MINUTES OF THE MEETING OF THE FACULTY SENATE OF THE UNIVERSITY OF ARIZONA Monday, January 9, 1956 Room 101, Law Building

The Faculty Senate convened in regular session at 3:40 P.M. on Monday, January 9, 1956, in Room 101 of the Law Building. Thirty-seven members were present with President Harvill presiding.

The minutes of the meeting of December 5, 1955 were approved as distributed to members of the Senate.

Senate members, introduction of: The President introduced the following new members of the Senate and those re-elected to membership: New College Representatives were Members Tate, College of Agriculture; Bogart, College of Business and Public Administration; Crowell, College of Education; Hall, College of Engineering; Conley, College of Fine Arts; and Bateman, College of Liberal Arts. Members Hull of College of Law, Galbraith of College of Mines, and Picchioni of College of Pharmacy as re-elected College Representatives, and Member Houghton as re-elected Chairman of the Faculty.

Election of Member: The President explained Dr. Wallraff will be on Leave of Absence during the second semester and it would be in order to elect a member to fill the vacancy occasioned by his absence. At the President's request, the secretary reported the listing of faculty members according to number of votes received in the election of members-at-large in the fall of 1954. Dr. George W. Barr was next in order, followed by James F. McKale, Frederick J. Schmitz, Victor H.Kelley, and others. The President explained that Dr. Barr will be in Phoenix most of the time during the next semester on a special project rather than in residence at the University. Mr. Lesher then nominated Dr. James F. McKale, the nomination was seconded by Dr. Galbraith. Dr. Gegenheimer moved nominations be closed. The motion was seconded by Dean Chapman and carried.

Committee on Basic Policy Pursuits, recommendation re: President Harvill called on Dr. Solve to submit a recommendation received from the Committee of Eleven. Dr. Solve read the recommendation, as follows:

"RECOMMENDATION BY THE COMMITTEE OF ELEVEN TO THE FACULTY SENATE January 9, 1956

"In accord with the spirit and the recommendations embodied in the Report to the Faculty, made in coordination with the Committee of Eleven on December 9, 1955, the Faculty Senate is now invited to take action to begin the effectuation of a program of more active Faculty cooperation in the shaping and directing of important University policies.

"It is recognized that development of a workable system must necessarily require careful planning and thorough consideration. It is, therefore, proposed at this time merely that the Senate affirm, as a matter of policy, the propriety of effective Faculty participation, by means of appropriate Faculty committees, in the cooperative formulation and execution of University policy, and that the Senate authorize the selection of a Continuing Faculty Committee on Basic Policy Pursuits to undertake the making of recommendations to the Senate looking to the launching and step-by-step development of a functioning system of Faculty committees and processes.

"It is proposed that these Faculty committees, as distinguished from traditional administratively-appointed committees, shall be selected by such Faculty processes as the Senate may prescribe, presumably by the Faculty Committee on Committees, and shall function in accord with such policies and directions as the Senate may adopt, but shall be expected to recommend in their respective spheres such improvements as experience may seem to warrant.

"It is proposed that the Senate provide that the Faculty Committee on Basic Policy Pursuits shall consist of the Chairman of the Committee of Eleven, the Chairman of the Faculty, and such number of members as the Senate may provide to be appointed by the Faculty Committee on Committees. It is suggested that appointive members should serve three-year terms, so 'staggered' that the terms of one third of the members shall expire each year. Members may be reappointed, but no member may serve more than two terms consecutively.

"It is proposed that this committee be authorized by the Senate to make recommendations designed to develop helpful cooperative Faculty participation in any operations where such participation may appear appropriate, and that it be directed to give attention to such matters as educational policy, University planning, budgeting, recruitment of men for high administrative positions, and to salary, tenure, promotion, and retirement problems.

"In order that the Faculties of the Colleges of Agriculture and Business and Public Administration may have opportunity to offer their cooperation in the selection of men for their Deanships, it is proposed that the Senate authorize the Committee on Elections to proceed immediately to conduct elections in those faculties for the selection of temporary committees of five persons, the elections to be conducted in accord with established practices for selection of members of Committee of Eleven, but more expeditiously, each committee to be called together for organization by the Chairman of the Faculty.

Respectfully submitted,

/s/ H. A. Marcoux, Chairman, Committee of Eleven."

