

UNIVERSITY OF DELAWARE
NEWARK, DELAWARE
19711

DEPARTMENT OF CHEMISTRY

April 16, 1970

TO: Members of the University of Delaware Faculty
FROM: John C. Wriston, Vice-President, University Senate

The special recessed meeting of the University Senate will be held on Thursday, April 23, at 4:10 p.m. in Room 108, Memorial Hall. This meeting will conclude the deliberations on the Proposed College of Marine Studies.

Six communications have been received for discussion at the meeting. These items can be classified as follows:

1. Short resolution of strong support for the formation of the college - T.D. Myers (Attachment #1)
2. Letter detailing reasons for preference of a college to other administrative units - E. Chesson (This letter is an implied resolution.) (Attachment #2)
3. Resolution giving partially qualified support for the formation of a college - G.F. Somers (Attachment #3)
4. Resolution suggesting the formation of a department of marine studies - F. Williams (Attachment #4)
5. Resolution calling for the creation of a department of marine studies and an institute of marine studies - M.M. Denn (Attachment #5)
6. Resolution and a report supporting a department or an institute from the viewpoints of growth rate, total size, program and funding - E.H. Kerner (Attachment #6)

Based on the content of the proposals received, it appears that there is general agreement on the need for the formation of some unit for marine studies. The task of this meeting is to select a recommendation for the Board of Trustees.

In the interest of efficiency (subject to discussion from the floor), the chair proposes the following procedure for establishing the agenda:

A. Selection of Preference

1. recommendation for a college of marine studies (Myers, Somers)
2. recommendation for a department/institute of marine studies (Williams, Denn, Kerner)
3. no recommendation

The Senate members are expected to have studied the attached resolutions and be prepared to make a selection of the basic form of the recommendation at the beginning of the meeting. If A1 or A2 is selected, then the next task is

B. Selection of the Recommendation

This selection will bring one of the resolutions before the Senate. There will be limited discussion of the specific resolutions before this selection is made.

C. Discussion and Voting of the Motion

D. Discussion of the Form of the Resolution

Mr. Anapol and Mr. Kerner have stressed the need for careful presentation of the initial efforts of the Senate. Accordingly there are several forms which a recommendation to the Senate can take. These are

1. simple transmittal of the bare recommendation
2. transmittal of the recommendation with a supporting report (Mr. Kerner's resolution provides an example. The drafting of the report could be done by the author of the resolution with the assistance of the secretary.)
3. request for an appearance before the Board

The stature of the senate needs to be established, and the chair will seek suggestions upon the disposition of the recommendation.

Attachment 1 - Myers

I wish to submit the following resolution for consideration by the Senate and subsequent transmittal to the University Board of Trustees:

Be it resolved: that the University Senate supports the formation of the proposed College of Marine Studies as an appropriate means to consolidate and develop marine programs at the University of Delaware.

Attachment 2 - Chesson

I favor the establishment of the College of Marine Studies. This recommendation is based upon careful consideration of the concept and of its probable interaction with the College of Engineering and especially the Department of Civil Engineering. It is based upon the many instances of conversations and contact not only with the authors of the several drafts of the proposal for the College of Marine Studies, but also upon conversations with the Advisory Committee, representatives of the National Science Foundation, and with visitors to the campus for seminars in Ocean Engineering.

This recommendation is also based upon the experience and insight available to a continuously participating member of the Marine Science Coordinating Committee established on the campus more than two years ago.

I favor the College format for the following reasons:

1. At this institution there are no parallels for an institute. Groups such as the Division of Urban Affairs, the State Technical Services, the Agricultural Extension Division, or the University Extension Division, etc. are not examples of the role which should be played by this new University unit.
2. The broad range of probable specialties for the faculty and the extensive field operations, summer program operations, consortia arrangements, etc. seems entirely inappropriate for a normal departmental structure.
3. A department within an existing college of the University will lack administrative flexibility and may inherit certain inhibitions of innovations.

4. Designation now of a college (possibly not a degree-granting college until after a period of transition and growth where graduate degrees could be approved) will give clear evidence to prospective faculty and prospective administrators as to the future role of the unit. This will permit, in my estimation, the hiring of superior faculty and administrators than would otherwise be the case.
5. Designation as a college at the outset will permit the prompt preparation of more complete plans for various types of programs, as other faculty are integrated into that organization. This will result in a unit which will be more visible on the campus, more visible off the campus, and thus better able to attract new students and new faculty.
6. A completely new college and its administrative officer will have considerably more flexibility in the evolution of new procedures, inter-departmental, inter-college, inter-university, and inter-agency activities. Direct accessibility to the Vice President and President of our University, as is normal for a dean, will expedite the decision-making process, increase the probability of inter-collegiate cooperation because of parallel academic status for inter-college associations.

I feel that the University of Delaware in 1970 has an opportunity to develop a program which can be unique in the Mid-Atlantic region and the nation. To initiate a new unit on the campus whose structure will handicap or slow its proper evolution is simply inviting other educational units in the Mid-Atlantic region to fill this role in our stead. In my opinion, this would be unfortunate for this institution and its general prestige and would be detrimental to the increasing faculty interest and involvement in marine matters in several existing colleges and departments on the campus.

While the structure and the title or role of the new marine studies unit will certainly be important, we should not minimize the fact that the quality of people who can be attracted, especially those in the leadership roles, will certainly determine its success. Care must be taken in selecting these leaders that we not select persons with only past accomplishments and distinction. To develop properly a unit such as this, for example, we must have as dean, a man with energy, enthusiasm and the potential for additional growth

and distinction for himself. And because it will be especially necessary at the early stages of such a unit, that man's personality must be such that he can interact well as an individual with other individuals at all levels: students, non-academic staff, faculty, administrators, personnel of other universities, industrial and governmental representatives, etc. With the establishment of such a unit and with the provision of reasonable levels of support on the part of the University, the state, and the federal government, and the acceptance and support of faculty in existing campus units, the ultimate growth and potential will rest heavily in the leadership which is selected and which is developed during the formative early years.

