

4 March 1974

MEMORANDUM TO: Members of the Faculty Senate, University of Arizona  
FROM : ad hoc Committee on Review of Administrators  
REGARDING : Clarification and some suggestions

1. Senate discussion on 4 February suggests confusion regarding the basis for and intent of the Final Report to the President, November 1973 report.
2. The Committee took certain premises as basic to its deliberations. These defined both objectives and constraints. In turn, the feasibility and utility of any recommendation may be tested against them.
3. These premises included the following:
  - A. A department head must balance responsiveness; to the overall objectives of the University, and to the objectives of his department faculty.
  - B. The line responsibility and authority invested in a department head demands that assignment to these *administrative* duties be explicitly *appointive*, by authority of the dean and higher administration.
  - C. Good academic governance incorporates the advice and consent of the governed. To the extent this is present, the authority exercised is correctly seen as self-imposed and responsibility for results is shared.
  - D. Advice and consent regarding departmental administration must be renewed to be meaningful. The attendant feedback has value to the department head.
  - E. Total disagreement between a faculty group and the appointive authority can and does occur. In this circumstance, the latter will prevail as regards identification of the department head. Full responsibility for the results of such selection then devolves to the appointive authority.

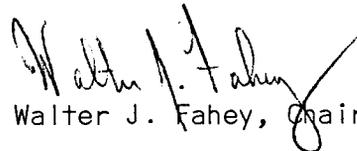
- F. Periodic review, or renewal of advice and consent to the dean, aims not merely at the "continue or not" question. It should provide useful feedback to the department head in question.
  - G. The realistic faculty commentator will realize that, in the contest of factors which determine the decision by the dean, his comments may be fairly weighed and still not prevail.
  - H. Every faculty member, however junior in rank or experience, should have the opportunity to provide evaluative comment to the dean. Some mechanism should provide evidence that these comments have been clearly heard, seriously considered, and fairly weighed with or against others.
  - I. Development of policy to facilitate faculty participation in review should not function to abrogate or diminish inputs to review from other legitimate constituencies such as students, peer administrators, etc.
4. The Committee has paid close attention to the series of campus discussions initiated with the Senate discussion of 4 February 1974. It recognizes the necessity of some means for actual establishment and implementation of whatever policy recommendation ultimately emerges from Senate deliberations. Therefore, set forth below is the Committee's suggestion for specific language to be made a part of the Faculty Manual. It is noted that the content of these suggested paragraphs is consistent with the AAUP Statement on Government of Colleges and Universities, April 1967.\* The suggested addition to the faculty manual follows:
- "Each college shall formulate its own guidelines for departmental government. Within this framework each department shall then formulate its own specific policies and procedures for operation.

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\*Also endorsed (October 1966) by the American Council on Education, and endorsed (November 1966) by the Association of Governing Boards of Universities and Colleges.

Though the dean of a college makes the determination as to who shall serve as department head within that college, it is the policy of the University that each college shall provide a formal mechanism allowing every member of the faculty of a department to provide the dean information relevant to that determination.

There shall be conducted a comprehensive review of departmental administration not less frequently than every five years. A review may also be initiated at any time at the discretion of the dean, and shall be initiated whenever requested of the dean by one-third of the faculty (tenured and non-tenured) of the department. For the purpose of the review there shall be created an ad hoc committee. Committee membership shall include, but is not limited to, three faculty members elected by the faculty of the department and two faculty members designated by the dean. The review committee shall report its findings and recommendations to the dean and the faculty of the department."

  
Walter J. Fahey, Chairman

THE UNIVERSITY OF ARIZONA  
Proceedings of the Faculty Senate

Meeting of Thursday

March 14, 1974

**SENATE MEMBERS PRESENT:** Bateman, Battan, Blecha, Bleibtreu, Boyer, Brewer, D. Butler, Davis, Dewhirst, Dixon, Dresher, DuVal, Edwards, Evans, S. Fahey, Fazio, Gegenheimer, A. Grant, Green, Grossman, Harris, Hull, Joyner, Kassander, Keating, Knorr, Livermore, Manes, Mason, Massengale, McCoy, McCullough, McMillan, Mees, Miller, Muramoto, Odishaw, Olson, Paulsen, Paylore, Reed, Rhodes, Roby, Rosaldo, Rosenberg, Schaefer, Sorensen, Steelink, Svob, Thompson, Tomizuka, Varney, Ware, Weaver, Wiersma, Windsor, and Yoshino. Dr. Frank LaBan was present as parliamentarian.

