND HONORS

This is an area where the role of the Faculty Senate has been questioned. Many cultural events and ceremonies take place each year on the campuses of the University of Delaware, and the Faculty Senate committees play a minor role in the total picture. The Senate might well reduce its activities in this area, as measured by the number of committees and committee slots to be filled, since these efforts are disproportionately large.

COMMITTEE ON STUDENT AND FACULTY HONORS: This committee appears to be active and fulfills useful roles that are reflected in its charge. No major changes in its charge or composition are needed. The committee should, however, develop more explicit procedures for service on Degree with Distinction Thesis Committees. For example, faculty designees rather than committee members themselves might do much of this work.

COMMITTEE ON ACADEMIC CEREMONIES: The activities of this committee have in recent history been limited in scope. There are major academic ceremonies in which the committee has not been involved; its activities have largely been focused on graduation ceremonies.

RECOMMENDATION 33: The Committee on Academic Ceremonies should be disestablished as a Senate Committee.

RATIONALE: Most of the responsibilities of the Committee on Academic Ceremonies seem routine in nature except for arrangements for a commencement speaker, a responsibility the Cultural Affairs Committee could handle. The other functions of this committee could be conducted administratively.

CULTURAL AFFAIRS COMMITTEE AND ITS SUBCOMMITTEES ON: FILM, FINE ARTS AND EXHIBITIONS, PERFORMING ARTS, AND VISITING SCHOLARS AND SPEAKERS: Some question has arisen about the need for the Cultural Affairs Committee. Many have expressed uncertainty about the role of the various subcommittees, and have suggested that the composition of the committee and its subcommittees be changed.

RECOMMENDATION 34: The separate subcommittees of Film, Fine Arts and Exhibitions, Performing Arts, and Visiting Scholars and Speakers should be disestablished. Their duties can be performed by the Committee on Cultural Affairs as a whole or by a smaller number of committee members who function as a temporary subcommittee. Interested faculty and students can be invited to participate in meetings and offer advice as needed. Membership should consist

of eight faculty members, two of whom should be chosen to represent the visual arts, two for film, two for the performing arts, and two for visiting scholars and speakers. One of these faculty members should be appointed as chair. Other members of the committee should be: two undergraduate students, a graduate student, and an appointee of the Vice President for Student Affairs.

RATIONALE: The committee and its subcommittees now consist of 51 people who operate in apparently discrete, though actually interrelated, areas. The recommended changes would reduce this number from 51 to 13.

In the current configuration of committee and subcommittees, the subcommittees have operated fairly autonomously. The activities of several of the subcommittees are currently carried out by the subcommittee chair either independently or through mail balloting procedures. By shifting responsibilities to the full committee there will be the opportunity for better coordination of allocation of funds, and of the array of activities themselves.

RECOMMENDATION 35: The Cultural Affairs Committee should be charged to study the role of the Faculty Senate in the area of cultural affairs and present a report to the Senate at or before the April 1989 meeting of the Senate.

RATIONALE: The Senate's role in the area of Cultural Affairs seems questionable to this review committee. For example, the Fine Arts and Exhibitions Subcommittee deals with just one small facet of fine arts activities at the University. We are concerned that all these activities should be coordinated, and the Senate Committee should play more than a token role; most of the present subcommittees complain about small budgets. It may be that the activities of the Cultural Affairs Committee and its Subcommittees should be integrated with or transferred to other University mechanisms that deal with these areas.

ACADEMIC SUPPORT

THE INSTRUCTIONAL RESOURCES COMMITTEE, THE LIBRARY COMMITTEE AND THE COMPUTER COMMITTEE: Each of these committees has a rather narrow function and not all are equally or consistently active.

RECOMMENDATION 36: The Instructional Resources Committee, the Library Committee and the Computer Committee should be combined into an Instructional and Research Support Services Committee. This committee should consist of one

faculty member from each of the colleges, one of whom shall be appointed Chair; a graduate and an undergraduate student; and the Director of Libraries, the Director of Academic Computing Services, and the Associate Director for Development in the Office of Instructional Technology.

RATIONALE: Each of these three committees has been relatively inactive in the recent past. In addition, there are fairly consistent complaints that these committees deal with matters of detail rather than substance and policy. Equally important is that the proposed Instructional and Research Support Services Committee would be able to assess more broadly the need for and effectiveness in the delivery of academic and research support services and to look at the interrelationships of various campus facilities.

If one of the support facilities should require intense study or attention in any given year a subcommittee or ad hoc committee could be established for that purpose.

BUDGET REVIEW COMMITTEE: This committee has a very broad charge to advise the Faculty Senate and its committees, and the faculty in general, on financial matters in the University and on the financial implications of proposed new programs. However, the committee has had difficulty carrying out this charge.

RECOMMENDATION 37: The Budget Review Committee should be disestablished and its charge transferred to the Coordinating Committee on Education.

RATIONALE: The charge to the Coordinating Committee already includes the following statements:

"Mindful of Trustee and Administrative responsibility for the University's fiscal affairs, and at the same time recognizing budgetary matters as a main instrument of academic development, this committee is authorized to confer with the Provost and Vice President for Academic Affairs concerning the establishment of academic priorities and their implementation, and such other related budgetary matters as may arise."

Budgetary matters are very complex and not easily isolated from other concerns. It is not expedient to have two Faculty Senate Committees with responsibilities in this area. The Coordinating Committee has traditionally sought information about budgetary matters and reviewed newly proposed

programs for their financial implications. It is a natural extension of the charge to the Coordinating Committee to review budgetary matters in a more ongoing, general way.

PHYSICAL PLANNING AND UTILIZATION COMMITTEE: This committee performs a number of functions of limited scope such as appointing a faculty representative to the Trustees' Building and Grounds Committee, and a member to attend meetings of the President's Advisory Committee on Planning and Construction. However, the committee has generally not been active over the years; for example, it averaged only one meeting a year over the past three years.

RECOMMENDATION 38: The Physical Planning and Utilization Committee should be disestablished. The Coordinating Committee on Education can assume responsibility for appointing members to committees related to physical planning and utilization. When necessary, ad hoc committees can be formed.

RATIONALE: The Senate Committee on Physical Planning and Utilization has had difficulty in establishing any influence on matters included in its charge. It may be more efficacious to shift responsibility for this area to a major Senate Committee and to appoint ad hoc groups as necessary.

ADJUNCT ACADEMIC AFFAIRS COMMITTEE: This committee's charge is "concerned with Academic Affairs not having an organized identity nor affiliated with any particular college and not otherwise covered by a faculty committee."

RECOMMENDATION 39: The Adjunct Academic Affairs Committee should be disestablished.

RATIONALE: Issues that this committee has dealt with in the past (e.g. international studies, computers) could have been addressed by other Senate committees. The committee has not met on a regular basis for two years. It seems unreasonable to have a standing committee to deal with academic affairs "not otherwise covered by a faculty committee." If such issues arise, an ad hoc committee is a more reasonable way to address them.

Appendix B

Survey of Faculty

Jeffrey A. Raffel

A survey was conducted in order to provide all faculty at the University with an opportunity to make input into the Faculty Senate evaluation process. The questionnaire (reproduced as Appendix 2) included 21 Likert items concerning perceptions about the Faculty Senate, evaluation scales concerning 27 Faculty Senate committees, and three background items (rank, years at University, and College). The questionnaire also included three open ended questions ascertaining opinions about the functioning of the Senate.

The surveys were distributed through University mail on March 4, 1988. A total of 1365 individuals eligible to vote in elections for Faculty Senate were identified; all were sent questionnaires. (Faculty include administrators and individuals in the Parallel Program with respect to Faculty Senate guidelines.) Time did not permit follow-up letters to those who did not respond. A total of 231 questionnaires with responses to the closed ended questions were received and are analyzed herein. Approximately 10 individuals responded only to the open ended questions. The response rate on the closed ended questions was thus 17 percent.

Over one-quarter (28.1%) of the respondents indicated that their rank was at the Professor level, over one-third reported being Associate Professors (34.2%), and about one-fifth (21.6%) indicated an appointment at the Assistant Professor level (Table 1). The remaining respondents (16.1%) reported that their primary appointment was as administrator, professional, or other (e.g. Instructor). When we compare these percentages to the percentages of faculty at these ranks in the University in 1987-88 we find that the proportion of Professors and Associate Professors is identical, but there are fewer Assistant Professors in our sample (and obviously more administrators and professional staff) than in the University faculty. This suggests that those who were more familiar with the Faculty Senate and its committees were more likely to respond to the questionnaire. Indeed, a majority of the respondents reported that they had been at the University for at least 11 years.