In making these observations, I act as an individual and with the assumption that the college will be established along the lines developed in the recent Community Design hearings. This assumes that Ocean Engineering will remain in Engineering and that Civil Engineering will be one of the participants in the role of the College of Engineering in Marine Affairs, for example. It is also assumed that any new College of Marine Studies will not only draw on existing and developing strengths in the present departments and colleges, but may also contribute to strengthening other departments or colleges through joint appointments, joint support, and at times full support for specialists in those other campus groups. It is realized that joint appointments may complicate certain budget and administrative operations, but I am sure that a way can be devised which will provide clear guidance and lines of action for the participants which will prove effective.

Attachment 3 - Somers

Be it resolved that:

The Faculty Senate recognizes the importance of marine studies to the University, the State of Delaware and the nearby region and endorses the goal of forming a single administrative unit within the University to consolidate and focus these activities. Recognizing a proliferation of colleges should be only for sound educational reasons, the Faculty Senate has considered alternative administrative structures available to this endeavor. It is normally expected that an academic discipline does not become a college until it reaches a size and importance in the academic community evidenced by a viable educational program, including research, and an established faculty.

Though the college form of organization in some respects seems premature at this time, this proposal for a marine studies program presents a unique opportunity for the University of Delaware to contribute to this vital area of inquiry. To facilitate this effort, and to take advantage of State and

Federal support which are available now and the general public concern for problems which are central to the proposed program in marine studies, we recommend, in this instance, that a college be formed.

Attachment 4 - Williams

RESOLUTION OF THE FACULTY SENATE TO THE TRUSTEES

We, the Faculty Senate, support the development of a program of marine studies at the University and urge the initiation at this time of a Department of Marine Studies. We encourage emphasis on excellence at the Departmental level with balanced attention to instruction and research until such time as the need for, and stability of, the program justifies consideration as a College. Alternatively, we propose the possibility that the Department of Marine Studies be seriously considered as the first step in the future creations of a College of Environmental Science. In the meantime, the Department of Marine Studies should be assigned to one of the present colleges, and we respectfully suggest that the Trustees make the selection of the particular college.

Attachment 5 - Denn

The members of the Senate support a strong program in marine studies at the University of Delaware and recognize the need for an identifiable unit for marine-oriented activities. Nevertheless, it is the considered opinion of the Senate that establishment of a new college based on the present proposal would not be academically sound.

We rather recommend the following procedure as being an academically appropriate method of attaining the goals of a strong, identifiable marine program:

1. Establishment of a separate Department of Marine Biology and Oceanography within the College of Arts and Science, with authorization to recruit faculty with broad marine interests and to develop an academic program.
2. Establishment of an Institute of Marine Studies to serve as the focal point for university-wide research activities by marine-oriented faculty.

When a core faculty has been recruited through the Department of Marine Biology and Oceanography and existing departments and a faculty-approved degree-granting academic program has been established, a proposal to combine the Institute and Department to form the basis of a new college might be appropriate.

Attachment 6 - Kerner

Report and Recommendation to the Trustees Regarding Marine Studies, from the Faculty Senate acting as a Committee on the Whole.

Marine studies at the University, presently scattered over several traditional disciplines, appear plainly to have reached a stage of development calling for their focus into a single unit to foster a further principal development of this field. Such development, soundly undertaken, we believe is convincingly justified for its intrinsic educational, research, and public-service merits.

The Faculty Senate has carefully considered certain main issues bearing upon the creation of a new marine-studies unit at the University. Conscious of a responsibility to assist in finding the wisest over-all course in this major step, we respectfully address to the Trustees the following

RECOMMENDATION: That a Department or an Institute (as distinct from a College) of Marine Studies be established at this time at the University of Delaware, without prejudice to the possible formation of a College at a later time -

Further, that such Department or Institute be accorded strong initial University and State support, emphasizing very high quality, ahead of quantity, of new faculty additions.

The RECOMMENDATION flows from the following considerations, here represented in abbreviated form. It is believed that the RECOMMENDATION is not inconsistent with the report of the President's Advisory Panel on Marine Studies (Berbruary 18, 1970).

(1) The excellence that may, or may not, be achieved in marine studies at the University of Delaware is closely tied to the scale and pace of its development. Expansion at this time on the scale of a College such as has been projected (Community Design Plan for the College of Marine Studies, February, 1970) may well risk that quality which a strong but

more modest venture, at Department or Institute level, is more likely to attain. High quality faculty are at best difficult to acquire; their assimilation into a cohesive working pattern, and the emergence of leadership, take time. The weight of experience in these matters indicates clearly that a Department or Institute is the superior evolutionary step from our present dispersed position into a unified marine program of substance. (Very approximately, additional faculty of 20 - 30 in a 5 - 10 year period, not necessarily at a uniform rate, may be a rough measure of development consistent with quality under favorable circumstances).

(2) Department or Institute dimension we believe is also particularly commensurate with the scale of present and foreseeable University size, - a dimension, that is to say, fittingly flexible in a period of high growth, avoiding premature over-commitment and possibly excessive impact on other areas of expansion, while respecting the necessary solid commitment for solid achievement.

We see no reason why a Department or Institute could not later evolve further into a College. Indeed, the earlier department-type step could very well generate that carefully drawn blueprint for a College, presently lacking, that could make a College an undoubted success. Nor, on the other hand, is it ruled out that sound success could be stably won already at Department or Institute level: - at the present time there are a number of established departments in the coastal States, of the range of size of 20 - 40 faculty, which are distinguished centers of marine studies. The latter fact also shows that the native interdisciplinary character of marine studies can thrive on the departmental scale, not requiring a collegiate structure.

(3) We accept that marine studies at least in early years should, in the nature of this field, emphasize research and graduate instruction. At the same time, we recognize this as a new departure from the educational traditions of the University. It may be noted here that common academic usage designates an Institute as an explicitly research and advanced-instruction unit, whereas a Department may signify the same, but then with implications of closer actual or potential ties to the academic mainstream. We believe in any case that this main-stream should be kept in sight, perhaps at first only (if at all) through limited service- and optional-type marine course offerings for undergraduates majoring elsewhere.