**SENATE MEMBERS ABSENT:** Bull, H. Butler, Carr, Cole, W. Fahey, Gaines, Graham, R. Grant, Johnson, Krueger, Lane, McConnell, Shields, Skinner, Stairs, Stubblefield, Trafton, and Vignery. Student representatives absent were Chris Reece, Stephanie Denkowicz, and Bryna Vertlieb.

**CATALOG MATERIAL:** Catalog material previously distributed to members of the Senate by means of the "Curriculum" bulletin was approved, with certain corrections pointed out by Dean Rhodes. In Volume 5, No. 5 of the "Curriculum" (issue of March 1, 1974) on page 2 under the discussion of "Special Examination for Credit or Grade," in the statement that this material "has been approved by...the Graduate Council..." the words "the Graduate Council" should be deleted. The Graduate Council was not concerned with special examination for credit or grades since this privilege is restricted to undergraduate students.

On page 5 of the same issue under the requirements for admission to the Graduate School of Library Science the reference to requiring a personal interview should ~~be deleted~~. **not be approved until this requirement has had further review.**

On page 6, again in the section devoted to the discussion of program requirements for the Master of Library Science degree and admission and program requirements for the Master of Education degree with a School of Library Science major, in the third complete paragraph, second and third sentences, there are references to "six units of prerequisites." Dean Rhodes pointed out that what these prerequisites are should be specifically indicated.

On page 11 of that same issue there is reference to two new courses. Pharmacology (College of Medicine) 420, Dissertation, and 421, Extended Dissertation. Dean Rhodes explained that the Graduate Committee on Pharmacology already is authorized to offer 420 and 421. He wondered if the Pharmacology Department of the College of Medicine now wishes to offer Dissertation and Extended Dissertation independent of the Graduate Committee on Pharmacology.

If so, certain formalities have not yet been cared for such as submitting proposals for approval of such offerings to the Graduate Council.

Dean Rhodes also pointed out that the proposed new course Pharmacology (College of Medicine) 421, Extended Dissertation, should indicate a credit value of 0 units. The listing in the "Curriculum" bulletin in error indicates a unit value of 1-9.

APPROVAL OF DEGREES COMPLETED DECEMBER 31, 1973: The Faculty Senate, having been provided in advance of the meeting a list of the candidates for earned degrees who completed requirements on December 31, 1973, approved the awarding of those degrees. The list included 738 bachelor's degrees, 310 master's degrees, 16 Juris Doctor degrees, 2 Doctors of Medicine degrees, 5 Specialist degrees, and 63 Doctor's degrees (A.Mus.D., Ed.D., Ph.D.), for a total of 1,134. (A copy of this list is attached to the Secretary's official file copy of these proceedings.)

RECOMMENDATION FROM THE UNDERGRADUATE COUNCIL RE SPECIAL EXAMINATION FOR CREDIT OR GRADE: The Senate considered a new statement of policy and procedure to cover special examination for credit or grade. This had been proposed by the Undergraduate Council and would appear as an entirely new Section IV of the general section of the University biennial catalog headed "Proficiency and Exemption Examinations, Credit by Examination."

Dr. Rosenberg pointed out that the new section indicates no limit on the number of units of credit by examination which may be applied toward graduation. Dean Windsor explained that it was the intent of the Undergraduate Council to eliminate a maximum for the number of units of credit by examination which may be counted toward a degree. It was emphasized, however, that the University's residence requirement for graduation was not being changed. It was pointed out that the proposal of the Undergraduate Council had also been approved by the Advisory Council.

It was further explained that only those courses so approved by the department concerned would be available for credit by examination, and whether or not a grade would be available, or credit only, would likewise be determined by the department.

Dean Manes pointed out that the statement describing the proposed new procedure governing special examination for credit or grade as circulated to members of the Senate in advance of this meeting included certain minor features which he felt undesirable. He noted, however, that the revised statement published in the March 1 "Curriculum" bulletin had corrected these deficiencies.