All colleges were represented; 42.9% of the respondents were from the College of Arts and Science. The listing of those eligible to vote in Faculty Senate elections indicates that half are from this College.

Despite the similarity of percentage by rank and college, the respondents almost certainly do not represent a representative sample of the University's faculty. It is quite likely that those faculty most concerned about faculty governance and the Faculty Senate were the most likely to respond. Since the Committee is utilizing the results to guide its recommendations not to establish parameters, the lack of a representative sample is not a major concern.

The Faculty Senate

The first three Likert items refer to the level of information about the Faculty Senate that respondents perceive (Table 1). A majority of respondents felt that they "know a great deal about the FS and how it operates," that "information about the FS operates is reasonably accessible," and almost three-quarters believe that "information about actions taken by the FS is reasonably accessible." Less than a quarter of the respondents were negative on any of these items. In general, therefore, there is satisfaction among the respondents with the level of information about the Faculty Senate.

While 2% of Assistant Professors strongly agree that "I know a great deal about the FS and how it operates," over 20 percent of Associate Professors, and Administrators agree. Similarly, agreement increases with years at the UD--from 2.3 percent for those here 3 years or less to 35.9 percent for those here for over 20 years. And perceived knowledge of the Faculty Senate is strongly related to agreement that "The FS does play a vital role..." Of those with the least perceived knowledge, 2.9 percent strongly agree that the Senate is vital; among those with the greatest perceived knowledge, 21.4 percent agree. Thus, those with more experience at the UD believe they have more information about the Senate and are more positive about its role than those with less experience here.

The next four questions referred to the perceived significance of the Faculty Senate. Not surprising virtually all the respondents agreed that the Senate "should play a vital role in the governance of the U. D." Half agreed with the statement that "the FS does play a vital role..." Few faculty disagreed with this statement, however; about one-third did not know or held no opinion. Respondents were more likely to perceive faculty valuing and respecting the Senate than similar support on the part of administrators (45% vs. 26%). Responses thus suggest that more information might increase the confidence in the Senate and a potential problem with relationships between administrators and the Senate.

The next two items suggest that faculty believe that the Senate deals with important issues, but the efficiency with which it does so is open to question. Slightly under a majority of the respondents (49%) agree that "most of the issues ..addressed by the FS are important .." While few disagree, many are not sure of their information here. Slightly more respondents perceive the Senate as not efficient as opposed to efficient, although a majority did not make a judgement. This does suggest that efforts to improve the efficiency of the Senate, especially if the relevance of its deliberations were not put in jeopardy, would be viewed favorably.

Many respondents did not express an opinion about the knowledge, capabilities, and actions of Senators. Of those expressing an opinion, respondents were most positive about the qualifications of Senators "to make important decisions" and to "reflect the opinions of their constituencies," but negative about their informing those they represent. This suggests that faculty have confidence in their peers, but would like more information about what has occurred in the Senate.

To the a majority of respondents, serving in the Faculty Senate is an obligation that they would be willing to undertake. Almost half report that "serving as a Faculty Senator is an honor." While only a quarter have sought this honor (and less than 20 percent have served), 62 percent report that they would be willing to serve as a Senator. This percentage is far higher than the 40.1 percent willing to serve as a Senate committee chair or the 19.9 percent willing to serve on the Executive Committee of the Senate. More faculty (34.6%) report that they have volunteered to chair a committee than to serve on the Senate (26.4%). This suggests that Senate service depends a good deal on recruitment as opposed to self selection.

Committee Evaluations

The survey provides an alternative method for evaluating the significance and effectiveness of the Senate committees. In general our Committee has made recommendations consistent with the results of the survey.

Respondents indicated when they had no knowledge of a committee. The extent to which a committee is known by faculty is an indication of the committee's effectiveness. The 27 committees on the survey are ranked by this measure in Table 2. (Note that several committees were inadvertently left off this survey including the Budget Review and Physical Planning committees.)

Of the nine committees that the most faculty reported knowing about, this evaluation committee is recommending no changes or minor modifications on seven. We are recommending the disestablishment of the Academic Freedom Committee because we believe that its functions can be folded into the Faculty Welfare and Privileges Committee. We are also calling for disestablishing the Library Committee and creating a committee to handle several academic support services.

Of the nine committees that are the least known among the respondents, we are calling for disestablishing five and calling for major alterations in two--Coordinating and Performing Arts. The Rules and Student Life committees face minor modifications.

Examining the respondents' average ratings of significance, effectiveness, and efficiency of the 27 committees supports our Committee's recommendations. The top third of the committees are slated for at most minor changes in our recommendations (Table 3). We are recommending disestablishing all but one (Rules) of the bottom third of the committees ranked by the average score. It must be noted that almost all of our Committee's recommendations were based on prior limited consultation with current and former members of the committees. The analysis of the survey results indicates that faculty generally recognize committee effectiveness (and ineffectiveness).

It could be argued that those who have served on committees would be more knowledgeable about the quality of the committee on which they have served than those who have not. Table 4 lists committees by the number of

dimensions on which non-members rated the committee higher than those who have been members. A committee with a 3 thus is one where non-members report higher significance, effectiveness, and efficiency than those who have served on the committee. This suggests that non-members may be reacting to the name or implied function of the committee as opposed to the actual functioning of the committee.

Seven committees are rated higher by non-members than members on all three dimensions. Of these, our committee is calling for the disestablishment of six. Among the eight committees where the members have given higher ratings than non-members, three are slated for disestablishment.

We believe that the survey results support recommendations to increase communication about the Senate and to make the Senate committee structure more efficient.

Table 1
Faculty Senate (FS) Questionnaire
Final Results

Background Information

1. Your primary appointment at the University is:

<u>21.6</u> Assistant Professor	<u>9.1</u> Administrator
<u>24.1</u> Associate Professor	<u>4.1</u> Professional
<u>22.1</u> Professor	<u>6.3</u> Other (specify)
	<u>1.9</u> NA

2. Number of years employed by the University:

17.0 1-10 10.0 11-10 14.7 11-15 21.6 16-20 16.2 More than 20 3.0 NA

3. College or Unit of your primary appointment:

<u>8.2</u> Agriculture	<u>7.4</u> Engineering	<u>3.2</u> Physical Education
<u>42.7</u> Arts & Sciences	<u>8.7</u> Human Resources	<u>1.7</u> Urban Affairs
<u>3.2</u> Business Economics	<u>4.3</u> Marine Studies	<u>4.3</u> Library
<u>1.5</u> Education	<u>6.7</u> Nursing	<u>1.9</u> Counseling