The high general import of environmental problems, one sector of which is significantly marine-connected, may speak at a later time to a broad Environmental Studies program or

unit, having marine work as one component. This is merely an observation, not any form of recommendation, indicating again the need for flexibility in the administrative structuring of marine studies.

(4) The question of funding, especially federal funding, of marine studies has received much discussion. Three factors here seem to us to be controlling: (a) Sea-Grant status for the University is in no way dependent on the particular type of administrative unit that is set up to develop marine studies; (b) Federal support to universities for the sciences as a whole have been already substantially cut back in recent months; many observers believe this to be a continuing trend in view of national priorities elsewhere than in scientific support; specifically as regards marine science development, the outlook is distinctly discouraging presently, according to Dr. Paul Fry, director of the Woods Hole Oceanographic Institute, in a recent address at the University; (c) The State of Delaware has evinced clear interest in backing marine development, including marine studies at the University.

These factors taken together seem to us persuasive that at this juncture, on financial grounds, it is the sound course to build marine sciences at the University firmly but modestly, as Department or Institute, using federal funds to the extent obtainable but also relying significantly on University and State resources for essential priming and minimal viability.

JCW:nc

SPECIAL MEETING OF THE UNIVERSITY FACULTY SENATE

April 7, 1970

MINUTES

President Olson called the meeting to order at 4:12 p.m. Senators not in attendance were:

Irma Ayers	Lynn M. Doherty	David Nelson
Mary K. Carl	Alan M. Granda	Peter W. Rees
Julio Acuna	Donald W. Harward	Edward E. Schweizer
Val E. Arnsdorf	David Ingersoll	John W. Shirley
Elizabeth E. Bohning	Kevin J. Kerrane	Robert W. Stegner
T. Allan Comp	Raanan Liebermann	Edward A. Trabant
	John P. McLaughlin	

I. ANNOUNCEMENTS

President Olson introduced Miss Kathy Van Berger, the representative of The Review who was invited to attend the meeting.

II. UNFINISHED BUSINESS

A. College of Marine Studies

The following motion by Mr. Harlan, second Mr. Bonner, was carried unanimously: RESOLVED, That proceedings be limited to the time not later than 5:30 and if we have not finished by that time, recess until the planned recess meeting.

The chair recognized Mr. Gaither to present the College of Marine Studies Proposal. The following motion by Mr. Glenn, second Mr. Williams, was carried unanimously: RESOLVED, That Mr. Gaither present his entire report, get his wisdom, and then carry on the discussion on the entire proposal.

Mr. Gaither read through his proposed CMS document. This document will not be included in these minutes but a copy is available in the Senate record for those who may wish to look at it. After Mr. Gaither read his report, discussion proceeded. Mr. Gaither was quizzed about the rather rapid and enthusiastic growth that he foresaw for the College of Marine Studies. Some of the senators felt that perhaps this was overly optimistic and that a smaller, moderate rate would be more ideal and realistic. Mr. Gaither responded by suggesting that this is a very important program, the level of which may not be suitable for the national problem. These points are at cross purposes. Job opportunities in various areas: Job prospects for chemists are very bleak. We are essentially proposing a rather unique program in education and in the

history of marine biology. I feel that many facets of our program are unique nationally and internationally.

Mr. Somers added that there are more opportunities in Marine Studies. He pointed out that we need to bear in mind when are talking about oceanography, that is one thing; marine studies is another thing. Mr. Denn stated that we all believe that we should carry out studies in this environment and at the University of Delaware. The question is, how it should be done. The President has presented the Community Design Booklet to us as the basis for discussion and recommendations to him. His first point on the booklet was that the present status of marine studies at the University is not clearly presented in the booklet. The list of courses and publications listed which are involved in marine science are at best represented as being dishonest or misrepresented. The question was raised concerning the count of faculty involvement. It was not a completely accurate list. His major objection at the hearing was concerned with the fact that there were no plans presented for the structure of this proposed college. We were basically excluded from discussion of structure. He then raised the question of structure.

This college is unique in terms of structure at this University as compared to other units. We have no other college within this University which is solely devoted to graduate teaching. He stated that colleagues have pointed out there is severe change in University policy in the faculty initiation of research. We need to focus on this carefully. There is definite need for undergraduates in this area. The proposed college does not meet undergraduate needs whatsoever.

The question of seeking senior people -- to just go out and get a senior person is not as easy as it sounds. Computer Science and Chemistry brought this out. Analogy to Urban Affairs or an Institute is really as irrelevant as Mr. Gaither suggested.

In reply to Mr. Denn's comments, Mr. Gaither said that he was decidedly disappointed about the comments about the Community Design package. It was intended to present as clearly as possible the scope of existing activities in the marine area. In all cases we recognized we were put in gray areas but that is the way it is. Had we had the requirement of having only publications or courses that would solely and totally be in the marine area, or respective journals, it would have been a shorter list. Asterisks were placed before all courses only partially related to the marine area.

In the structure, possibly there would be a policy change regarding teaching, but what we are seeing proposed is something that is naturally evolved in the University: teachers teaching in this context now, significant numbers of them. It is not intended that this be solely graduate teaching. There are courses in the gray area taught by marine-related faculty. Many students find that they would like to slant their studies to the marine areas. There are ten courses available in the undergraduate program, 28 courses in the graduate areas. We are not abandoning undergraduate teaching.

Research - misunderstanding relative to faculty initiation of research here. Our existing work all focuses in the area of the primary discipline. All of us continuing to do what we want to do in a way. It was felt that there was no arm twisting to get into it. A group program can arise very naturally. No one must be forced into a mold to get into this program.