At this juncture the parliamentarian noted that formal approval of the new credit by special examination statement need not be handled by the Senate as a separate item since the Senate had already approved the "Curriculum" bulletin issue of March 1 which carried the full new statement on special examinations.

(NOTE: The full statement on special examination for credit or grade as approved by the Senate is not included in these proceedings. To see the official new statement refer to pages 2-3 of Volume 5, No. 5 of the "Curriculum" bulletin, the issue of March 1, 1974.)

NEW SCHOLASTIC REQUIREMENT FOR RETENTION IN THE COLLEGE OF LAW, APPROVAL OF:

The Senate considered a proposed new scholastic requirement for retention in the College of Law as adopted by the faculty of that college and approved by the Advisory Council. The proposed new statement was as follows:

"Disqualification. A student will be subject to disqualification, by Executive Committee action, in any of the following circumstances:

- (1) for failure to complete the requirements on schedule in either semester of the first year;
- (2) for failure to achieve a cumulative grade point average of 1.0000 (D) by the end of the first semester;
- (3) for failure to achieve a cumulative grade point average of 2.0000 by the end of the first year;
- (4) for falling below a cumulative grade point average of 2.0000 at any time after the first year.

"Only in the exceptional case where it is shown that the academic performance warranting disqualification resulted from circumstances not indicating the student's lack of capacity for law study and where the Executive Committee is convinced that all material factors involved in the particular case indicate a high probability of success in future law studies, will disqualification not occur."

Dr. Steelink asked Dean Livermore to explain what the Executive Committee of the Law College is. Dean Livermore explained that this is a seven-member committee of the Law College including five faculty members and two students. The committee handles various concerns of the Law School, particularly disqualification cases.

The proposed new requirements were approved by the Senate by unanimous vote.

FACULTY ELECTIONS, ANNOUNCEMENT RE: Dr. Gegenheimer noted that some members of the Senate, he understood, were under the impression that they were not eligible for immediate reelection to this body upon completion of their current terms, having completed by that time two terms of two years. He pointed out that under the recently adopted new bylaws governing faculty elections any elected member of the Senate is eligible for immediate reelection with no limit on the number of years of continuous service, and he urged senators interested in continuing to serve in this body to circulate nominating petitions and file them before the closing hour for filing nominating petitions, 5 p.m., Friday, March 15, 1974.

FURTHER CONSIDERATION OF REPORT OF COMMITTEE TO STUDY DEPARTMENTAL GOVERNMENT:

President Schaefer reminded the Senate that at its last meeting consideration of a recommendation from the Ad Hoc Committee to Study Departmental Government, chaired by Dr. Walter Fahey, had been tabled. A motion was made to lift this item from the table and the motion was seconded and carried.

Dr. Gegenheimer asked for recognition and said he had been asked by Dr. Fahey to speak for the committee since Dr. Fahey was absent due to illness.

Dr. Gegenheimer said that since the February meeting when Senate consideration of the Fahey report had begun, its recommendations had been discussed further by the Advisory Council as well as by various other University groups, including some college faculties. The ad hoc committee had deliberated further and had then prepared a rather detailed statement of clarification and suggestions. This new statement had been sent to each Senate member before this meeting. (A copy is attached to the secretary's official file copy of these proceedings.)

Dr. Gegenheimer then moved a substitute motion to replace the motion before the Senate, that is, that the following statement prepared by the ad hoc committee be adopted by the Senate as University policy to be published in the Faculty Manual:

"Each college shall formulate its own guidelines for departmental government. Within this framework each department shall then formulate its own specific policies and procedures for operation.

"Though the dean of a college makes the determination as to who shall serve as department head within that college, it is the policy of the University that each college shall provide a formal mechanism allowing every member of the faculty of a department to provide the dean information relevant to that determination.

"There shall be conducted a comprehensive review of departmental administration not less frequently than every five years. A review may also be initiated at any time at the discretion of the dean, and shall be initiated whenever requested of the dean by one-third of the faculty (tenured and nontenured) of the department. For the purpose of the review there shall be created an ad hoc committee. Committee membership shall include, but is not limited to, three faculty members elected by the faculty of the department and two faculty members designated by the dean. (NOTE: The preceding sentence was later modified. See final action.) The review committee shall report its findings and recommendations to the dean and the faculty of the department."

Dean Livermore seconded Dr. Gegenheimer's motion.