3.0 NA

Opinions (Please circle one number for each statement)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion
1. I know a great deal about the FS and how it operates.	<u>18.2</u> 1	<u>33.8</u> 2	<u>23.8</u> 3	<u>15.2</u> 4	<u>8.2</u> 5	<u>.9</u> 9
2. Information about how the FS operates is reasonably accessible.	<u>7.4</u> 1	<u>51.5</u> 2	<u>19.5</u> 3	<u>12.1</u> 4	<u>2.6</u> 5	<u>6.9</u> 9
3. Information about actions taken by the FS is reasonably accessible.	<u>13.9</u> 1	<u>58.4</u> 2	<u>11.7</u> 3	<u>10.8</u> 4	<u>2.6</u> 5	<u>2.6</u> 9
4. The FS <u>should</u> play a vital role in governance of the U.S.	<u>57.7</u> 1	<u>33.8</u> 2	<u>4.3</u> 3	<u>.4</u> 4	<u>.4</u> 5	<u>1.3</u> 9
5. The FS <u>does</u> play a vital role in the governance of the U.S.	<u>10.8</u> 1	<u>40.7</u> 2	<u>24.2</u> 3	<u>11.7</u> 4	<u>3.5</u> 5	<u>9.1</u> 9
6. The FS is valued and respected by most faculty at the U.S.	<u>5.6</u> 1	<u>37.4</u> 2	<u>26.4</u> 3	<u>13.4</u> 4	<u>2.6</u> 5	<u>12.6</u> 9
7. The FS is valued and respected by most administrators at the U.S.	<u>1.7</u> 1	<u>24.2</u> 2	<u>27.0</u> 3	<u>16.9</u> 4	<u>6.9</u> 5	<u>21.2</u> 9
8. The FS is an <u>efficient</u> governing body.	<u>.9</u> 1	<u>22.1</u> 2	<u>37.7</u> 3	<u>21.2</u> 4	<u>5.6</u> 5	<u>12.6</u> 9
9. Most of the issues or items addressed by the FS are important items.	<u>2.2</u> 1	<u>46.8</u> 2	<u>25.5</u> 3	<u>13.0</u> 4	<u>3.0</u> 5	<u>9.5</u> 9
10. The people who are elected to FS are generally qualified to make important decisions.	<u>6.5</u> 1	<u>52.4</u> 2	<u>22.1</u> 3	<u>7.4</u> 4	<u>2.2</u> 5	<u>9.5</u> 9
11. Faculty Senators are well informed for making decisions that come before them.	<u>1.3</u> 1	<u>30.3</u> 2	<u>34.6</u> 3	<u>14.7</u> 4	<u>3.0</u> 5	<u>16.0</u> 9
12. Faculty Senators do a good job of informing their constituencies about FS activities.	<u>3.0</u> 1	<u>27.7</u> 2	<u>21.6</u> 3	<u>30.7</u> 4	<u>9.5</u> 5	<u>7.4</u> 9
13. Faculty Senators attempt to reflect the opinions of their constituencies in their votes.	<u>4.8</u> 1	<u>33.8</u> 2	<u>27.7</u> 3	<u>12.1</u> 4	<u>3.5</u> 5	<u>18.2</u> 9
14. Serving as a Faculty Senator is an honor.	<u>10.8</u> 1	<u>35.9</u> 2	<u>29.4</u> 3	<u>14.7</u> 4	<u>4.3</u> 5	<u>4.8</u> 9
15. Serving as a Faculty Senator is an obligation.	<u>14.3</u> 1	<u>50.2</u> 2	<u>17.3</u> 3	<u>11.3</u> 4	<u>1.7</u> 5	<u>5.2</u> 9
16. I sought or volunteered to be a Faculty Senator.	<u>13.0</u> 1	<u>13.4</u> 2	<u>13.9</u> 3	<u>23.4</u> 4	<u>21.6</u> 5	<u>14.7</u> 9
17. I would be willing to serve as a Faculty Senator.	<u>17.3</u> 1	<u>44.6</u> 2	<u>21.2</u> 3	<u>5.6</u> 4	<u>6.9</u> 5	<u>4.3</u> 9
18. I have sought or volunteered to be an Executive Officer, (President, Vice President, Secretary or Treasurer) of the Senate.	<u>4.3</u> 1	<u>3.9</u> 2	<u>8.7</u> 3	<u>32.9</u> 4	<u>34.6</u> 5	<u>15.6</u> 9
19. I would be willing to serve as an Executive Officer.	<u>5.6</u> 1	<u>14.3</u> 2	<u>23.8</u> 3	<u>24.2</u> 4	<u>19.9</u> 5	<u>12.1</u> 9
20. I have sought or volunteered to chair a FS committee.	<u>16.0</u> 1	<u>18.6</u> 2	<u>7.8</u> 3	<u>22.1</u> 4	<u>23.8</u> 5	<u>11.7</u> 9
21. I would be willing to serve as a FS committee chair.	<u>14.3</u> 1	<u>26.8</u> 2	<u>23.9</u> 3	<u>13.4</u> 4	<u>12.1</u> 5	<u>9.5</u> 9

Table 2
Final Results

Percentage of Responsibility Reporting
Knowledge of Committee

<u>Committee</u>	<u>Percentage</u>
Faculty Senate	84.4
Promotions and Tenure	70.6
Committee on Committees	64.1
Graduate Studies	58.0
Undergraduate Studies	53.2
Faculty Welfare and Priv.	51.9
Academic Freedom	51.1
Executive Committee	49.8
Library	48.5
Undergraduate Admissions	48.1
Academic Complaints	47.2
Research	46.3
Academic Ceremonies	45.5
Cultural Activities	44.6
Instructional Resources	43.3
Visiting Scholars	42.9
Nominating	43.7
Fine Arts	40.7
Computer	42.4
International Studies	41.6
Student Life	41.6
Performing Arts	39.0
Beverage/Alcohol	39.8
Coordinating Committee	35.9
Educational Innovation	35.1
Rules	34.6
Adjunct Academic Affairs	27.3

Table 3

Average Significance, Effectiveness, and Efficiency Ratings
Final Results of Faculty Poll

Rank	Committee (Respondents)	Average Signific.		Effect.	Effic.
1	Executive Committee (80)	1.45	1.19	1.54	1.62
2	Promotion and Tenure (128)	1.48	1.07	1.65	1.71
3	Graduate Studies (100)	1.52	1.15	1.67	1.75
4	Committee on Commit. (119)	1.52	1.24	1.61	1.72
5	Undergraduate Studies (90)	1.63	1.24	1.79	1.87
6	Research (70)	1.64	1.30	1.83	1.78
7	Nominating (62)	1.65	1.35	1.81	1.80
8	Undergrad. Admissions (76)	1.74	1.39	1.94	1.89
9	Faculty Wel. and Priv. (87)	1.74	1.33	2.00	1.90
10	Academic Freedom (84)	1.75	1.36	1.91	1.98
11	Student Life (41)	1.76	1.44	1.93	1.91
12	Performing Arts (50)	1.78	1.74	1.82	1.79
13	Cultural Activities (66)	1.79	1.67	1.83	1.86
14	Visiting Scholars (63)	1.79	1.79	1.81	1.76
15	Coordinating Committee (49)	1.79	1.59	1.84	1.93
16	Faculty Senate (92)	1.82	1.53	1.91	2.00
17	Academic Complaints (72)	1.82	1.40	2.00	2.07
18	Academic Ceremonies (65)	1.84	2.10	1.68	1.73
19	Rules (32)	1.84	1.83	1.85	1.85
20	Fine Arts (58)	1.90	1.83	1.96	1.92
21	Library (73)	1.93	1.71	2.07	2.01
22	International Studies (59)	1.96	1.66	2.10	2.12
23	Instruction. Resources (63)	2.04	1.83	2.18	2.10
24	Educational Innovation (44)	2.09	1.73	2.24	2.30
25	Beverage/alcohol (53)	2.11	2.00	2.17	2.15
26	Computer (60)	2.11	1.77	2.33	2.22
27	Adjunct Acad. Affairs (23)	2.34	2.22	2.40	2.40

High=1, Moderate=2, Low=3

Table 4

Number of Dimensions Where Committee Non-Members Rated
Committee More Positively Than Members

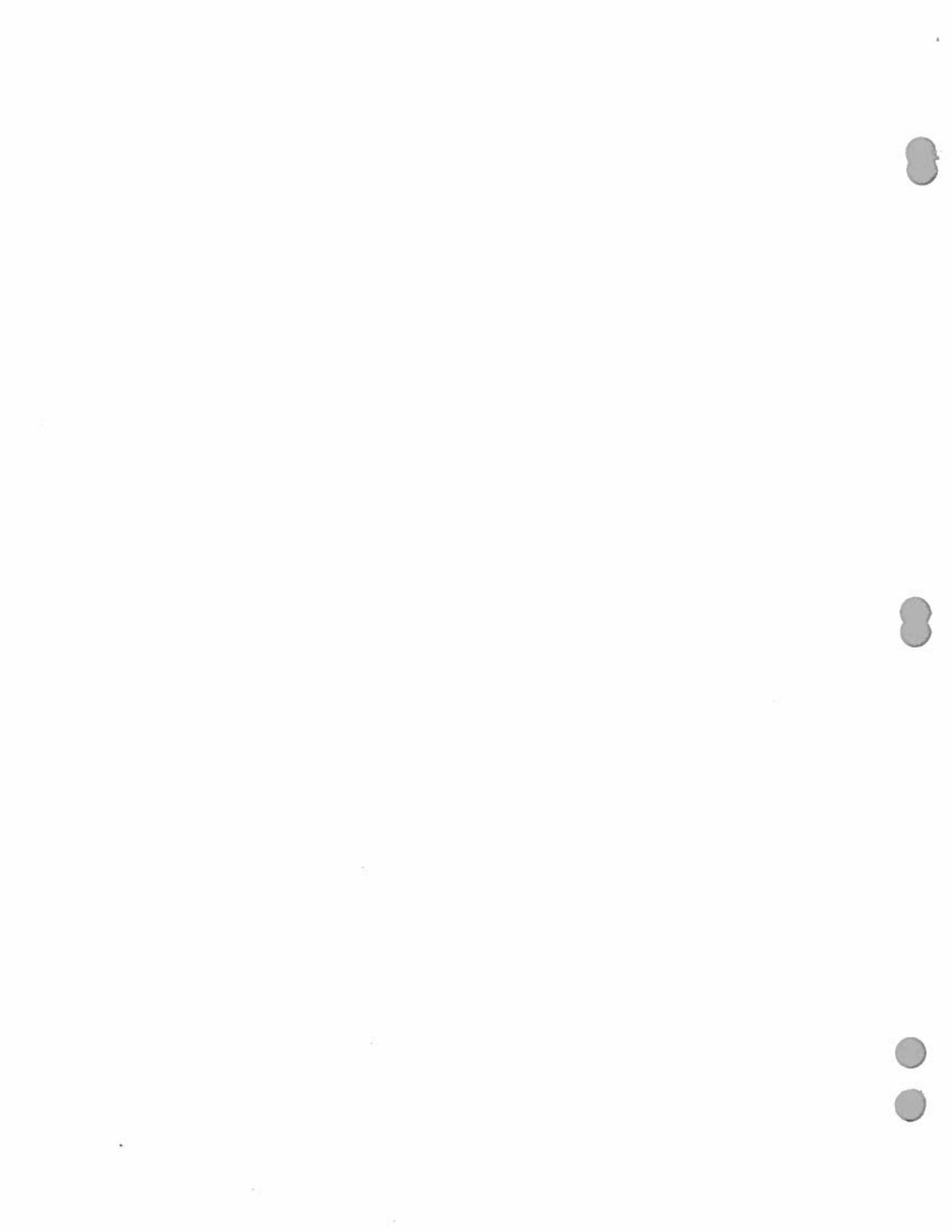
<u>Committee</u>	<u>Number</u>
Adjunct Academic Affairs	3
Beverage/Alcohol	3
Computer	3
Coordinating	3
Instructional Resources	3
Library	3
Visiting Scholars & Speakers	3
Academic Complaints	2
Cultural Activities & Public Events	2
Educational Innovation & Planning	2
Student Life	2
Academic Freedom	1
Faculty Welfare & Privileges	1
International Studies	1
Nominating	1
Promotions & Tenure	1
Research	1
Undergraduate Admissions & Standing	1
Undergraduate Studies	1
Faculty Senate	0
Executive	0
Academic Ceremonies	0
Committee on Committees	0
Fine Arts & Exhibitions	0
Graduate Studies	0
Performing Arts	0
Rules	0