Mr. Williams referred back to the remark of Mr. Denn. There is one thing that we can agree upon. There is a genuine need and opportunity for the University to engage in marine studies. Mr. Williams expressed the point of view that he leans toward taking time at the moment to figure how we can help to develop a sound program that won't have to retrench itself in case the best predictions aren't correct. There have been projections that have been dead wrong made by distinguished people. So the question to be raised with a view to helping these truly dedicated people in this discipline is, "What is the best way to bring it about from the point of view of the University?" Mr. Williams stated that he believes that doing this right is an advantage to the people who participate in the program. It is no good to get a college and then retrench to a department. Why can't this be developed in the more traditional way that disciplines have developed at this University? We have heard a lot of Community Design programs. The usual thing is to have a solid core of instruction courses. If you don't, the college is vulnerable. You have to develop a solid undergraduate program, preferably not only with majors but also service programs. What is special about marine sciences? You made it very clear that this is primarily a graduate program. The tradition is to develop undergraduate, master's, doctorate, and post-doctoral programs. Mr. Williams stated further that when you hire senior people, he is optimistic that with diligence you can get good senior people. These people have tenure - they have tenure which the Governor doesn't have. The University must pay the salary of these people. I think there is agreement to have a marine studies

program. I would like to help. I believe in going the traditional route first as a department with a balanced emphasis on undergraduate and graduate and research until such time as there is a clear need for and clear stability for a College of Marine Studies.

Mr. Brown responded to Mr. Williams, commenting that to argue that because it has been done this way the last 100 years, this is the only way to do it? Mr. Williams responded with be innovative, but practical. Mr. Anapol commented on the entire proposal and stated that the base is too narrow. What about a college of environmental sciences? The ocean is still part of the environment. By broadening the base to environmental sciences, we have met the problems that Mr. Williams mentioned.

Mr. Kerner stated that he wanted to respond to the points that have been made. His point was that the rate of growth which is projected for the PCMS is grossly disproportionate. Mr. Moszynski pointed out that this, indeed, is a novel approach in an academic atmosphere. Resting on a balloon of just air. There is no undergraduate program other than what exists now. Only research exists. For that an institute is the optimum temporary solution. Mr. Weil indicated that he felt, generally speaking, the whole proposal is ludicrous and absurd at this time. I would think seriously about an institute.

Mr. Lippert pointed out that this discussion is trying to help us. It should be explained whether the 60 new members are in marine studies or whether they are counted as faculty members in biology, geology, chemistry, engineering, etc. Any success of a college or institute depends upon the utilization of the movement across the boundary of the institute or college. If this is not done, it will fall flat on its face.

Mr. Gaither replied to Mr. Lippert's comment that the first point would be that the 60 faculty projected at the end of 10 years would not be solely in marine studies; it appears that probably they would be in the order of 40 to 45, with the other encouraged and stimulated by joint appointment in existing units. Tend to follow the advice of several people; don't try to start something new where it already exists.

Secondly, there is no undergraduate program proposed. I wish to repeat the statement that to be an ocean scientist, you must first be some kind of scientist. Our thinking is that it is not appropriate to provide undergraduate programs in the area of marine studies. Existing departments can do an excellent job in preparing students for marine studies. If we form an institute now, you are sending us to run a race with one shoe off. It will be tougher to attract good faculty in that period of time.

Mr. Glenn commented that first of all, we don't necessarily have to follow the precedence of yesterday. We are moving in the direction of more graduate studies. I don't see anything wrong with starting this in marine studies. Universities will be bound to seek some sort of specialization in the future. The direction of marine studies seems a logical specialization for the University of Delaware.

The chair terminated the discussion and asked the Senate when it wished to meet again - either this Thursday, April 9 at 4:10 p.m., or wait until April 23 at which time resolutions would be appropriate. A Senate vote was called for and 17 senators voted for a meeting on April 9; 15 voted for a meeting on April 23.

The meeting was recessed until 4:10 p.m., April 9, 1970.

SPECIAL MEETING OF THE UNIVERSITY FACULTY SENATE

April 9, 1970

MINUTES

The meeting was reconvened by President Olson at 4:10 p.m. Senators not in attendance were: I. Ayers, J. Acuna, V. Arnsdorf, E. Bohning, D. F. Bray, C. H. Brown, E. W. Comings, T. A. Comp, L. M. Doherty, A. P. Eyman, A. M. Granda, J. L. Halio, H. Harward, J. B. Heck, F. P. Kilpatrick, J. R. Krum, R. Liebermann, W. E. Pulliam, P. W. Rees, F. E. Roeming, E. E. Schweizer, J. W. Shirley, R. W. Stegner, M. J. Strattner, E. A. Trabant, M. R. Tripp, F. E. Williams, J. E. Worthen, R. V. Austin.

A motion by Mr. Bonner seconded by Mr. Hunt to recess at 5:30 p.m. passed unanimously.

Mr. Gaither opened by stating that the one thing which was not discussed was the timing of this proposed College of Marine Studies. There is a possibility that we may have only one opportunity to take advantage of this funding program, which may not take place again. He illustrated a graph taken from the Stratford Commission showing marine programs in the United States and showing proposed capital outlays that would occur primarily under the Sea Grant program.

Mr. Weil was recognized by the chair and stated that it seems that money is available; therefore we should do it. The initial funding is Unidel money used to finance other programs in this University. The University is strongly committed to psychological and scientific programs. The fact remains most of the undergraduates do not go outside of the state any more. The University is

primarily not technological any more. We must determine whether or not it will be a broad based University that will provide the best possible education for all students.

Mr. Denn suggested that in focusing our discussion, there are probably two basic and virtually unrelated questions we need to address ourselves to. First, is a college of the type being proposed here appropriate for the University of Delaware? Second, does the present competence and present plan justify proceeding with the development of this particular College of Marine Studies, irrespective of whether the college is appropriate?

Mr. Glenn interjected the point of not pushing toward a strictly technological program at this University because his interest is not in that area. It is a new departure - a departure in the direction of problem orientation. It is good to look at problems and areas in which other universities are not doing too much; rather than crowd all in the same pattern, to move very boldly in these directions.

The chair recognized Mr. Kraft, who made the following statement: "I am not a Senate member. I was invited to comment on these problems. I know Bill Giather well and I am closely involved in this proposed program. My faculty would take joint appointments. I like the program. The specific needs for a college like this are, in terms of needs, the needs are very specific in that they are in a crisis state. That is what Earth Day is about. A lot of it is about the Delaware Bay. It is a Philadelphia sewer. If it is left to go, it will cause us in 25 to 30 years to abandon certain activities in this area. This is a pollution problem--organic or inorganic. Work in this area must be of an interdisciplinary nature. This is a very serious matter. It cannot be a department effort. There are too many disciplines involved. I think that a University of this type is well suited for applied research. Obviously, the interdisciplinary thing must come. I want a unit which will help me function whether we have a department, institute, or college."