Dr. Gegenheimer said that certain objections to the original report from the Fahey committee had been considered and some changes had then been incorporated into the statement included in his substitute motion. Of particular interest, Dr. Gegenheimer said, was the new provision that a review shall be initiated whenever requested of the dean by one third of the faculty (tenured and nontenured) of the department. The designated proportion of one third was new as was the provision that both nontenured and tenured members of the faculty may submit the request.

At this time Dr. Steelink said he had noted that seated in the Senate chamber were members of the faculty who are not members of the Senate. He said he believed that during the discussion of the matter now before the house these persons should be given the privilege of speaking, and he so moved. There were several seconds and the motion carried with no dissenting vote heard.

Dean Bleibtreu said he was pleased to report that the faculty of the College of Liberal Arts had considered the new Fahey report thoroughly in a recent meeting and it was the consensus of the faculty of that college that the proposed statement should be adopted. He said the Liberal Arts faculty was supporting both the sense of the Fahey report and the language of the proposed new statement to be published in the Faculty Manual.

Dr. Alfreda Meyers, a member of the faculty of the Department of Oriental Studies, was recognized. Dr. Meyers presented the following statement:

"As an historian I recognize sanctity of antiquity. I also realize that since I was not alive in 1939, when Dean Reisen wrote his Suggested Principles Concerning the Functions of Department Heads, I am somewhat suspect. However, we have come here today to speak of the future...and of change.

"First, I would like to articulate some of the unease which has been generated in the past six weeks by the rumored behind the scenes manipulation of the discussion of the review process and of this Faculty Senate meeting. For example, it is unfortunate that it is this meeting which was delayed ten days, although there is no provision in the Constitution for delaying a Faculty Senate meeting. It is also unfortunate that it is at this meeting that a new, more regimented seating arrangement has been instituted. Although not necessarily ominous, when considered in the light of reported attempts to exclude opposition speakers from access to the floor, these arrangements seem more than coincidental. Furthermore, there are rumblings to the effect that an attempt has been made to organize the administrative component of the Faculty Senate to vote as a bloc.--and judging from the percentage of administrators represented in this body that would be a formidable weapon to employ in opposition to a strong review procedure. This reminds me of the time-honored principle of American politics...when the Senators are voting their own salary increases, the voters are nervous. It is noteworthy that the rumored effort to manipulate the parliamentary procedure reportedly required a detailed examination of both the Faculty Senate constitution and Robert's Rules of Order. I find it appalling that in the halls of academia, where we might expect the strictest adherence to the spirit of democracy, as espoused by our Constitution, these very principles are apparently shunted aside in flagrant concern for the constituency which this body represents.

"Perhaps the reason behind the flagrant disregard for the constituency is the observed faculty apathy. I, too, have observed this apathy, in the form of unwillingness to run for the Faculty Senate, comments such as 'Why bother,' and inarticulate mutterings about policies followed by a shrug of the shoulders. I do not deny the impotence of the University of Arizona faculty. The question is 'Why?'

"The way this apathy is expressed suggests to me that we are dealing with alienation generated by years of exclusion from the policy-making arena. It is not irrational for a person, upon observing his or her contribution to have little or no effect, to withdraw into grumblings and into alienation. The result is most deleterious for the functioning of the university system.

"We have here an opportunity to reverse this trend. We assemble here today to implement a system of review of administrators which could open the way for the University of Arizona to develop into a great university. And yet, I have heard continually in the last six weeks that we should support the ad hoc report because we are not ready for what we really need. In fact, the report's greatest virtue has been touted as its ineffectiveness. While I agree the University of Arizona comes upon many ideas later than other institutions, we are not incompetent. There is no reason why we cannot institute a procedure as close to that deemed desirable as possible. Why must we settle for a mediocre, ineffectual solution which merely reflects the present condition and does not solve future contingencies? Why can we not dare to be great?

"There exists little argument regarding the principle of the review of administrators....Most agree the principle of review is desirable. The problem arises when we begin to consider which administrators are to be reviewed, by whom, and on what bases.

"There exists at the present time an alternate proposal which has been most obvious by its exclusion from discussion and by the refusal to confront the basic issues set forth in that proposal. As example of the inane and irrelevant criticisms directed at the alternate proposal, I have been told that the chief objection to that proposal is that it is too long.