APPENDIX B

Table 1

Percentage of Faculty at the University of Delaware and
Serving as Senators by Ranks for Two Year Periods Near
Beginning, Middle and Recent Years of Faculty Senate

Percent at Rank	1971-72		1978-79		1986-87	
	1972-73		1979-80		1987-88	
	U.D.	Senate	U.D.	Senate	U.D.	Senate
Professors	21	38	23	41	28	27
Associate Professors	22	29	34	42	35	46
Assistant Professors	58	32	43	17	37	25



Attachment 2

Revisions to the Constitution of the Faculty of the University of Delaware

- 1 a. RESOLVED, that Section II, paragraph 1, of the Constitution of the Faculty
2 of the University of Delaware, as it appears on page I-1 of the
3 Faculty Handbook, be amended to read:

4 There shall be established a University of Delaware Faculty
5 Senate that, except as otherwise provided in this Constitution,
6 shall function as the standing executive committee of the
7 Faculty, and that shall, **except during special meetings of the**
8 **University Faculty**¹ exercise all the powers vested in the
9 Faculty of the University of Delaware by the Board of Trustees,
10 and that shall be empowered to determine the duties that it will
11 delegate to faculty committees and to the faculties of the
12 several colleges and divisions of the University.

- 13 b. RESOLVED, that Section IV, paragraph 3 of the Constitution of the Faculty
14 of the University of Delaware, as it appears on page I-2 of the
15 Faculty Handbook, be amended to read:

16 The term of an elected faculty senator shall be two years
17 **commencing on September 1.**² The terms of approximately half of
18 these senators shall expire each year. The student senators
19 shall be elected by the group that they represent for a term of
20 one year commencing on **September 1.**³ No elected senator shall
21 serve more than three (3) consecutive terms. The Senate shall
22 in its Bylaws provide for the definition of nonfeasance of
23 elected senators and for their replacement, and for the
24 replacement of any senator unable to serve.

- 25 c. RESOLVED, that Section IV, paragraph 7 of the Constitution of the Faculty
26 of the University of Delaware, as it appears on page I-3 of the
27 Faculty Handbook, be amended to read (replacement paragraph is
28 in bold type, original paragraph follows):

29 **At the first regular May meeting the Senate shall elect a Vice**
30 **President and a Secretary from the full-time voting faculty of**
31 **the University. The Secretary shall serve for one year and may**
32 **be reelected for one additional term. The Secretary of the**
33 **Senate shall also serve as Secretary of the University Faculty.**
34 **In the second year of office the Vice President shall assume the**
35 **office of President Elect of the Senate and in the third year of**
36 **office shall assume the office of President of the Senate. The**

37 ¹Formerly "in the periods between the regular faculty meetings."

38 ²Formerly "May 1."

39 ³Formerly "May 1."

40 President, President Elect, Vice President, and Secretary shall
41 all serve as voting members of the Senate.

42 At the first regular May meeting the Senate shall elect a
43 President, a Vice President, and a Secretary from the full-time
44 voting faculty of the University to serve for one year as voting
45 members of the Senate and to conduct the election of their
46 successors. Senate officers may be reelected for one additional
47 term, but may serve no more than two consecutive terms. The
48 Secretary of the Senate shall also serve as Secretary of the
49 University Faculty. (Rev. 7/1/76)

50 d. RESOLVED, that two new paragraphs shall be added to Section IV, Item 9 of
51 the Constitution of the Faculty of the University of Delaware,
52 as it appears on page I-3 of the Faculty Handbook (new
53 paragraphs are in bold type):

54 9. The President Elect of the Senate shall serve as
55 Chairperson of the Coordinating Committee on Education and
56 the following year shall assume the office of President.
57 year shall assume the office of President. The President
58 Elect may also assume the office of President of the Senate
59 in the event that the President of the Senate resigns or is
60 no longer able to assume the responsibilities of that
61 office.

62 The Vice President shall assume the office of President
63 Elect of the Senate the year after serving as Vice
64 President.

65 The Vice President of the Senate shall prepare the agenda
66 for each regular meeting of the Senate. He or she must
67 include items presented by the President of the University
68 or by a committee of the University Faculty. The agenda of
69 the meetings of the Senate shall be distributed to the
70 faculty at least one week before the meeting.

71 The first item of business at any regular meeting of the
72 Senate shall be the agenda. By approval of a majority of
73 the senators present, items may be added to the agenda
74 prepared by the Vice President, and the order in which the
75 items are to be considered may be changed.

76 As part of the agenda of each regular meeting, there shall
77 be time allocated for new business. No motion introduced
78 under new business shall be acted upon until the next
79 meeting of the Senate.

80 e. RESOLVED, that Section VII of the Constitution of the Faculty of the
81 University of Delaware, as it appears on page I-4 of the Faculty
82 Handbook, shall be amended to read as follows:

83 All chairpersons of the University Standing Committees shall
84 make at least one written report annually to the Faculty⁴ Senate
85 that shall become part of the minutes of the regular May meeting
86 of the Faculty Senate.⁵

87 f. RESOLVED, that Section VIII, paragraph 1 of the Constitution of the
88 Faculty of the University of Delaware, as it appears on page I-4
89 of the Faculty Handbook, shall be deleted and subsequent
90 paragraphs renumbered to reflect this deletion (deleted
91 paragraph follows in bold type):

92 A general meeting of the University Faculty, presided over by
93 the President of the University, or a deputy designated by the
94 President, shall be held semi-annually. One-quarter of the
95 voting membership of the University Faculty shall constitute a
96 quorum. The agenda shall be established and distributed by the
97 President of the University with the advice of the Senate
98 Executive Committee.

99 g. RESOLVED, that Section VIII, paragraph 3 (which will become paragraph 2)
100 of the Constitution of the Faculty of the University of
101 Delaware, as it appears on page I-4 of the Faculty Handbook,
102 shall be amended as follows:

103 At all (**regular and**)⁶ special meetings, the Faculty shall
104 automatically resume and exercise all the powers vested in it by
105 the Board of Trustees. An agenda shall be distributed to the
106 Faculty not less than one week before meetings.

107 h. RESOLVED, that Section IX of the Constitution of the Faculty of the
108 University of Delaware, as it appears on page I-5 of the Faculty
109 Handbook, shall be amended as follows (replacement paragraph is
110 in bold type, original paragraph follows:

111 This Constitution may be amended by a two-thirds vote of the
112 members present in a regular or special meeting of the Faculty
113 Senate provided announcement of intent to amend has been made at
114 a preceding regular or special meeting of the Senate. The
115 amendment must be included on the agenda of the Senate meeting

116 ⁴Formerly "University."

117 ⁵Formerly "semi-annual meeting in April."

118 ⁶Words to be deleted.

at which it will be considered, and that agenda must be circulated to all Senators at least one week prior to said meeting.