Dr. Solve explained that the purpose of the proposal was not to ask the Senate to approve precisely the formulation submitted but in general the ideas represented in the statement with whatever changes the Senate thinks should be made. There were three general points presented, the first one being to give a little more system to the faculty participation in the University management than has been in practice heretofore. The proposal represents in any case and extension of the functions given the faculty by the constitution. It is not proposing that the University faculty assume administrative powers of efficers who are appointed by the Regents for that purpose, but rather to develop a more cooperative system than we now have. It means greater faculty participation than at present. The Central Committee, and other committees that might be appointed, are advisory in their power and whatever they proposed would have to be considered by the administration as heretofore. There is nothing revolutionary in the recommendation, he

stated, and little that is really new. It is largely designed, he explained, to systematize something generally recognized here and elsewhere. He added that the many researches necessary in the various fields of activity could well be done by sub-committees of the main committee as proposed.

Dr. Solve also pointed to a feature of the recommendation which is perhaps somewhat more urgent than the others; that is, that there be a committee elected from the College of Agriculture and another committee from the College of Business and Public Administration to assist in the selection of a Dean for each of these colleges. In this connection, Dr. Solve explained that it was never the purpose of the faculty government to set up opposition between appointed administrative officers and the faculty; rather the thought was to pool whatever intelligence and experience the faculty group might have with that of administrative officers in the best interests of the University, that cooperative effort is worth a great deal and is an important factor in building up the morale of the faculty. Dr. Solve pointed out that the statement was in somewhat indefinite terms and that no definite suggestion was made as to how the recommendation should be handled. He suggested that the Senate might adopt the proposal at this time or put it off until the next meeting of the Senate in order that the matter could be given further thought, based upon the discussion at this meeting.

President Harvill explained that he had not had time to read the recommendation but that he and other administrative officers appreciated the spirit in which the cooperative effort was suggested in the interest of the University. He felt that the proposal required very careful study to discover in what features it presented new methods of administration and what it might displace of the organization presently authorized by the faculty constitution. He indicated that the matter was open for general discussion.

Dr. Barnes explained that he had left the meeting of the Committee of Eleven early and had not heard all of the discussion regarding the recommendation as submitted. He raised a question as to the procedure set out in the proposal. It was his judgment that the Senate should not act on the matter at once but should take time to consider it seriously, particularly the provision to set up a permanent committee on Basic Policy Pursuits. He pointed out that the functions for the proposed committee are to a large extent synonymous with those of the Committee of Eleven and the Faculty Senate. In general, when the Faculty Senate appoints a committee to investigate some problem and report back to the Senate, the Senate does not take any action in the meantime on the work of that committee, but, rather, waits until the committee reports and then decides its action. If this policy is to be pursued with the new committee, it would appear, according to Dr. Barnes, that the Senate is abdicating a considerable part of the functions assigned to it. He made strong objection to this, and pointed out that the Senate could consider such matters as are mentioned in the proposal, including educational policy, University planning, budgeting, recruitment of men for high administrative positions, salary, tenure, promotion, and retirement problems. If the Senate is to continue such functions, then he asked why have such a continuing committee as proposed, since it would mean useless duplication. Since many of the things mentioned in the proposal come within the functions of the Committee of Eleven, that committee can suggest means of reaching any objective, and in his opinion it would be much more practicable to have the Faculty Senate from time to time appoint a committee to study a particular objective and to make its report to the Senate. In the meantime the functions of the Faculty Senate are not held in abeyance for an indefinitely long time and it can perform its work properly. He objected particularly to the proposal because it encroached upon the functions of the Senate and the Committee of Eleven.

Mr. Lesher supported Dr. Barnes' view and emphasized the functions of the Committee of Eleven, quoting these from the Faculty Constitution as follows:

- "l. To initiate, promote, and stimulate study and action dealing with and looking toward solution of situations and problems of interest and concern to the Faculty and the University.
- "2. To make reports to the faculty or the Faculty Senate.
- "3. To act as Faculty spokesmen as and when authorized by the Faculty."

He suggested that, in fact, the statement of functions of the Committee of Eleven was even broader than that proposed for the new committee and there was nothing in the scope of problems that might be studied by the committee that could not be handled by the Committee of Eleven or such sub-committees as it appointed. He suggested some clarification which would justify the establishment of the new committee in the light of the functions of the Committee of Eleven and of the Senate.