In an effort to realign the discussion, Mr. Moszynski stated that we are again getting off on a tangent. He did not think that anyone of us suggested that there should be no work in marine sciences in this University. On the contrary, we think there should be. A unit such as a college by definition in the environment means educational programs at the undergraduate and graduate level and research. It seems to me that the natural thing to do is

to start with an institute and have the faculty who have joint appointments decide on a graduate program. We should move step by step. We are at this point asking for a superstructure without any foundation under it. Once the college is built, the college stays. A college might create a drain on the funds of a state university.

The chair recognized Dr. Daiber. He stated that at the Commission hearing concerning the discussion pertaining to marine studies, somebody got up and told how long they had been here on campus. Dr. Daiber said that he has been involved with this marine program day in, day out, night after night, for longer than anyone else, barring none.

He is a marine biologist. He became involved in the marine environment in 1950. He has been confronted with problems by himself mainly because there was no other kind of competence on this campus until about three years ago. He has had to take all kinds of jobs that he did not always feel qualified to handle. One of the things that has kept him at this University is that he has had this belief in the marine program. There is a very unique opportunity for the University of Delaware in an academic sense, in an educational sense, to develop a program with a focus on the marine environment. There is none in the Middle Atlantic area that has quite the possibilities of location, kind of area to work in that Delaware has. He recognized this 18-19-20 years ago. He has pushed for this opportunity because he has felt that as a biologist he could not handle this himself. This is why he has too many things to handle by himself. Now the opportunity is here. There are many kinds of interests that can parallel and support the marine program. So far as an undergraduate program is concerned, the marine environment is so unique that to train undergraduate students in the marine sciences is to do those students a disservice.

There are only two other schools in the nation, one the University of Washington and the other an engineering school in Florida. Dr. Daiber has worked with the people from Washington and they say they could have been better. They were too restricted. What is needed is a strong foundation as at the University of Delaware in geology, biology, engineering, etc. There is a unique opportunity in terms of academic programming. There are some very exciting intellectual opportunities provided in the marine environment, particularly in the coastal confines of the estuary known as Delaware Bay. There is a synthesis and interaction needed and required by the kind of society we are living in.

There is not only a pure science development, but there is a need for problem solving. Very big problems must go hand in hand. One cannot take precedence over the other. So far as training students is concerned, Dr. Daiber spoke only for the biology student. These people take the same kinds of courses the regular biology major takes. We provide the opportunity for undergraduate students to become involved as biology majors who enroll in two or three courses with emphasis in the marine environment. These courses are at the 600 level. These people have an opportunity to get their hands and feet wet by summer employment in research programs.

One of the points that has been emphasized in the document under discussion is research teaching and advisement. This has been going on for 20 years because we in the marine environment feel the need for interaction in the major points. He concluded by saying that this is a very unique opportunity and that we should not follow the same old road. There is a need for centralization of some kind. At the present time activities are too diffuse and too scattered.

Mr. Sasser replied that he agreed with Dr. Daiber. Efforts are diffuse and they should be coordinated. He suggested a College of Environmental Sciences to incorporate a department of marine studies, and put into this the College of Agriculture, the department of geology, etc. This would give a broadened foundation and financial security.

Mr. Bonner indicated that he wished to ask some questions about the new program. He stated that he is not against new developments. This should be a matter of record rather than to debate the problems it brings up. Seventy per cent of the work of our department is outside of our jurisdiction. Even though there is some dissatisfaction with certain other departments, they do not feel it necessary to form a college in order to deal with these problems. There may be some unique aspects of this program not clear to me. Chemical engineering can run a graduate program and cope with the problems of undergraduates. It is unclear how it is that they can deal with undergraduate instruction. But this program is such a level that undergraduates cannot cope with it. If you have an educational endeavor that is so specialized, then it is in the institute category and not in a college category. Why is it undesirable to function as an institute until it can demonstrate that it would be a permanent fixture as a college?

Mr. Salsbury remarked that the proposal of Marine Studies is basically a good one. He does not think there is a reason that a college should serve

undergraduate students at all. Consequently, he feels we could be a little daring and establish a college. The financing worries him more than anything else. The proportion of this thing is very large in comparison to the operation of the University. My personal view is to go along with the establishment of a college, taking a gamble. If we don't gamble, we don't gain much. We need to take a hard look at the impact that funding will have upon the other programs of the University as a whole. If we dip into Unidel too far, it takes away money we can have in other conventional programs.

Mr. Wriston supported the previous speaker by stating that he endorses the sentiments of the previous speaker. They are attacking the multiversity concept. It is a futile exercise at the present time. The best we can hope for is to influence priorities, so we can monitor the distribution of funds. I suggest a formation of a budget committee in the Senate to monitor distribution of funds to all programs in the University.

Mr. Glenn lauded the last three speakers and stated that we are getting to a problem that is very important. We would not want to starve other programs which may need to be expanded. I have no particular knowledge so far as funding of marine studies is concerned. I do not feel at all that it is one of those problems which is going to be solved within five or six years. This is nothing we should consider.

Mr. Kerner indicated that, as a matter of fact, it is out of order. The Committee on Committees has considered the general issue of a budget committee of the faculty, a committee on long-range planning, and a committee on innovations. Such things are under discussion. The points we should consider have to do with scale and time of the proposed college. A glance will show that with respect to Delaware as we understand its scope, the proposed college is off scale. As to time, the timing is crucial to doing something very good. We can do something good. We can make a blunder by going too far too fast. We must consider seriously the recommendation having to do with the quality over all. What must we do to do something very good? Mr. Kerner's answer is that a college is premature at this point. You do not develop quality all at once. The issue of quality cuts very deep.

Mr. Kerner reminded the senators and guests that the faculty is charged with granting degrees at this institution. We are at a crucial junction. We must look to what we are doing to the institution academically. This is a test case. If we do something very good, we will be very proud. There may

be better ways than taking chances and gambling. Begin with units of departmental size, institute size that set the stage. Then later a college may be developed that will be better and stronger. I think we should begin with a small unit and aim at very high excellence.