This constitution may be amended in a meeting of the University Faculty by a two-thirds vote of members present, provided previous written notice of intent to amend has been received by the Faculty one week prior to the meeting in which the proposed amendment is to be considered. All proposed amendments will be presented in faculty meetings by the Faculty Senate Committee on Rules, which will give its recommendation for action by the Faculty. Proposed amendments are presented in writing by faculty members to the Committee on Rules for possible clarification and wording changes. No faculty member may be denied the privilege of having his or her proposed amendment presented to the Faculty by the Committee on Rules.

- i. RESOLVED, that Section D of the Bylaws and Regulations of the University Faculty Senate, as it appears on page I-5 of the Faculty Handbook, shall be amended to read as follows:

The rules and regulations of the Senate(, except those found in the Constitution of the University Faculty,)⁷ may be changed at any regular meeting of the Senate by a two-thirds vote of those present and voting, provided that due notice has been given in the call that the proposed changes in the rules and regulations are to be considered.

- j. RESOLVED, that Section K of the Bylaws and Regulations of the University Faculty Senate, as it appears on page I-7 of the Faculty Handbook, shall be amended to read as follows:

In accord with Section IV, Article 7, of the Constitution, the Committee on Committees and Nominations⁸ whose composition and charge are prescribed under the Standing Committee document shall provide for the Senate a slate of nominees at the May meeting. The slate shall have at least two eligible candidates for each office or position. Nominations to the slate from the floor are permitted. In the event that there are three or more nominees to an office, and if in the balloting no individual receives a majority, the subsequent ballot will be between the two nominees receiving the highest plurality.

⁷Words to be deleted.

⁸Formerly "a Nominating Committee."

158 k. RESOLVED, that a new paragraph 4 shall be added to Section L of the Bylaws
159 and Regulations of the University Faculty Senate, as it appears
160 on page I-8 of the Faculty Handbook:

161 The President-Elect of the Senate shall serve as chairperson of
162 the Coordinating Committee on Education and shall assume the
163 office of President in the following year. The President Elect
164 will also assume the office of President in the event of the
165 resignation of the President or the inability of the President
166 to continue to fulfill the responsibilities of his or her
167 office.

168 l. RESOLVED, that a new paragraph 5 shall be added to Section L of the Bylaws
169 and Regulations of the University Faculty Senate, as it appears
170 on page I-8 of the Faculty Handbook:

171 If the office of President-Elect becomes vacant, the Vice
172 President shall assume that office and a special election for a
173 new Vice President shall be held. The Committee on Committees
174 and Nominations will present a slate of at least two eligible
175 candidates for the office of Vice President at the next
176 regularly scheduled meeting of the Senate.⁹

177 m. RESOLVED, that Section N, paragraph 4, of the Bylaws and Regulations of
178 the University Faculty Senate, as it appears on page I-10 of the
179 Faculty Handbook, shall be amended as follows:

180 The adoption of the Constitution by the Faculty indicates that
181 the Faculty has assented to grant the collective powers of the
182 Faculty granted by the Trustee Bylaws to the University Faculty
183 Senate except during the conduct of a special meeting of the
184 full Faculty as provided in Section VIII, paragraph 1 of the
185 Constitution of the Faculty of the University of Delaware.¹⁰
186 Therefore, the University Faculty Senate retains for the Faculty
187 ultimate responsibility in the general areas of curriculum,
188 admission, degree requirements, awards, etc. The committee
189 structure of the Senate reflects the retention of the
190 responsibility of the Senate in these areas.

191 n. RESOLVED, that Section O, item 5, of the Bylaws and Regulations of the
192 University Faculty Senate, as it appears on page I-11 of the
193 Faculty Handbook, be amended as follows:

194 5. To propose to the President, for transmission to the Board
195 of Trustees, upon the concurrence of two-thirds of those

196 ⁹Section added.

197 ¹⁰Formerly "in those periods between the regular Faculty meetings."

present, amendments to these regulations, provided such amendment or amendments have been proposed in writing at the preceding regular meeting of the University Faculty Senate.¹¹

- o. RESOLVED, that Section III, paragraphs 3 and 4, of the Bylaws and Regulations of the University Faculty Senate, as it appears on page I-11 of the Faculty Handbook, be amended as follows:

Faculty appointments to committees are to be for terms of two years, **unless otherwise specified in the charge to a committee**,¹² staggered so as to ensure satisfactory continuity, but faculty members shall not normally serve for more than two consecutive terms on any one committee. The Committee on Committees and Nominations¹³ shall fill the unexpired terms of Senate committee members on leave, except in the case of a committee member who is able to return for a two-year period; in such cases a temporary replacement is permitted.

Elections for the standing Committee on Committees and Nominations¹⁴ shall take place at the regular May meeting of the Senate¹⁵ so that this committee is fully constituted on September¹⁶ 1 of each year; and this Committee shall prepare its nominations for other committees for action at the following¹⁷ regular May meeting of the Faculty Senate. Officers of the Senate (who with the chair of the Committee on Committees and Nominations¹⁸ form the Executive Committee) shall take office on September¹⁹ 1 following their election or appointment (with the exception of the Committee on Committees).²⁰

¹¹Word added.

¹²Section added.

¹³Reflects name change.

¹⁴Reflects name change.

¹⁵Formerly "each Spring."

¹⁶Formerly "October."

¹⁷Word added.

¹⁸Formerly "immediate past president."

¹⁹Formerly "at the end of the meeting at which they are elected."

²⁰Words to be deleted.

Attachment 3

Revisions to the Bylaws and Regulations of the University Faculty Senate

1 a. RESOLVED, that the charge to the Committee on Academic Appeals as it
2 appears in Section III, page I-12, paragraph 2 of the Faculty
3 Handbook be amended as follows (replacement paragraph is in bold
4 type, original paragraph follows:

5 **The Committee shall consist of two graduate students and two**
6 **undergraduate students chosen for one-year terms, and five**
7 **members of the voting faculty appointed for four-year terms, one**
8 **of whom shall be appointed as the chairperson. The faculty**
9 **terms shall be staggered so that, if possible, at least three**
10 **faculty members carry over each year.**

11 The committee shall consist of two graduate students and two
12 undergraduate students chosen for one-year terms, and five
13 members of the voting faculty appointed for two-year terms.
14 Initial faculty terms on the committee shall be staggered so
15 that at least two faculty members carry over each year. The
16 chairperson of the committee shall be elected from the
17 continuing members by the committee at its first meeting each
18 academic year.

19 b. RESOLVED, that the Committee on Academic Ceremonies shall be
20 disestablished as a standing committee of the University Faculty
21 Senate and that the committee's charge as it appears in Section
22 III, page I-12 of the Faculty Handbook be deleted.

23 c. RESOLVED, that the Committee on Academic Freedom shall be disestablished
24 as a standing committee of the University Faculty Senate and
25 that the committee's charge as it appears in Section III, page
26 I-13 of the Faculty Handbook be deleted.

27 d. RESOLVED, that the Committee on Adjunct Academic Affairs shall be
28 disestablished as a standing committee of the University Faculty
29 Senate and that the committee's charge as it appears in Section
30 III, page I-13 of the Faculty Handbook be deleted.

31 e. RESOLVED, that the Nominating Committee shall be disestablished as a
32 standing committee of the University Faculty Senate and that the
33 committee's charge as it appears in Section III, pages I-20 and
34 I-21 of the Faculty Handbook be deleted.

35 f. RESOLVED, that the Committee on Committees be renamed the Committee on
36 Committees and Nominations and that the committee's charge as it
37 appears in Section III, page I-15 of the Faculty Handbook be
38 amended as follows:

39 This committee shall have general oversight of the committee
40 system of the faculty. It shall regularly review the system and

41 may make recommendations to the faculty or its Senate concerning
42 faculty organization at all levels. It shall monitor the work
43 of the Senate committees and receive and review the monthly and
44 annual reports.¹ It shall recommend the elimination of
45 committees that no longer serve a valuable function.² It is
46 authorized directly to constitute on an interim basis such
47 subcommittees, task forces, or study panels as may be requested
48 by faculty committees to help carry out their work, in each case
49 properly recording through faculty or Senate minutes the
50 membership and charges of such subgroups. It shall prepare for
51 action by the faculty or its Senate, slates of nominees for
52 Vice President, Secretary, three Senate designees nominated for
53 membership to the Committee on Nominations and Committees,
54 faculty members to the Board of Trustees committees,³ and
55 standing committees of the faculty, except where nominations and
56 elections are otherwise explicitly provided for, and also for
57 such ad hoc or other committees as the faculty or its Senate may
58 specify. Upon request from the President of the University, it
59 shall propose faculty names for University bodies s/he is
60 preparing to appoint, in the nature of staff assistance without
61 implying a position of the faculty regarding such bodies.

