

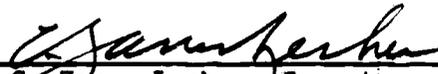
Proceedings of the Faculty Senate  
Meeting of Monday April 4, 1955

Honorary Degree, recommendation for award of: The Senate approved a recommendation submitted by the faculty of the College of Agriculture for the award of an honorary degree. This will be presented to the general faculty for consideration at its spring meeting.

A.A.U.P. Salary Committee report, report of Senate committee to consider: The Senate continued consideration of the report of its committee and voted adoption of the report with the understanding that this report, which modifies that of the A.A.U.P. Salary Committee of October, 1954, would be published and distributed to the general faculty. Copy of the report as adopted is attached hereto.

Emeritus status of faculty members, policy re: The Senate voted approval of the general practice of giving emeritus status to and publishing in the catalogue the names of persons who retire after a minimum of fifteen years of service. Service for less than that length of time could be recognized by special action. A list of persons to whom the emeritus status was granted would be included in the regular alphabetical arrangement of the general faculty.

Procedures and recommendations for Honorary Degrees, report of the committee on: The Senate formally considered and voted adoption of the report of the committee on Honorary Degrees. Copy of the report is attached hereto.

  
C. Zamer Leshner, Secretary

(In addition to Report of Senate Committee to Consider the A.A.U.P. Salary Committee Report of October, 1954 and Report of the Committee on Procedures and Recommendations for Honorary Degrees, the following report was forwarded to the general faculty:

April 4, 1955

The Faculty Senate at its meeting of December 6, 1954 voted to go on record as favoring the adoption of the following report as a set of recommended principles to be transmitted to the general faculty:

A. A. U. P.  
University of Arizona Chapter  
Report of the Committee on Heads of Departments

Preamble

The University of Arizona Chapter of the A.A.U.P. is mindful that the traditional essence of a University is a democracy of scholars. This is the form in which universities have been inherited by Western Civilization, and indeed most of those great and venerable universities whose roots go farthest back into time still elect their administrative officers from among their faculties for temporary terms.

We recognize of course that this practice is not in the American tradition, and we pause but a moment to muse that the nation which offers itself to the world as a model of democratic living does not cast its centers of free thinking into the democratic pattern.

Nevertheless, we believe strongly in the democratic way of life, and we believe that our practices of conduct and operation are most effective when they conform as closely as possible in principle to those of democracy. With these thoughts in mind, we should like to bring to the general attention of the university community a set of principles for departmental administration which were drawn up in 1939 at the initiative of Dean Emil R. Riesen, of the College of Liberal Arts, by a Committee of Department Heads appointed by him. These principles were adopted by a formal vote of the Liberal Arts faculty, and they have formed the guiding principles for the conduct of some of the happiest and most vigorous departments in that College.

It will be observed that the chief officer of the department is cast more in the role of chairman (without limit of tenure) than of head. Indeed it seems to us quite inappropriate that, in an enterprise which exists entirely for the exploitation and development of ideas, one person in a group should be designated by the title "head": And this objection is no mere play upon words. Nevertheless, in the following presentation we have retained the term "head" which is for us conventional if not logical.

In promulgating this set of principles, we have changed the order somewhat. We have changed the wording primarily to remove restricting applications to the Liberal Arts College, but we believe that we have changed the spirit and intent of the statements not at all.

Following certain of these statements is a brief amplifying note written by your Committee. These notes may be recognized by their deeper indentation.

#### I. General Principles

Principle #1. Formal differences in academic or administrative rank do not imply corresponding differences of authority in matters of scholarship.

Principle #2. The ultimate administrative responsibility for the successful conduct of the department rests upon the Head of the Department. This implies that his office clothes him with sufficient discretionary authority (but not arbitrary authority) to make his responsibility effective.

But the general responsibility for the successful conduct of the department and for its reputation for scholarly achievement rests upon each member of the department.

Principle #3. So far as is possible departmental policies and affairs should be decided upon after discussion in departmental meetings.

Your committee believes that departmental meetings should be held regularly. The best frequency will of course depend upon the size and nature of the department. But once-a-semester budgetary meetings are certainly not adequate. And conferences held by the Head individually with each member are no substitute for a convocation in which all members, regardless of rank and seniority, feel completely free to express their views among themselves for mutual support and criticism.

Principle #4. The Head is the official representative of the department and in that capacity should act for the department in all official departmental matters and in relationships between the department and the Dean. This is not intended to interfere with conferences between department members and the Dean or President. However, if such conferences involve departmental matters the head of the department should be made aware of the fact that the conference has been arranged. This is not to be interpreted as requiring the staff member to obtain the permission of the head of the department for the conference.

Principle #5. A well conducted department is one in which vigorous discussion and exchange of judgment are achieved, and a minimum of supervision and administrative authority is exercised.

This implies that basic departmental actions and policies should, wherever possible, be supported by general consent. This points up an area of inconsistency and compromise between Principle #2 and Principle #5. The wise and tactful handling of this area of compromise is one of the most critical tests of a successful academic administrator. In a large measure it will determine the extent to which he will win the respect and loyalty of his staff and the respect and admiration of his colleagues. In particular we recognize that Principle #2 must sometimes take precedence over Principle #5. But when it does so the department head should realize that the burden of justification rests upon his decision, and that he stakes this justification upon the test of time.

## II. Specific Responsibilities of the Department Head

The following compilation and classification of the responsibilities of the Department Head are taken directly from the Liberal Arts Report. Your Committee has included one recommendation (Under Part C, Item 3) and two additional items (Part A, Items 5 and 9.) No significance is to be attached to the order of items within each Part.

### Part A. In Department Conference (insofar as time and number and availability of staff permit):

1. Organization and co-ordination of the academic work of the department.
2. The quality and progress of the department work as a whole.
3. Group consultation on content of courses for the purpose of the co-ordination of the department's work.
4. Adequacy of the whole program of work and of departmental research, the latter as distinguished from individual research.
5. Selection or rejection of graduate students.
6. New appointments.
7. Allocation of the services of staff members, assistants, and clerical staff.
8. Library purchases.
9. Decisions upon major purchases especially those of a capital nature. The allocation and programing of major equipment.

Part B. In Conference with Individual Department Members:

1. Quality of teaching and of the discharge of other professional assignments and duties.
2. The care and use of supplies and equipment by the individual department member, etc.
3. Promotions and increases in salary.
4. Official student-teacher relationships.
5. Campus rules and regulations insofar as they involve the department.

Part C. Routine.

1. Such department reports as are required.
2. Preparation of the department budget after individual and group conferences with the department.
3. Acting as major professor in his department's field. By agreement preferably, the supervision of student's work may be divided among the members of the department. Ultimate responsibility rests upon the Head.

Recommendation of this Committee: In general in the case of graduate work the director of the thesis should serve as the major professor.

4. Care of department property, with cooperation from the members of the department.
5. Expenditure of department funds in line with department policies.
6. Representing the department in such matters as correspondence, care of department records, and routine external relations.

Your Committee recommends that this report be accepted and transmitted to the president of the University and secretary of the faculty with the request for inclusion as an item of business at the next meeting.

Respectfully submitted:

Professor E. Carpenter  
Professor E. W. Haury  
Professor R. R. Humphrey  
Professor C. H. Lowe  
Professor A. R. Kemmerer, Chairman.

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