Mr. Myers responded to the latter part of Mr. Kerner's statement saying that he was concerned about the statement that was just made. The size of the staff is not sixty new people but includes people already here; hence, the number would be reduced greatly. If we create a college, it would require a large amount of capital. The capital is available now.

Mr. Moszynski asked is it proposed that the graduate program of biology become a part of the nucleus for the new program?

Mr. Somers replied that planning for a separate unit has been going forward for almost ten years. There has been a very rapid upsweep. Budgeting is separate, administrative details are also separate. We have a strong focal point of administrative experience which would make a nucleus for the program.

Speaking for the Department of Geology, Mr. Kraft stated in reply to Mr. Moszynski's question that his decision would be to remain in Arts and Science based on the fact that it is a very small department.

Replying for the College of Engineering, Mr. Chesson stated that at present the College of Engineering find their people would remain in Engineering, but feel it important to interact closely with any new division of the University set up and to consider joint appointments as those faculty might choose and find valuable. Sponsor research and educational programs as faculty might find advisable.

Mr. Wriston indicated that the Chemistry Department has not taken a position on the merits or demerits of the program.

Mr. Anapol suggested that we move toward the real issues. He suggested the real issues are very much a complete blank. What you call this program is a phony issue. Call it institute, department, university, why waste time on it? We seem to agree that something has to be done. Some of the problems are money, priorities, impact on other parts of the institution, scale, size, etc.

Mr. Somers in reply to a question on how the separation of marine biology from the Department of Biology would affect that department, said that we have looked at this over the years. The separation of marine biologists from our

department will pose some problems for us, but problems which we can solve. One of the things he has had to learn as chairman of the Biology Department is the difference between biologists dabbling in marine biology and marine biologists. There is a difference here just as there is a difference in medical college and biologists in our department. People in a medical college are concerned about man and his health. Biologists deal with bacterial chemistry peripherally. Marine Studies as yet does not have a technology fully enough developed to be absorbed at the undergraduate level. The time may come when the technology grows more fully, that we can suggest undergraduate programs.

Mr. Denn in rebuttal to Mr. Anapol's statement said that he respectfully suggests that the college is not a phony issue. I think we must face that fact. We must not focus on it at the moment. I find remarkable contradictions in much of this discussion. There are 20 to 30 full-time equivalents in marine studies. We must have 30-40-50 who are competent to actively participate in the kind of program suggested. I would certainly hope those thirty or forty people could sketch out a broad skeleton of what that college is planning to do.

Mr. Glenn remarked that we have a difference in semantics. What is the difference between an institute and a college?

Mr. Gaither in response to the latter part of Mr. Denn's statement said that there is too much emphasis placed on the 60 people called for at the end of 10 years. It was called for in the Community Design and we placed it there. We have a split here. (Showed a sketch).

Mr. Tingey remarked that he would like to respond from a much smaller scale than that of a college. He never had the privilege of planning a department or college prior to being hired. He suggested that as members of the Senate at least a skeleton of what is going to be done should be presented. He is disturbed about not being able to bring in key men. Five years ago he heard the statement that we will bring in key men. His personal experience was it took five years to get a key man. It took that long to pry somebody loose. If we are going to turn it into this kind of game, it is easier said than done.

Mr. Nielsen interjected the statement that what we really want to do is form an institute and call it a college because it would be easier to get the money. Mr. Gaither replied that we are at the present talking to a rather eminent man who has indicated his desire to join us.

Mr. Kerner added the question of what is wrong with having a significant modest size at first?

In deference to placing the program in the college framework, Mr. Price posed four reasons: (1) The major function of the college would be education disregarding research support available. (2) We have found environmental problems increasing in such complexity that a typical disciplinary approach no longer can solve these problems. (3) The proposed college would be a structure which would not have departmental deficiencies. (4) Through Temus and Sea Grant, the solution is easier when you take the multi-disciplinary approach. This proposed college would be a structured one which would promote the contact between the various people in a synergistic action.

Mr. Gaither responded with yes, we are bringing up an issue that the advisory panel considered seriously. We think the conclusion they came to is that it is a problem difficult to handle and that there is no easy solution to it.

The meeting was recessed at 5:30 p.m.

SPECIAL MEETING OF THE UNIVERSITY FACULTY SENATE

April 23, 1970

MINUTES

Senators absent were:

Irma Ayers	John S. Crawford	William Pulliam
Malthon M. Anapol	Lynn M. Doherty	Arnold Lippert
Elizabeth E. Bohning	James R. Krum	Frederick E. Roeming
C. Harold Brown	Raanan Liebermann	Robert W. Stegner

The chair called the recessed session of the University Faculty Senate to order. The function of the meeting is described in the agenda. We shall continue the discussion of the proposed College of Marine Studies.

Since the last meeting the Vice-President received six statements or resolutions on the proposed College of Marine Studies. These statements may be divided into three statements in favor either strongly or with guarded reservation of the proposed College of Marine Studies as presented at the Design hearings. The other three resolutions are in favor of the principle of a special group devoted to the study of marine sciences but take exception to the college form as being the most practical one for the University.

The chair suggests that we proceed as follows: We have debated extensively in the last two meetings over a period of three hours. We must select the form which this resolution might take. We should address ourselves to whether or not we are in favor of the category supporting a College of Marine Studies, supporting an institution of some other form, or supporting no recommendation at all. If we can decide upon one of these possibilities, we are then in a position to select or debate which one we wish to consider. After we make that decision, we can bring the matter to the floor for discussion and debate. If it passes, we can decide how it will be transmitted to the University community.

What this does is to shut off debate on the proposed college in a sense because the selection of the preference becomes a very important point in our deliberations. I am giving you now the opportunity to object to the way in which this proposal is made. Hearing no objection, the chair would like to call upon Mr. Somers and Mr. Kerner to summarize the two positions of A-1 and A-2. (Position A-1 is to call the new unit the College of Marine Studies. Position A-2 is to call the new unit either an institute or a department.)