"I have also been told that the formalized procedures will aggravate and alienate departments which already have review criteria and procedures. I am distressed by this criticism, for as I read the proposal, it says, 'The criteria upon which a department head's performance is evaluated (will) be established immediately by a committee of the department and (will) contain the provision for amendment.' Furthermore, that review committee is nominated and elected by the entire department faculty. I would suggest the accommodation of departmental uniqueness is explicit.

"I have even been told that formal procedures are impossible on a university-wide basis--this despite a formalized promotion and tenure procedure to which all faculty, regardless of their departmental affiliation are subjected at least once in their academic careers.

"However, rather than deal with the objections to the alternate report, I would like to review the most important principles enunciated in that plan. First, accountability.

"The University of Arizona cannot be satisfied with pious statements without pragmatic implementation and regularized accountability.

"Administrators are gradually, but ever so effectively, isolated from the operational (teaching-research) level of the university. As a result, they lose contact with the reality of the situation they supervise. Random comments by department heads that they are the last to know about student or faculty problems testify eloquently to this fact. And one may assume the problem is compounded at higher levels of the administrative structure. Busy as they are, department heads and other administrative personnel are approached

only with crises. Thus, gradually, administrative personnel come to live in a never, never land, blissfully ignorant of the daily pressures placed on their faculty, staff, and students. The inevitable result unless the administrator happens to be superhuman--which is generally not the case--is that administrative decisions are made with distorted data. This is inefficient. Policies which do not conform with the problems they are intended to solve are nonfunctional. It is therefore absolutely essential to correct this distortion by building into the University a review system which requires administrators to be attuned both to their superiors' demands and their employees' needs. In such a system the administrator's position will be strengthened for the administrator will know where he or she stands.

"To implement such an ideal, the administrator must be accountable for actions both to superiors and to faculty, staff, and students--who will, if they are consulted on policy decisions, evaluations, and like matters, also have a vested interest in the success of their leader.

"One of the objections to an instituted review process has been that room for review already exists, in the form of an open-door policy. This type of arrangement merely contributes to the lack of communication because it places the burden of initiative on the faculty member who must 'bother' the busy department head and must be willing to argue from an adversary position to justify his case. And in the end the decision still rests with the department head. Is it any wonder the only situations of which an administrator becomes aware are crises?

"The principle which is recognized in accountability rectifies the balance of distorted administrative perceptions and provides a mechanism for voluntary cooperation and support from the faculty and students. The principle of accountability provides a two-way flow of information and evaluation, minimizes antagonism and maximizes harmony among the various levels of administrative responsibility.

"This principle of accountability is notably lacking in the general tenor of the Fahey report. As structured, the Fahey system while asserting the principle of review on which there is agreement, retains the mechanism of 'faculty revolt in order to review,' and retains the exclusion of faculty opinion in the final decision making of the administrative superior.

"The alternate proposal specifies a mechanism to implement the principle of accountability.

"In short, the Fahey report ignores the problem of faculty alienation. The alternate proposal addresses that alienation.

"The second principle enunciated in the alternate proposal is that of due process. The constitutional guarantee of due process applies to both faculty and administrators and is essential to the functioning of the institution. Due process is a procedure which guarantees a fair hearing, guarantees an established procedure and guarantees the right of the individual to be confronted by his evaluators and to know the specific nature of the charges against or the evaluation of his performance. It also guarantees an opportunity to rectify any problem, before a final decision is made. In short, due process in conjunction with accountability minimizes the tendency

toward capricious and arbitrary behavior on the part of either administrators or faculty. Thus is eliminated possibility for illegal or damaging actions for which the University becomes liable. Furthermore, the guarantee of due process encourages faculty input by protecting them from arbitrary and capricious actions by administrators. (It is not a rare occurrence when faculty and administration disagree that the administrators' defensiveness causes retaliation.) Thus, via due process the alienation of the faculty can be overcome.

"The Fahey report by omitting a procedure for due process protects neither the faculty nor the administrator. The alternate report builds in a procedural mechanism to guarantee due process to both faculty members and administrators. (We did not forget the administrator.)

"One of the supposed benefits of the Fahey plan is its flexibility, in that it does not have an established procedure for the review process. I would argue that it is this very lack of procedure which destroys the credibility of the plan.