62 This committee shall fill vacancies in faculty committees for
63 the unexpired terms⁴ using the following options: 1.)
64 replacement for the period of the vacated member's term or 2.)
65 for the period of the vacated member's term and an additional
66 full term not to exceed three years. The committee is
67 encouraged to⁵ solicit, receive, and hear suggestions regarding
68 faculty committees from any member of the University community;
69 adjudicate questions of interpretation of faculty committee
70 functions, including questions of overlap of such functions;
71 help formulate rules of committee operation or procedure upon
72 request; and perform other consultative or supervisory functions
73 that will promote the effectiveness of faculty committees
74 according to their charges.

75 This committee shall annually canvass the faculty for individual
76 faculty members; interest in serving on committees, and may
77 employ the members of the Senate to conduct the canvass on a
78 personal basis. The willingness of nominees to serve on
79 committees shall be ascertained before their names are submitted
80 for action. The committee in preparing nominations shall have
81 regard for equitable distribution with respect to academic ranks

82 ¹Section added.

83 ²Section added.

84 ³Section added.

85 ⁴Formerly "terms thereof."

86 ⁵Section added.

and with respect to disciplines and academic units of the University, and may consult with Deans and Department Chairpersons concerning workloads of faculty members. The committee may otherwise consult with the President and other appropriate members of the University community regarding its nominations. To ensure adequate information-flow between the Faculty Senate and the faculty committees the **Committee on Committees and Nominations**⁶ shall take care that Senators are adequately distributed over the family of committees with appropriate memberships therein. It shall designate one of the faculty appointed to the Committee on Student Life to serve also as a member of the Council on Judicial Affairs.⁷ The committee's nominations shall specify committee chairpersons.⁸

This committee shall receive and transmit to the faculty or its Senate the nominations of the duly constituted undergraduate and graduate student governments for student memberships on faculty committees as specified. In the absence of a graduate student government, each Senate committee shall choose its own graduate student member(s) as required, unless otherwise specified. (April 4, 1983)

The committee shall consist of one member who is elected for a two-year term from and by each Unit as defined in the constitution of the Faculty, and three Faculty members-at-large elected for two-year terms by the Faculty Senate. Following this election, the Faculty Senate shall select one of the faculty designees to act as chairperson for a one-year term and who will also serve as a member of the Executive Committee.⁹ If feasible, at least one committee member shall be a senator.

g. RESOLVED, that the Computer Committee shall be disestablished as a standing committee of the University Faculty Senate and that the committee's charge as it appears in Section III, page I-16 of the Faculty Handbook be deleted.

h. RESOLVED, that the Committee on Instructional Resources shall be disestablished as a standing committee of the University Faculty Senate and that the committee's charge as it appears in Section III, page I-20 of the Faculty Handbook be deleted.

i. RESOLVED, that the Library Committee shall be disestablished as a standing committee of the University Faculty Senate and that the committee's charge as it appears in Section III, page I-20 of the Faculty Handbook be deleted.

⁶Reflects name change.

⁷Section added.

⁸Words "where not provided for otherwise" deleted.

⁹Stipulation added.

131 j. RESOLVED, that the Committee on Instructional and Research Support
132 Services be established as a standing committee of the
133 University Faculty Senate.

134 This committee will advise the Senate on policies, practices and
135 needs for educational resource facilities, the library and
136 computer facilities. It will further represent the faculty to
137 the Director of Academic Computing and Instructional Technology
138 and the Director of the Library.

139 The Committee on Instructional and Research Support Services
140 shall consist of one faculty member from each of the colleges of
141 the University, one of whom shall be appointed as chairperson;
142 an undergraduate student; a graduate student; the Director of
143 Academic Computing and Instructional Technology; and the
144 Director of the Library.

145 k. RESOLVED, that the Film Subcommittee shall be disestablished as a standing
146 subcommittee of the University Faculty Senate and that the
147 subcommittee's charge as it appears in Section III, page I-18 of
148 the Faculty Handbook be deleted.

149 l. RESOLVED, that the Fine Arts and Exhibitions Subcommittee shall be
150 disestablished as a standing subcommittee of the University
151 Faculty Senate and that the subcommittee's charge as it appears
152 in Section III, pages I-18 and I-19 of the Faculty Handbook be
153 deleted.

154 m. RESOLVED, that the Performing Arts Subcommittee shall be disestablished as
155 a standing subcommittee of the University Faculty Senate and
156 that the subcommittee's charge as it appears in Section III,
157 page I-21 of the Faculty Handbook be deleted.

158 n. RESOLVED, that the Visiting Scholars and Speakers Subcommittee shall be
159 disestablished as a standing subcommittee of the University
160 Faculty Senate and that the subcommittee's charge as it appears
161 in Section III, page I-25 of the Faculty Handbook be deleted.

162 o. RESOLVED, that the charge to the Committee on Cultural Activities and
163 Public Events as it appears in Section III, page I-16 of the
164 Faculty Handbook be amended as follows:

165 It should be the objective of the Cultural Activities and Public
166 Events Committee together with its subcommittees, Fine Arts and
167 Exhibitions, Performing Arts, and Visiting Scholars and
168 Speakers,¹⁰ to foster, encourage and coordinate throughout the
169 University programs of local, national, and world significance
170 that illuminate, explain, articulate, or are a creative part of
171 the cultures of mankind. The committee will work with any and
172 all agencies of the University specifically to sponsor, direct,

173 ¹⁰Section to be deleted.

174 or advise on programs which bring to the University notable and
175 creative figures in scholarship, presentations, art exhibits,
176 and media productions, or any presentation which reflects upon
177 the University's obligation to foster and contribute to the
178 cultural life of the community and the world.

179 The Cultural Activities and Public Events Committee will meet as
180 a whole, **and in subcommittees,**¹¹ and will have the specific
181 responsibility of establishing a budget. The Committee will
182 select from its **entire**¹² membership a fiscal agent who will have
183 oversight of expenditures. The fiscal agent should have
184 knowledge of the University accounting system and have direct
185 access to secretarial support.

186 (replacement paragraph is in bold type, original paragraph
187 follows)

188 The Cultural Activities and Public Events Committee shall
189 consist of: eight faculty members, two to represent art, two to
190 represent the performing arts, two to represent visiting
191 scholars and speakers, and two to represent films, one of whom
192 shall be appointed as chairperson; two undergraduate students; a
193 graduate student; and an appointee of the Vice President for
194 Student Affairs.¹³

195 The Cultural Activities and Public Events Committee shall
196 consist of: nine faculty members, one of whom shall be
197 chairperson, the four chairpersons of the subcommittees, and one
198 faculty member from each subcommittee as elected by the several
199 subcommittees; one appointment by the Provost; one appointment
200 by the Vice President for Student Affairs; three undergraduate
201 students; and one graduate student.¹⁴

202 p. RESOLVED, that the Committee on Budget Review be disestablished as a
203 standing committee of the University Faculty Senate and that the
204 committee's charge as it appears in Section III, page I-14 of
205 the Faculty Handbook be deleted.

206 q. RESOLVED, that the Committee on Physical Planning and Utilization be
207 disestablished as a standing committee of the University Faculty
208 Senate and that the committee's charge as it appears in Section
209 III, page I-21 of the Faculty Handbook be deleted.

210 ¹¹Section to be deleted.

211 ¹²Word to be deleted.

212 ¹³Paragraph added.

213 ¹⁴Paragraph deleted.

214 r. RESOLVED, that the charge to the Coordinating Committee on Education as it
215 appears in Section III, pages I-16 and I-17 of the Faculty
216 Handbook be amended as follows:

217 This committee shall be a continuing center for overseeing the
218 broad educational affairs of the University; for providing a
219 large context for the examination and preparation of educational
220 proposals; and for providing liaison and coordination among the
221 following enumerated educational committees. It shall survey
222 academic weaknesses and strengths and help formulate and assess
223 educational policies and practices. Mindful of Trustee and
224 Administrative responsibility for the University's fiscal
225 affairs, and at the same time recognizing budgetary matters as a
226 main instrument of academic development, this committee is
227 authorized to confer with the Provost and Vice President for
228 Academic Affairs concerning the establishment of academic
229 priorities and their implementation, and such other related
230 budgetary matters as may arise.

231 This committee shall be made up of the President elect of the
232 Senate who shall chair the committee;¹⁵ the Provost and Vice
233 President for Academic Affairs or his or her designee;¹⁶ three
234 faculty members appointed for three-year terms by the Committee
235 on Committees and Nominations, one of whom should be
236 knowledgeable concerning budgetary matters;¹⁷ one undergraduate
237 and one graduate student; and the chairpersons of the following
238 enumerated standing committees of the Faculty Senate.