Mr. Somers stated that he was asked to assume this role after he got here this afternoon. It seemed to him that there are a number of arguments in support of a college of this type. He referred to a statement of Dr. Chesson's in the minutes of the last meeting. One argument for a college is that the subject matter is the concern of this unit whatever it be is interdisciplinary. It is unique. There is no current organization on campus which is capable of dealing with the nature of the problems - as intellectual or disciplinary - that are to be concerned in the proposed college. It is true that we have had on an interim basis a coordinating committee that has represented various colleges and the administration, but this has been at best a cumbersome device. We need, then, a device providing greater coherence and focus. A focus for what purpose? A focus to address itself to some opportunities and problems dealing with instruction, research, and service in the area which is represented by marine studies. But specifically it has been pointed out we have a geographical focal point with the classical estuary or a dying estuary or one that cannot be recovered. This focus brings attention to the focal points - a close interjection to the nearby coastal waters. There is no other institution capable of interjecting itself into this position if we move with the vigor which we should. The college then gives an interjection

into our administrative level that can be used in dealing with the problems of educational research and service attractive to new faculty and to present faculty. We have a particular experience in trying to attract top faculty to an organization that is as diffuse as the present one and it does not work as well as a college would.

Some arguments have been made for an institute. As Dr. Chesson points out, there is no parallel here for an institute on this campus. Another negative argument he makes is that a department within an existing college would lack administrative ability for which a college would be more appropriate.

The floor was then turned over to Mr. Kerner, who stated that he spoke in favor of a department or institute form for marine studies development. First, the issue that rests with the Faculty Senate has to do with quality performance in this field. He said that he tried to explain in his resolution that a good way to do this is through making that significant evolutionary step of an institute before considering a college. When excellent men can be brought here, a college might be appropriate. At a later time, then, whenever the ground work has been laid, then we could develop a fully fledged college. In agreement with Mr. Somer's written statement, a jump now to the college is definitely premature. It can threaten high-quality of performance at the very early stages.

At the end of Mr. Kerner's comments, Mr. Williams called for a secret ballot. The vote was 21 yeas, 16 nays, 6 abstentions.

Mr. Gaither was recognized by the chair and stated that he knows of no instance in which people representing others can vote in a secret ballot. We have not yet established a rule of when a roll call vote is necessary. We have set a precedent for secret ballot.

The chair then restated the motion regarding the vote on the proposed College of Marine Studies and asked: "Will you please indicate on our ballots if you are in favor of A-1, A-2, or A-3 as stated on page 2 of the agenda." The call of the secret ballot yielded 22 votes for A-1, 24 votes for A-2 and two abstentions.

Mr. Halio indicated that there is no provision in these three points for a college of environmental sciences. None of these resolutions would permit that. Some of us feel this is the proper attitude to develop in marine studies.

Mr. Williams responded by saying that A-2 would allow for the possibility of a department or institute to seriously, as a first step, come under a college of environmental sciences. Does that make you happy?

Mr. Worthen pointed out that what we need is to establish some bylaws for the operation of the Senate. One should be the need for roll call vote at times. Tentatively, we have agreed that a vote is not necessarily a majority vote.

A motion was made by Mr. Salsbury, seconded by Mr. Schweizer: RESOLVED, That future votes taken on the issue of PCMS are done by roll call.

Discussion on this motion was initiated by Mr. Williams, who stated that we should consider the results of this vote. Because, if there is no clear majority, for example, if number three gets the least number of votes, then we would vote again on one and two; therefore, with that eventuality, I would vote against the motion to make them all roll calls. Numbers 1 and 2 represent the important crux of this meeting. The argument for having a secret ballot still applies.

Mr. Salsbury responded by commenting that we are representing our departments. He sympathized with Mr. Williams' point of view. We have a responsibility to make our votes known to our colleagues. If there is any pressure from the administration or otherwise, we must live with the fact. He does not like the idea of getting power and then acting in a secret manner. He feels that on important issues we should have roll call.

The vote on the Salsbury motion was 36 ayes, 7 nays, 4 abstentions.

Mr. Kilpatrick stated that he is not sure this is in the spirit of the motion as presented. This does not make a roll call vote unless the chair in turn reads each ballot aloud to the members of the Senate.

The Senate then proceeded with a roll call vote. Following are the senators voting for A-1:

Edward A. Trabant	Mary K. Carl	Donald W. Harward
John W. Shirley	Julio Acuna	Robert Hogenson
John E. Worthen	Val E. Arnsdorf	Dorothy A. Kennedy
Franklin P. Kilpatrick	William J. Benton	Thomas D. Myers
William E. McDaniel	Elizabeth D. Cloud	David Nelson
Ruben V. Austin	Alice P. Eyman	Robert E. Sheridan
James B. Heck	Edmund S. Glenn	Mary Jane Strattner
Edward W. Comings	Allan M. Granda	Marenes R. Tripp

Following are the senators voting for A-2:

Peggy A. Bedingfield	David E. Ingersoll	William D. Osborne
Gordon R. Bonner	Edward H. Kerner	Peter W. Rees
Dale F. Bray	Kevin J. Kerrane	Stephen Salsbury
A. J. DeArmond	John J. Kramer	Myron Sasser
Morton M. Denn	John P. McLaughlin	Edward E. Schweizer
Jay L. Halio	Jerzy R. Moszynski	Henry B. Tingey
Howard Harlan	Robert M. Nielsen	Peter M. Weil
Joseph W. Hunt, Jr.	Jon H. Olson	Ferd E. Williams

Mr. Harlan was recognized by the chair and stated that we are in a kind of fix that faculties continually get into around here. One solution would be for the faculty to go on record favoring some form of marine studies and leaving the format to the officials of the University. Mr. Harlan then presented the following motion, seconded by Mr. Glenn: RESOLVED, That the Faculty Senate present a resolution to the Board of Trustees favoring a program of marine studies to include the spirit of all six resolutions.

Mr. Kerner presented an amendment to the Kerner resolution, seconded by Mr. Williams: In view of the factual positions of the Senate, this position has evidenced in the paper embracing six resolutions to be transmitted to the Board of Trustees as an indication of faculty position and six differing views in the Senate, along with the Harlan resolution.