"To effect the principle of accountability and due process the alternate report suggests an impersonal and explicit channel to handle the review process. It provides a mechanism by which hostile situations can be defused. It incorporates the possibility of outside arbitration. It translates conflicting ideas into innovative policy making. In short, the greatest flexibility in policy making and review can only be achieved under an explicit and regularized procedure. The alternate report provides such a procedure.

"The ad hoc committee report and its defenders espouse the ideal of trust. This implies that we are dealing in the best of all possible worlds, whereas the existing problems at the University of Arizona indicate we are not. The alternate report devises procedures to deal with the real world.

"What has been missed in the various discussions regarding the Fahey report and the alternate proposal is that advocates of the alternate proposal are not asking incorporation of various details from their report into the Fahey report. They are, in fact, saying, 'Scrap the Fahey report and start over.' They, like the authors of the Fahey report, strongly endorse the principle of review. They extend that review to all administrative personnel.

"The advocates of the alternate proposal would call for a new committee, representative of the constituency of the Faculty Senate (including women, minorities, and graduate students) and instruct that new committee to produce a plan which incorporates the principles of accountability and due process.

"I would like to call for a motion to appoint a committee which is so representative and which is charged with devising a review procedure which is modeled upon the proposal of the Committee on the Status of University Women already before you." (For the full statement of the proposed procedure presented by the Committee on the Status of University Women, see Senate proceedings of February 4, 1974.)

Professor Ray Davis said he thought it would be a mistake to try to regiment policy on this matter by establishing a precise University-wide procedure.

He said it would be far preferable to let each college develop its own procedural rules taking into account its unique character and traditions, subject of course to the general outer constraints provided by the ad hoc committee's recommendation. He said he was urging the Senate to sustain the motion before it. Let each college go to work to establish its own rules. It is realized a college cannot trespass the outer limits that would have been laid down. He thought it would be a mistake for the Senate to try to dictate uniform institutional-wide policy to the colleges. Diversity is needed and healthy, he said. Professor Davis said that while he saw merit in some of the recommendations of the Committee on the Status of University Women, he thought these should be referred to the various colleges and departments for consideration. Some of these principles might very well be incorporated into the guidelines developed by the various colleges and departments. He said he would agree with those who claimed that there should be review of administrative positions beyond the department level but that should be considered as a separate question and not part of the motion before the Senate concerning a review of department chairmen. A separate committee could be created to develop procedures for review of the administrative officers of the colleges within the University or of the University itself.

Dr. Joyner said that he had been active during the last decade and a half in the Committee of Eleven and the Faculty Senate and one thing throughout those years that he felt the faculty had anxiously been seeking was now provided for in the recommendation of the Fahey report and that was to give more autonomy to colleges and departments. He wished to be on record as supporting the final Fahey committee recommendation as it stood. Other questions, referring to review of administrative performance at the college or higher level, should be considered as separate matters. Not to approve the Fahey report at this juncture, he said, would be a step backward and unfortunate. He saw the Fahey report as being, if adopted, the fruition of many years of ardent wishing and good work. He said he would further urge the Senate to be practical. Certain changes have to be evolved step by step and there should not be an effort to accomplish everything at one fell swoop. He again urged adoption of the report as it was presented.

Dean Hull said that he had questions about the semantics of the proposed procedure. He said it seemed to him not correct to provide ~~first~~ that each college shall formulate its own guidelines for departmental government and ~~then say~~ that each department shall formulate its own specific policies and procedures.\* He said he also questioned the provision that "committee membership shall include, but is not limited to, three faculty members elected by the department and two faculty members designated by the dean." He wondered if this would not permit a department to create a review procedure involving an overly large representation of faculty members. Dr. Gegenheimer said he did not believe that anyone felt that the language describing the committee membership needed to be precisely that of the wording in the statement. He felt this might be revised. He did feel, however, that there was no confusion, semantic or otherwise, in the manner in which the statement's points were presented. What the committee was trying to do, he said, was to indicate that there shall be a review and that it should be done at least at the prescribed frequency. Guidelines as to principle are first set up and then guidelines as to specific procedures are provided.