Dr. Gegenheimer explained, as a member of the Committee of Eleven, that there was no intent to abdicate the functions of the Senate. It would be the purpose of the Committee to examine the whole area of problems facing the University and suggest taking to the Senate those in which it feels there should be standing faculty committees. It was thought, he said, that in place of having the Committee of Eleven appoint sub-committees, it would be preferable to refer problems directly to the Senate where it could be determined what faculty committees should be created.

Dr. Barnes explained that under the policy pursued by the Committee of Eleven in times past, sub-committees can be appointed for special assignments. He did not know or believe, however, that the Committee of Eleven had authority to appoint a committee which would report to anybody except the Committee of Eleven. This is a proper function of the Committee of Eleven, he stated, and he thought the committee could make such appointments for the purpose of assisting the Committee of Eleven.

Dr. Solve explained that the thought behind the proposal was that it might expedite the work of the Senate. There have been some things which have been either neglected, or accomplished through the AAUP. That organization has had a continuing committee on salaries but the Senate has never had such a committee. The thought was to give the Senate much more information on the one hand and more powers on the other hand. The committees themselves would, of course, have no power but would report findings and investigations. If the Senate on the other hand does not choose to wait for the report of the committee in question on a matter they wish to settle, they would not have to wait for such a report. It was understood, he said, that the Committee of Eleven had never been set up as a factfinding group, rather the committee was thought of as a trouble shooter. For example, one of the first recommendations this committee made was regarding additional doorways in the Humanities Building as a method of solving a traffic problem between classes. At times the committee has studied rather important matters and it was not his thought to deprecate the work of the committee, but the committee feels it has limited functions. The new plan would, he said, set up a separate authority.

President Harvill asked Dr. Solve if he thought the wording of the powers of the Senate and of the Committee of Eleven as set forth in the Constitution is

such that it would not assume the functions that are indicated for the proposed special continuing committee.

In answer Dr. Solve said that there could probably be a re-statement of the purpose of the Committee of Eleven and that this was something to consider.

The President stated that one essential difference that had occurred to him in connection with the fundamental source of authority on this point is that the committee is elected by the faculty at large; the proposed committee would not be elected by the faculty at large, rather it would be removed one step from the faculty.

Dr. Solve agreed on this point but added that the proposal could be changed in anyway the Senate felt desirable. The Committee of Eleven are not holding out for this formulation, he said, but it feels it needs something in addition to what we have now in the faculty committees.

Dr. Barnes added that he saw no objection to the Faculty Senate appointing a continuing committee such as a Committee on Salaries, or Committee on Tenure, et cetera, that the Senate wanted to create, with the understanding that such committees could appoint temporary sub-committees.

Dr. Roberts expressed the opinion that the general idea was a good one, namely to bring about a greater degree of cooperation between the faculty and the administration and perhaps to make it possible to draw upon the experience and training of faculty members. There are many members of the faculty not in administrative positions that ordinarily, he said, do not have opportunity to voice opinions, who have sound judgment and very good ideas, but do not have any change to express them. It was his opinion that the objection voiced by Dr. Barnes regarding encroachment upon the functions of the Committee of Eleven and the Senate was not well-founded because with a very slight change in the text, it would be perfectly possible to consider this new committee as a committee whose function it was to report to the Senate. Rather than diminish the authority of the Senate it would add to the number of people obtaining information to be referred to the Senate. He referred also, as Dr. Solve and Dr. Barnes had done, to his experience on the Committee of Eighteen. He agreed with Dr. Barnes that much of the work of the committee was rather futile but pointed out that the committee was over-burdened with weekly meetings and many assignments. He thought that if such committee were to have been a continuing committee, with a change in membership, and not too many assignments, it would be quite effective and accomplish some good. He felt that in the light of rapidly increasing enrollments with attendant increases in problems to be faced, a special committee to consider such problems could accomplish much.

Dr. Harvill said that in his judgment the Committee of Eighteen did prepare a report which has provided and will provide for some time to come much valuable information. The purpose of the committee, in his judgment, was somewhat limited and it was doubtful if the scope of the committee's functions could be compared to those of the proposed committee.