Mr. Comings asked if it is the proper function of this body to make this kind of recommendation to the Board of Trustees or to the President for transmittal to the Board of Trustees? Mr. Kerner replied yes, the relevant sections in the bylaws of the Board of Trustees are as follows: (Read certain sections in the meeting. Section D, part A. Section E verified the statement.)

Miss DeArmond asked, we are a representative body and if we cannot agree, should not the question go to the General Faculty for discussion?

Mr. Salsbury indicated that all the senators are not voting. Maybe we should recess and let the absent members vote. Mr. Salsbury moved that we should recess until a time called by the President, seconded by Mr. Schweizer. Mr. Denn amended the motion to say recess until one week from today. Vote on the amendment - defeated.

Mr. Comings discussed the Salsbury motion and asked the fundamental purpose of this vote. So far as we know, the Senate is not empowered to make a decision on a recommendation. If the recommendation is made on a split vote, it is not going to carry any more weight when made by one or two people.

Mr. Halio replied to Mr. Comings that we want to talk about this matter. He offered a substitute to moving to a committee of the whole.

The chair responded to Mr. Halio's comment that the chair believes this motion is out of order.

Miss DeArmond stated that her only objection is that if you call a meeting next week at the same time, many of the people will have to be absent for the same reason. What good does this do?

Mr. Williams proposed an amendment, seconded by Miss DeArmond: To recess this meeting and during the recess the officers of the Senate poll the senators

who have not yet voted and are not present so that we have a complete written vote of all senators.

Mr. Kilpatrick discussed the amendment and suggested that this kind of action suggested in the amendment could set an extraordinarily bad principle of conduct for the Senate. If we are going to get our business done in orderly fashion and be responsible and not delay necessary actions of the Senate, it seems that we as senators must live with the kind of vote we get from the senators present provided we get a quorum.

Mr. Denn stated that it is foolish to recess now. We have come to a deadlock. We should accurately reflect the position of the Senate.

Mr. Williams withdrew his amendment to recess. Miss DeArmond withdrew her second.

The chair called for a vote on Mr. Salsbury's motion. Motion was defeated.

Mr. Glenn received recognition by the chair and stated that he has spoken in favor of the motion and the amendment. He participated in these debates. He did not hear anyone say that we should toss out Marine Studies altogether. There has also been a difference of opinion as to the manner of the organization of this program. There is also the matter of serious division as to how we should establish it; nevertheless, Mr. Kerner's amendment can help us present the type of difference of opinion and communicate the opinion that prevails in this body. We should state our areas of agreement and state our disagreement as it exists.

Mr. Salsbury stated that he agreed with the last speaker. Even though we do not agree on all aspects of the program, we do have a strong commitment to Marine Studies. We should vote for the motion as amended and take a position and get on with business of the Senate.

Mr. Weil indicated that he thought the amendment and motion are not appropriate for the Senate. We should vote against the amendment. Mr. Denn stated that the resolutions are not an appropriate document to submit, but a statement of each position. It is difficult to read through the whole business. He would be delighted to withdraw his own resolution, which would shorten the issue.

Mr. Williams made a motion that the emphasis should be on excellence and that there was concern among many members of the Senate with the organization. Apparently the motion was not seconded.

Mr. Kerner, in responding to Mr. Williams' motion, stated opposition. The Board of Trustees should see the points of view in detail. We have debated

and discussed and the debate and discussion has materialized in the six items in our present program so that these can stand as a result of our deliberations in a suitable form for the Board of Trustees.

Mr. Glenn presented an amendment to Mr. Harlan's resolution, seconded by Mr. Salsbury: However, one-half of the Senate present felt that a slower pace of development would be preferable to the one suggested to the Administration and the opinions of the Senate are appended herewith in the form of the minutes dealing with the question.

In discussing Mr. Glenn's amendment, Mr. Halio stated that this is not the time to engage in any more amendments. This is a time we must frankly recognize our division and close ranks. Since we cannot come to a real agreement as to what form this should take, we ought to put aside questions on that issue and vote frankly and overwhelmingly for Marine Studies and let the Administration say what form it should take. He strongly urged that we vote overwhelmingly for Marine Studies.

Mr. Kilpatrick supported Mr. Halio's position. He suggested that the reason people voted for A-2 is because A-1 moves too fast. He would like to see Mr. Glenn's amendment defeated for just the reasons Mr. Halio outlined. No valuable purpose would be served by informing the Trustees of the division in the Senate.

Mr. Glenn and his second withdrew the amendment.

In discussing the main motion, Mr. Denn stated that many of the objections have been made on the basis of educational principles. Despite the fact that we are seriously divided, we should either say nothing or say that we favor Marine Studies.

Mr. Williams stated opposition to Mr. Halio's observations because it does make us look unified, but it just does not tell the truth. We must reflect that there is an appreciable portion of us concerned about some of the matters.

Mr. Salsbury called for the question, seconded by Mr. Bonner, that debate on the Kerner amendment be limited. The vote was: 24 ayes, 16 nays, 1 abstention.

A request that there be a roll call on the Harlan resolution was defeated.

Vote to limit debate on the main motion (the Harlan resolution) was: 33 ayes, 7 nays.

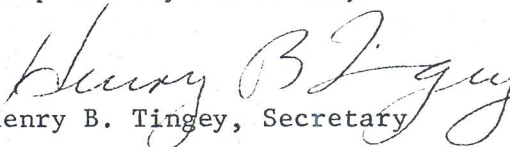
The vote on the Harlan amendment as amended by Mr. Kerner: 35 ayes, 5 nays, 1 abstention.

Mr. Denn suggested that a letter be sent to the Board of Trustees showing the division of the house be included in the transmittal of the Harlan resolution, seconded by Miss DeArmond.

Mr. Sasser added to this statement that the Record Roll Call vote be included in the package for the transmittal, seconded by Miss Dearmond. Vote was: 34 ayes, 5 nays, 1 abstention.

The meeting was adjourned at 6:00 p.m.

Respectfully submitted,


Henry B. Tingey, Secretary