Dean Hull said he thought the statement might best be revised so that the third paragraph would be stated first and the first two paragraphs would then follow. Dr. Gegenheimer questioned this, saying it is more important first to look at the broader picture, the general question of governance itself. Secondly then comes the more specific matter, that is, the review of departmental administration. He said

**\* and then proceed to suggest guidelines for the implementation of the periodic review process.**

while he had no pride of authorship, since he was not one of the authors, he could not accept Dean Hull's objections to the order in which the principles concerned were presented in the statement.

Dr. Gegenheimer said he wanted to comment on Dr. Meyers' remark about the statement of Dean Emil Reisen's attached to the original Fahey report. This was not in any way intended to be a part of the report, he emphasized. It had been included for its historical interest, to provide information about certain procedures that at one time were established and well understood in the College of Liberal Arts.

Dr. Thompson said that the final Fahey report was an attempt to respond to a number of comments, suggestions, etc., that had come to the committee after the distribution of its initial report. All that was intended by the wording "committee membership shall include, but is not limited to," he explained, was to assure that the committee chairman or members should be free to call on any outside assistance they felt might be helpful to them in their deliberations. Dr. Thompson then moved to delete from the next to last sentence of the third paragraph of the Fahey recommendation the words "but is not limited to" and insert following the words "of the department" the words "in accordance with departmental regulations." The motion was seconded by Dr. Joyner.

Dean Livermore said he felt he must oppose the amendment if it meant outsiders could not be on the committee. He said in the case of the College of Law, for instance, it might be appropriate to have a representative of the Bar Association sit on such a committee. Dr. Thompson said that the words "shall include" were intentionally used instead of the words "shall consist of" in order to make it possible for a wider representation to be provided if it were so desired. The question on Dr. Thompson's motion was called for and it carried.

The chair next recognized Dr. Charles Zukoski of the Department of Surgery who asked why we should "expect every department to invent the wheel." The result might be that every department on campus would develop a different system. He wondered if the Senate shouldn't be expected to come up with more specific University-wide rules. He urged that provision be made for accountability and, since accountability is a two-way street, provision should be made for faculty members to be accountable to the administration and for the administration to be accountable to the faculty.

Dr. Gegenheimer said that, speaking for the Fahey committee, he could point out that the committee had indeed obtained reactions about the question under discussion from many different departments. The reaction of the faculties of some colleges had also been obtained. The point should be emphasized, he said, that many departments on this campus already have established satisfactory procedures for the review of departmental administration. It was felt that it would be wrong to ask these departments to discard something that has been working very well for many years in order to conform with some more standardized University-wide scheme. Many departments have precise, extensive mechanisms. It is presumed, of course, that there will be uniformity within a given college since the departments of that college would be operating under guidelines developed by that college.

Dr. Marlys Witte of the Department of Surgery said she sensed that there was consensus in the Senate that there should be guidelines regarding the

accountability of administrators. She further sensed that there was consensus that there should be autonomy of colleges. The real question, she felt, which might be unresolvable was, "What is the college?" Is the college the administration or is the college the faculty? Dr. Witte said the Senate might well consider adopting the only AAUP guideline that deals with the head of a department and that is one included in the statement of principles adopted by the American Association of University Professors in 1966 that says that a department head should be elected by a department or appointed in conformity with the judgment of the members of the department. The department head has a special obligation to build a department strong in scholarship and teaching capacity.

The chair next recognized Jean Parker, a graduate teaching assistant in Economics and instructor in the Department of Oriental Studies, who said it was her impression from discussion of this matter on the campus that many members of the faculty found the recommendations of the Fahey committee unsatisfactory. She did sense there was considerable support for the recommendations of the Committee on the Status of University Women. She said she felt the University of Arizona is ready to take a big step at this time and should act boldly by adopting the policy recommended by CSUW. She said she would like to point out further that the membership of the Fahey committee included four administrators and only one faculty member.

The chair next recognized Dr. Don Myers of the Department of Mathematics. He said he wondered what implementation procedure would be followed if the Fahey report were adopted. The language says that there shall be a review but does not indicate when. Does this mean, for example, that every department in the College of Liberal Arts would be conducting its review at the same time five years hence? He thought some phasing-in of the procedure should be provided. President Schaefer commented that he felt some phased arrangement for implementing the review procedure would be desirable.