- 239 1. Committee on Graduate Studies¹⁸
240 2. Committee on Undergraduate Studies
241 3. Committee on Instructional and Research Support Services¹⁹

242 s. RESOLVED, that the Committee on Educational Innovation and Planning be
243 disestablished as a standing committee of the University Faculty
244 Senate and that the committee's charge as it appears in Section
245 III, page I-17 of the Faculty Handbook be deleted.

246 t. RESOLVED, that the charge to the Executive Committee as it appears in
247 Section III, page I-17 of the Faculty Handbook be amended as
248 follows:

249 ¹⁵Formerly "a chairperson chosen by the Faculty Senate."

250 ¹⁶Formerly "a designee of the Vice President for Academic Affairs."

251 ¹⁷Text added and "the Associate Provost for Graduate Studies; the
252 Assistant Provost and Director of Continuing Education" deleted.

253 ¹⁸Committee on Adjunct Academic Affairs, Committee on Educational
254 Innovation and Planning, Committee on Undergraduate Admissions and Standing,
255 Computer Committee, and Library Committee deleted.

256 ¹⁹Reflects name change.

257 This committee shall include the President of the Senate, the
258 Vice President of the Senate, the Secretary of the Senate, the
259 Chairperson of the Committee on Committees and Nominations²⁰,
260 and the President elect²¹ of the Senate.

261 The committee is charged with receiving, filing, and considering
262 agenda items for Senate meetings; informing the Faculty of
263 ongoing activities of the Senate and other University committees
264 in order to encourage contributions to projects still in their
265 formative stages; advising the President of the University on
266 the agenda for meetings of the University Faculty and other
267 matters of mutual interest; and bringing to the attention of the
268 Senate such information, recommendations, and resolutions as are
269 deemed necessary for the performance of its constituted duties.

270 The Executive Committee shall meet at least once weekly during
271 the academic year (September to May), and shall include on its
272 agenda provision for appropriate written acknowledgment of all
273 proposals, comments, questions, or other memoranda directed to
274 and received by the Senate. It shall be the responsibility of
275 the Secretary of the Senate to assure the efficient filing of
276 all such correspondence, as well as of adequate minutes of
277 Executive Committee meetings.
278

279 u. RESOLVED, that the charge to the Committee on Graduate Studies as it
280 appears in Section III, page I-19, paragraph 2 of the Faculty
281 Handbook be amended as follows:

282 This committee shall formulate, for determination by the Faculty
283 Senate,²² the policies for admission to graduate study. It
284 shall have the power to act on the alteration, addition or
285 deletion of individual graduate courses recommended by college
286 committees and to delegate this authority to the individual
287 colleges, Office of the University Registrar, or Office of
288 Graduate Studies as it deems appropriate.²³ It shall make
289 recommendations to the Faculty Senate²⁴ on courses of study
290 leading to graduate degrees and on matters of policy concerning
291 graduate study, and may employ outside consultants to²⁵ this
292 end. The committee shall have the authority and responsibility

293 ²⁰Membership slot added.

294 ²¹Formerly "past President."

295 ²²Formerly "faculty or its Senate."

296 ²³Section added.

297 ²⁴Formerly "faculty or its Senate."

298 ²⁵Formerly "toward."

for general policies concerning the judicial system for graduate students.²⁶ In the absence of a duly constituted graduate student government, each academic year it shall appoint the graduate student member of the Committee on Student Life.

v. RESOLVED, that the Committee on International Studies be disestablished as a standing committee of the University Faculty Senate and that the committee's charge as it appears in Section III, page I-20 of the Faculty Handbook be deleted.

w. RESOLVED, that the charge to the Committee on Promotions and Tenure as it appears in Section III, page I-21, paragraph 2 of the Faculty Handbook be amended as follows:

This committee shall consist of four tenured professors and two tenured associate professors.²⁷ Two of these six shall be from the College of Arts and Science. At least one member of the Committee shall be a woman and at least one member shall be a man.

x. RESOLVED, that the charge to the Committee on Research as it appears in Section III, page I-22 of the Faculty Handbook be amended as follows:

This committee shall develop and recommend policies relating to research and patent matters at the University and shall hear comments and suggestions on such policies and on their implementation. It shall participate in the award of faculty research and development grants by the University, and it shall actively seek other means of encouraging research by staff and students. It shall have power to review research proposals submitted to it using inside or outside reviewers.

This committee shall consist of the Associate Provost for Research and eight²⁸ faculty members, one of whom shall be chairperson. Membership on this committee should be restricted to faculty members who have an established record of research and who continue to be actively engaged in a program of research. The faculty committee members should be chosen to be representative of the following general areas: four members should be chosen from the arts, humanities and social sciences (faculty in colleges such as Arts and Science, Business and Economics, Education, Human Resources, Physical Education, and Urban Affairs could most likely be appointed to one of these positions); four members should be chosen from the natural

²⁶Section added.

²⁷Formerly "three tenured professors, two tenured associate professors and one tenured faculty member (rank unspecified)."

²⁸Formerly "five."

sciences, engineering and mathematics (including faculty in Arts and Science, Agriculture, Marine Studies, and Nursing).²⁹

y. RESOLVED, that the Committee to Regulate the Use of Beverage Alcohol on the University of Delaware Campus be disestablished as a standing committee of the University Faculty Senate and that the committee's charge as it appears in Section III, pages I-13 and I-14 of the Faculty Handbook be deleted.

z. RESOLVED, that the charge to the Committee on Student Life as it appears in Section III, page I-23 of the Faculty Handbook be amended as follows:

This committee shall formulate rules and regulations bearing upon the care, control, and government of students, and except where otherwise delegated, upon student extra-course activities. It shall advise the Vice President for Student Affairs on the implementation of rules and regulations enacted by the faculty or its Senate, and at least once annually shall review and evaluate with him or her these rules and regulations and their implementation. The committee shall generally assist and advise the Vice President for Student Affairs and be assisted and advised by him or her, meeting with the Vice President upon request and requesting meetings as needed. The committee shall also specifically advise upon student financial aid, student residence halls, student counseling and placement, student health, and policies governing beverage alcohol use and substance abuse;³⁰ it shall meet with the directors of administrative units responsible for these matters,³¹ at the request of the directors or at the discretion of the chairperson of the committee. It shall have general oversight of the policies of the Undergraduate Student Judicial System, as provided for below.³² It shall further advise upon student publications and make provision for faculty advisors to them. On all issues falling under its jurisdiction, the committee shall initially decide whether a change in the substance or wording of a policy should have the approval of the full Senate, or should only require approval of the committee itself, with the Senate informed of its action. The Senate ultimately may choose to act upon items sent to it as information.³³

This committee shall consist of two designees of the Vice President for Student Affairs; one representative of the Office

²⁹Section added.

³⁰Stipulation added.

³¹Formerly "these services."

³²Stipulation added.

³³Section added.

of Graduate Studies, designated by the Associate Provost for Graduate Studies; five³⁴ faculty members, one of whom shall be chairperson, one of whom shall serve on the Undergraduate Behavior Review Committee, one of whom shall serve on the Graduate Behavior Review Committee, and one of whom shall be appointed to membership on the undergraduate Council on Student Judicial Affairs, who shall have the authority to decide when policy changes contemplated by that Council shall require the approval of the Committee on Student Life;³⁵ three undergraduate students, two of whom shall serve on the Undergraduate Behavior Review Committee; and one graduate student appointed by the Committee on Graduate Studies in the absence of a duly constituted Graduate Student Association, who shall also serve on the Graduate Behavior Review Committee.

aa. RESOLVED, that the Committee on Undergraduate Admissions and Standing be disestablished as a standing committee of the University Faculty Senate and that the committee's charge as it appears in Section III, pages I-23 and I-24 in the Faculty Handbook be deleted.

bb. RESOLVED, that the Committee on Undergraduate Records and Certification be disestablished as a standing committee of the University Faculty Senate, that an administrative committee be created to replace this committee, and that the committee's charge as it appears in Section III, page I-24 of the Faculty Handbook be deleted.

cc. RESOLVED, that the charge to the Committee on Undergraduate Studies as it appears in Section III, page I-24 of the Faculty Handbook be amended as follows:

This committee shall review and consider matters relating to undergraduate education and shall receive, and may stimulate and originate, proposals for its development.

This committee may initiate and shall consider³⁶ and formulate specific recommendations to the colleges or to the Faculty Senate³⁷ on undergraduate curricular changes and interdepartmental programs. It shall have the power to act on the alteration, addition or deletion of individual undergraduate courses³⁸ recommended by college committees which³⁹ do not

³⁴Formerly "four."