Dr. Roberts replied by saying that the scope of the Committee of Eighteen was not limited but, on the contrary, was too extensive. The committee was asked to bring a report on future development of the University, involving many different areas such as curriculum matters, degree programs, and new divisions. It had also contributed in formulation of decision regarding the location of the new Student Union Building.

It was Dr. Barnes' feeling that while the proposed continuing committee might do some good work, a series of committees appointed as the need arose would do the work even better. He voiced the opinion that in some of the colleges, particularly the smaller colleges of the University, the committee appointments are burdensome to the members of the faculty. He asked to whom the continuing committee would report, and, in reply, Dr. Houghton indicated that no accomplishment would come from any of the contemplated committees except as it was directed by the Senate. He felt that to all intents and purposes the proposed committee was a Senate committee in that any committees that might come out of it would be those established by the Senate.

Dr. Barnes then asked if the continuing committee as proposed would exercise all of the functions as set out on page two of the statement of recommendations. Dr. Houghton replied in the negative, explaining that the continuing committee has the over-all job of making recommendations to the Senate step by step through the establishment of a new type of committee, not the old administratively appointed type of committee. So far as he knew, it was not contemplated to displace any committees unless in the experience of the years it would be discovered that by so doing cooperation could be obtained more readily.

Dr. Barnes objected to the setting up of three committees with more or less basic powers and basic functions. We already have two policy-making groups, he said, the Committee of Eleven and the Faculty Senate, and now we are asked to establish another continuing committee with broad powers of investigating, studying and reporting back to the Faculty Senate. Although the Faculty Senate may have the problems to deal with in the long run, he said, under the proposed plan we are establishing another basic policy-making committee to which such matters would be referred. A better plan is to utilize the organization we now have, supplemented by temporary committees as the need arises.

Dr. Harvill asked if it was the thought of the members of the Committee of Eleven and those who drafted the proposal that our existing method of selecting committees is not a good one, to which Dr. Houghton replied that there was no question on this point. Dr. Harvill explained that the distinction between the administrative committee and the other type to which reference is made is that the latter deals with recommendations on policy and the other deals with recommendations on procedures or methods of carrying out policy. Dr. Houghton stated that the whole plan should be worked out with the administration and that he was certain no one had the thought that administrative prerogatives should be usurped. He added it was felt that faculty committees could establish themselves as being helpful and the thought was to capture their interest and make their talent more effective. He asked if the Senate would prefer to take action now or put off action until another meeting. At this point, President Harvill explained that he would not be available during the next two weeks. He has made it a point to reserve the first Monday of the month for Senate meetings in order to hear the expression of members of the Senate on such matters as may be considered.

With reference to Dr. Barnes' comments, Dr. Carpenter expressed the view that it is true the functions of the proposed committee are already embraced by the Committee of Eleven. This analysis was not particularly relevant, he said, because if the Committee of Eleven has the power proposed for the new committee, then it could in itself establish the new committee and proceed to consideration of problems without any reference to the Senate. For this reason a negative vote on the proposal would not discourage it entirely. The essential question is, he said, whether such a committee should on the one hand exist and report as a branch of the Senate or whether, on the other hand, it should result upon the initiation of the Committee of

Eleven.

Mr. Lesher in replying to Dr. Carpenter reminded the Senate that one of the functions of the Committee of Eleven was to make reports to the Faculty Senate and conceivably the Committee of Eleven would not undertake anything of importance unless it had in mind submitting such recommendations. He asked Dr. Houghton if there was anything in the statement of functions of the proposed committee not already covered by the constitutionally established functions of the Committee of Eleven. Dr. Houghton stated that he did not think so and was asked then why we should have two basic policy-making committees with the same functions. He replied by saying that while the Committee of Eleven had the functions referred to, it did not feel it could spend a great deal of time working on many different problems. It was his feeling that it had never been contemplated that the Committee of Eleven was to do all that it has found necessary plus the kind of work contemplated for the proposed committee. The proposal would set up a new system of faculty committees and establish a needed addition to administrative machinery.

At this point Dr. Barnes again asked why the Faculty Senate could not perform the functions of the continuing faculty committee as proposed. The new committee, he stated, would encroach more on the functions of the Senate than on the Committee of Eleven, and why could not the Faculty Senate set up its own committees to get the work done.

Again Dr. Houghton explained that under the proposal nothing could be done and no policy could be established without having all matters go through the Senate and presumably all questions would be resolved in cooperation with administrative officers.