Dr. Gegenheimer said that while he knew the ad hoc committee chaired by Dr. Fahey was not anxious to be perpetuated, perhaps the members would be willing to continue to exist as a committee to receive reports on implementation and hold themselves ready to give assistance whenever possible. He said he would like to point out, in answer to Miss Parker's comment, that there are more than one faculty member on the committee, namely Dr. Blitzer and himself. The other members include a department chairman, an assistant executive vice president, and two deans. He said he would further have to say, having sat many years as a "non-administrative member" of the University Advisory Council, that administrators on any issue are seldom all of one like mind. Many views are held and expressed.

Dr. Thompson said he felt it was important to emphasize that the report before the Senate today had evolved directly out of the original report presented at the February meeting. The new language was simply an effort to incorporate certain points of view that had been expressed in the discussion following the release of the initial report and provide ways of implementation, but surely there was no change of mind here. The principles of the original report are still as basic and as thoroughly supported by the committee as ever.

Dr. Tomizuka said he hoped it was realized that something very similar to what was recommended in the Fahey report was already in operation throughout the campus in many departments. People should not be afraid of a review procedure, he said. The University is not going to fall apart if the ad hoc committee's recommendation is adopted. The Department of Physics has had a similar procedure

for a long time. He saw the recommendation simply as a recognition and a formalization of a procedure that has been going on for a long time. He said he objected to comments that some procedure such as this is necessary to upgrade the quality of the institution. The quality of the institution, he emphasized, is based on the quality of the faculty and of the students.

The question on the motion to adopt the revised recommendations of the Fahey report was called for and carried with no dissenting vote heard.

The statement as finally adopted, incorporating approved changes in the wording, was as follows:

"Each college shall formulate its own guidelines for departmental government. Within this framework each department shall then formulate its own specific policies and procedures for operation.

"Though the dean of a college makes the determination as to who shall serve as department head within that college, it is the policy of the University that each college shall provide a formal mechanism allowing every member of the faculty of a department to provide the dean information relevant to that determination.

"There shall be conducted a comprehensive review of departmental administration not less frequently than every five years. A review may also be initiated at any time at the discretion of the dean, and shall be initiated whenever requested of the dean by one-third of the faculty (tenured and non-tenured) of the department. For the purpose of the review there shall be created an ad hoc committee. Committee membership shall include three faculty members elected by the faculty of the department in accordance with departmental regulations and two faculty members designated by the dean. The review committee shall report its findings and recommendations to the dean and the faculty of the department."

Dr. Steelink then made the following motion:

"To insure campus-wide implementation of the committee recommendation, each department head and each dean shall submit guidelines for departmental governments to the ad hoc Committee. The ad hoc Committee will report back to the Faculty Senate on the status of these guidelines not later than 7 months after ratification by the Senate of the Committee recommendation."

Dr. Joyner seconded the motion.

Dr. Battan spoke in opposition to this motion. He said he felt one reason the Fahey report had been adopted was because the faculty wants to play a larger role in University affairs. The unanimity of the vote of the Senate in adopting the Fahey report so indicates. There are many administrators in the Senate who voted in favor of the motion. The administration has demonstrated its faith in the faculty. Dr. Battan said he felt the faculty should now show that it has faith in the administration. To adopt a motion like Dr. Steelink's and say, "Look. We are now going to be a watchdog on you and set up a seven-month time limit" would be completely out of order. The question was called for and Dr. Steelink's motion lost.

ADOPTION OF MOTION TO REQUEST THE PRESIDENT TO APPOINT A COMMITTEE TO STUDY REVIEW OF ADMINISTRATION AT COLLEGE AND UNIVERSITY LEVEL: Professor Davis moved that President Schaefer be asked to appoint a committee to study the question of developing means of review of the institution's administrators at the college and University level with the understanding that the membership of the committee would include administrators, tenured faculty members, nontenured faculty members, and students. Several seconds to the motion were heard and it carried.

APPROVAL OF HONORARY DEGREES: The Senate then went into executive session and considered and approved four honorary degrees to be conferred at the 1974 Commencement. These next will be acted upon by the General Faculty of the University.

COMMENCEMENT SPEAKER, ANNOUNCEMENT RE: President Schaefer announced that the 1974 Commencement speaker would be Dr. Roger Tory Peterson, one of America's most distinguished ornithologists.

The meeting adjourned at 4:20 o'clock.

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David L. Windsor, Secretary

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David Butler, Assistant Secretary