³⁵Section added.

³⁶Formerly "shall initiate, consider."

³⁷Formerly "faculty or its Senate."

³⁸Formerly "and it shall have the power to act on undergraduate course changes or additions or deletions."

³⁹Formerly "that."

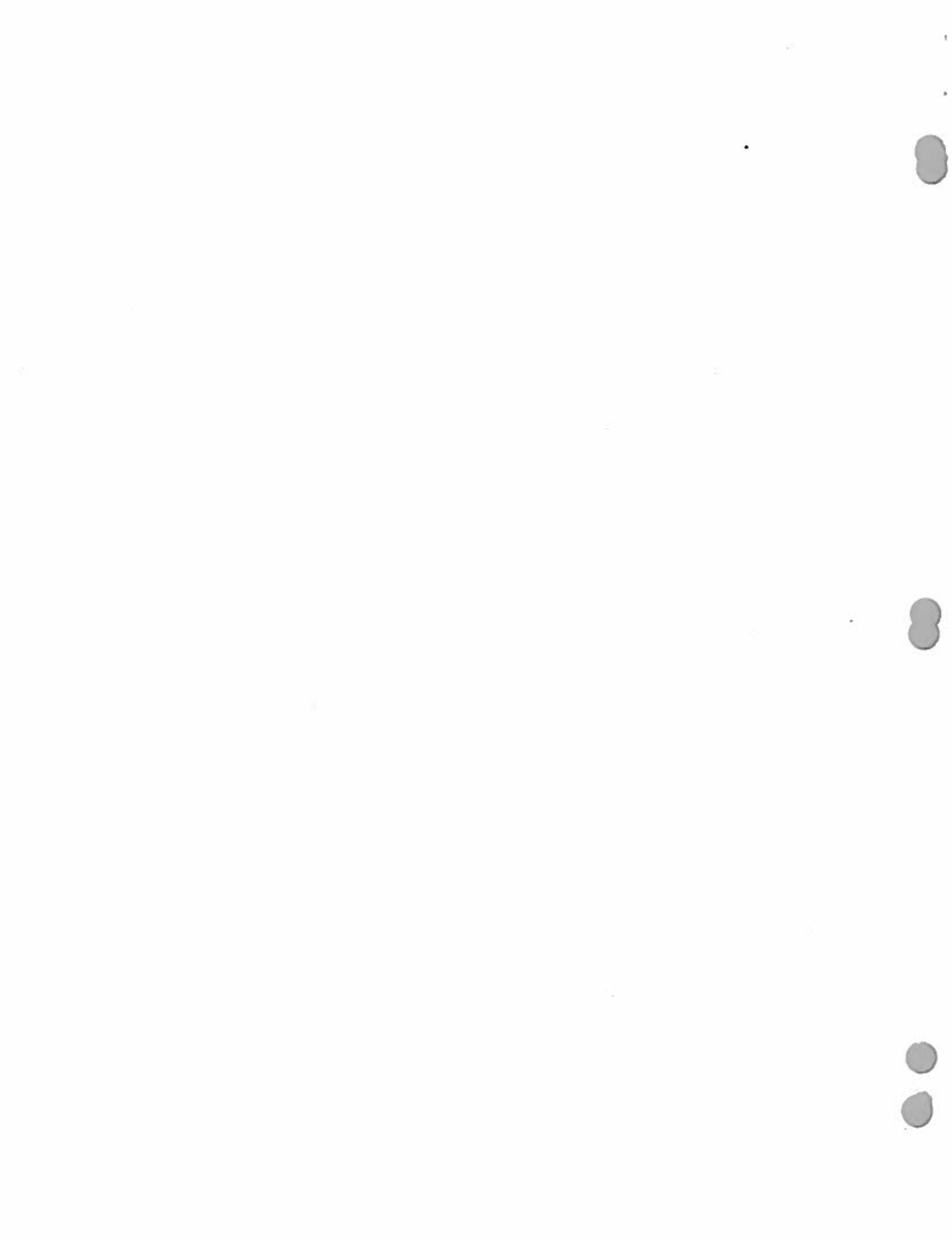
430 involve curricular revision, in each case consulting the deans
431 and department chairpersons concerned, and to delegate this
432 authority to the individual colleges and Office of the
433 University Registrar as it deems appropriate.⁴⁰ It shall,
434 further, review the academic standards of the several
435 undergraduate colleges and review and prepare recommendations
436 concerning procedures of undergraduate advisement.

437 This committee shall have the responsibility for setting
438 policies concerning academic deficiency. This committee shall
439 receive and review for policy consideration from the
440 Undergraduate Records and Certification Committee an annual
441 summary report of its activities. This committee shall
442 recommend, for final determination by the Faculty Senate, the
443 undergraduate educational and academic admission policies, and,
444 in consultation with the Committee on Undergraduate Records and
445 Certification, the policies of academic standing of
446 undergraduates. The committee shall advise the Dean of
447 Admissions and the University Registrar in implementing these
448 policies.⁴¹

449 This committee shall consist of an appointee of the Vice
450 President for Academic Affairs; three faculty members from the
451 College of Arts and Science (if feasible), one from natural
452 sciences and mathematics, one from arts and humanities, and one
453 from social and behavioral sciences) and one faculty member from
454 each other undergraduate college, one of whom shall be
455 chairperson; one representative of the Committee on Graduate
456 Studies, three undergraduate students; the University Registrar;
457 the Dean of Counseling and Career Services; and the Assistant
458 Registrar for Scheduling and Registration.

459 ⁴⁰Section added.

460 ⁴¹Paragraph added.



Attachment 4

General

- 1 a. RESOLVED, that the Executive Committee and the parliamentarian of the
2 Senate should plan to conduct an annual program of orientation
3 for newly elected senators. Consideration should be given by
4 the Executive Committee to hold this orientation meeting
5 immediately after the May meeting of the Senate, to which newly
6 elected senators should be invited as observers. These
7 orientation meetings should be evaluated by participants. If,
8 after two years, these orientation meetings are not positively
9 evaluated, they should be discontinued.
- 10 b. RESOLVED, that the University Faculty Senate commends President Russel C.
11 Jones for the timely, decisive way in which he has made
12 provision for significantly expanded and improved office space
13 for Senate use.
- 14 c. RESOLVED, that the President of the Senate shall prepare, for distribution
15 to the full faculty on the first day of the fall semester, a
16 statement of major goals for the Senate in the year ahead and
17 any important impending issues facing the Senate. That
18 communication should include with it a form on which faculty may
19 list any concerns or suggestions that they have regarding
20 faculty governance issues or on which they may register a
21 request to receive the agendas for and minutes from all Faculty
22 Senate meetings.
- 23 d. RESOLVED, that the Senate recommends that the Provost establish a
24 committee that will assume the administrative responsibilities
25 of the disestablished Faculty Senate standing committee on
26 Undergraduate Records and Certification. The new administrative
27 committee, which shall routinely report to the Provost, should
28 also submit an annual report to the Committee on Undergraduate
29 Studies in which it summarizes its year's activities and raises
30 any policy issues that might need to be considered by the Senate
31 committees. (The responsibility for establishing policies
32 concerning academic deficiency have been transferred to the
33 University Faculty Senate Committee on Undergraduate Studies.)
- 34 e. RESOLVED, that the University Faculty Senate recommends to the
35 Undergraduate and Graduate Committees that they observe a
36 procedure such as the following with respect to course changes,
37 additions, or deletions, so as to reduce their heavy burden and
38 better cope with the additional responsibilities resulting from
39 the reduction of the number of Faculty Senate committees, as
40 follows:
- 41 The implementation of policies concerning course changes,
42 additions or deletions should be delegated to the colleges, the
43 Office of the University Registrar and/or the Office of Graduate

44 Studies. Individual colleges must take full responsibility for
45 assuring that course proposals that emanate from them are fully
46 in accord with University regulations and format specifications,
47 and for contacting other units that might be affected by such
48 changes, in the course of preparing them. Course proposals
49 conforming to these policies and approved at the college level
50 would be circulated to all potentially concerned units in the
51 University in a challenge procedure carried out by the Office of
52 the University Registrar. Only when a resolution or compromise
53 cannot be reached between the proposing and challenging units,
54 or where some larger issue involving the integrity of the
55 curriculum of the University is at stake, would the appropriate
56 committee (or committees) intervene and rule on the particular
57 proposal. An exception to this would be course proposals
58 involving specific or generic University-wide requirements; the
59 appropriate committee(s) would have to approve these
60 individually, with respect to their satisfaction of those
61 requirements. The Undergraduate and Graduate Committees would
62 retain the authority to alter, add, or delete courses whatever
63 implementation process is adopted.