Dr. Gegenheimer remarked there was confusion as to functions of the proposed committee. He stated that the new committee would try to discover what areas of policy needed to be reviewed and in all cases would report back to the Senate for the establishment of such committees as might be needed. He stated that the proposed committee was essentially a committee of the Senate and that its recommendations would be accepted only after discussion in the Senate, which is too large a group to determine the organization of the committees needed. He was asked by Dr. Harvill if he thought the Committee of Eleven could serve that purpose, to which Dr. Gegenheimer replied that if the Committee of Eleven were to attempt this task it would not be able to do anything else since it would be a considerable task to organize special committees and sub-committees.

Professor Bogart asked if the Committee of Eleven must report to the Faculty Senate on all pursuits and was advised that this was not necessary. He asked if the Committee of Eleven appoints a committee, would such a committee report only to the Committee of Eleven. Dr. Houghton said that such was the presumption. Professor Bogart then asked if it was true that an administrative committee reports directly to the administration, is not this the essential difference?

Mr, Lesher took exception to Dr. Gegenheimer's statement that the proposed committee on basic policy pursuits was essentially a Senate committee and called attention to the provision that the proposed committee "shall consist of the Chairman of the Committee of Eleven, the Chairman of the Faculty, and such number of members as the Senate may provide to be appointed by the Faculty Committee on Committees." Under the circumstances, he said, it would not be a Senate committee.

Dr. Houghton asked Dr. Carpenter to state how the Committee on Committees appoints Senate committees under the By-Laws. Dr. Carpenter explained that it is provided that "the Committee on Committees shall appoint all committees created by the General Faculty or by the Senate, except when and to the extent that, action creating such committees specifies otherwise."

The President explained that most of the committees have been authorized by the Senate and the members selected through the Committee on Committees. That is the typical method of selection.

Dr. Houghton explained that the general rule is being applied in the creation of the proposed new committee. Dr. Roberts, in illustration of the position of the proposed committee as distinguished from the Committee of Eleven, pointed out that were consideration to be given to the question of establishing a degree for chemical engineers, it would not occur to him to have this question referred to the Committee of Eleven. The proposed committee, however, could consider and submit recommendations on such a matter. Dr. Houghton on the other hand stated that the Committee of Eleven could be instrumental in stimulating interest in such a proposal. This would add considerable to the work already allotted to the Committee of Eleven, in Dr. Roberts' opinion; but the new committee would be in better position to study the whole problem.

President Harvill cited an example of the work of the Committee of Eleven in the recent selection of a Committee to Study the Campus and its Future, particularly physical plant facilities. It was the Committee of Eleven which brought this need to the President's attention, as result of which the committee has been appointed. This was done by having the Committee on Committees submit a list of names, to which the President added two ex-officio members. This commant was made, the President stated, not in criticism of the proposal, which he would study as soon as time permits.

Miss Paylore endorsed the need for faculty attention to many University problems and suggested that this could easily be obscured in the discussion of how the proposed committee should operate and how it should be organized. She suggested that the Committee of Eleven was more concerned with having problems solved than in the decision as to what agency they would be referred, especially if the Senate will give assurance that attention will be given to problems that face the University.

Dr. Roberts, because of the lateness of the hour, moved that the matter be postponed until the next regular meeting of the Senate. The motion was seconded by Dr. Picchioni.

Dr. Carpenter then called attention to the provision of the last paragraph of the recommendation relative to the establishment of committees in two colleges, and suggested the desirability of avoiding deferment of action. He asked if Dr. Roberts would amend his proposal in such a way as to permit action on the recommendations contained in the last paragraph. At this point, Dr. Harvill remarked that he would welcome recommendations directly from the faculties concerned without reference to the procedure indicated in the new proposal. It is not necessary to follow such procedure in order to have the wishes of the faculty considered. The final decision on appointments would have to be,he explained, where the responsibility lies, but it would not be expected that the University administration would

be interested in the appointment of any one who would seem to be objectionable to the faculty at the very outset. Dr. Houghton explained that the proposal had been brought to the Committee of Eleven by representatives of the faculties concerned and asked if the President would have any objection to having the plan followed in submitting recommendations.

The President replied by saying he felt the appropriate thing would be to find agreement without the need of following the proposed plan. Members of the faculties from both colleges have reported to him personally that they had no wish to express an opinion. Dr. Harvill indicated, however, that he would not wish to appoint a person who was regarded as undesirable by members of the faculty. He explained that if the proposal were to be interpreted to mean that he opposed faculty participation in the selection of administrative officers, he would object to it because such an interpretation would be entirely inaccurate. Dr. Houghton stated that such an impression had not been given by those who brought the proposal. The President added he felt it was a cumbersome method of accomplishing an objective, but if the faculty preferred to use it, he had no objection. However, he stated that the proposal as a permanent plan should be considered at length, but that the plan could be adopted for this instance only.

The question was called for on the motion to postpone consideration of the recommendations until the next meeting of the Senate. At this point, Dr. Roberts explained that he could not alter his original motion to postpone, but that if someone wished to make a motion effecting the provision for special committees in the College of Agriculture and Business and Public Administration, he would withdraw his motion. Dr. Roberts then withdrew his motion and the second was withdrawn by Dr. Picchioni.

Dr. Barnes moved that all of the report of recommendations down to the last paragraph be deferred until the next meeting. Dr. Roberts seconded the motion, and it was carried.

Dr. Barnes then spoke in favor of faculty participation in the selection of Deans, with the thought that the ultimate responsibility in selection lies in administrative agencies. He then moved that the last paragraph on the second page of the report of the Committee of Eleven be approved, with the understanding that the committees are subject to the authority of the President and the Board of Regents and in full recognition of the willingness of the President to accept the assistance of the faculty in the ways he stated. The motion was seconded by Dr. Vavich.

Professor Bogart asked, as Chairman of the Committee on Elections, if the action meant that the committee would send a ballot to the eligible voters of the Agriculture College determined by the official list, and the President replied by saying that the committee should use the same list as is customarily used with reference to each of the three divisions, that is the College of Agriculture, the Agricultural Experiment Station, and the Agricultural Extension Service.

Dean Garretson, who has previously served on committees appointed to submit names for consideration, questioned the wisdom of setting up special committees for this purpose.

President Harvill pointed out that there were several problems involved in the matter under consideration. A committee, if it were to function in an advisory capacity, can be very useful. If, on the other hand, it is an agency to which any one

outside the University can appeal, he would oppose it since there is sufficient ability in the administration, the faculty advisory group, and the Board of Regents to make proper selections without outside pressure. This is a factor, he felt, which would be resented by the University faculty. The organization of a committee, he stated, encourages pressure from the outside sources. He added that he would be glad to have committees from the college faculties concerned. There are some positions in the University, Dr. Harvill stated, that work very closely with outside organized groups and it is necessary that the University maintain its integrity in relation to such groups. However, this does not mean that we should not make decisions for ourselves. It is essential that those on the outside have the feeling that the University itself is making the decision.

The President indicated the size of the committee to be appointed had not been discussed, but Dr. Barnes pointed out that the recommendations refer to a temporary committee of five persons and that the meaning of his motion was that such a temporary committee be appointed for this one case only, and that the action of the Senate does not effect the discussion of the proposal at the next meeting.

The question was called for and the motion passed.

Catalogue material, consideration of: Dr. Roberts referred to the report of changes and additions to the University catalogue as given in the announcement of the Senate meeting and distributed to the members and stated his objection to exceptions to the general policy that catalogue material should be submitted biennially. He made reference to several items particularly which he felt should be justified at this time.

President Harvill explained that the items were submitted by the departments on the basis of a very real need and were considered to be items of emergency. The Advisory Council, which understood the situation, had approved them on this basis.

Dean Park explained the nature of the changes and additions in the College of Engineering, calling particular attention to those submitted by the departments of Electrical and Mechanical Engineering.

Dr. Galbraith explained the changes in Geology, pointing out that absence of faculty members made it impossible to make a definite decision at the time the material was prepared for the new catalogue.

President Harvill expressed the hope that the Senate might accept the changes and additions as reported in order that they could be referred to the next meeting of the Board of Regents. They have been carefully scrutinized by all the agencies concerned and he felt that they were regarded as essential items.

Professor Hull moved that all of the catalogue items reported to the Senate be approved. The motion was seconded by Dr. Galbraith and passed.

Senate adjourned at 5:50 P.M.

Zaner Lesher, Secretary