

Mehe

212 581 8383

483 1000

Howard

(215)

985-8384

Miss Goussley

1) Adler appellate procedure proposal.

Board should:

- a) Not legislate + say it doesn't work
- b) Express its hope that faculty can agree on something which
  - b1) commands wide agreement in faculty.
  - b2) leaves no school deeply dissatisfied.

~~History reports~~

F.G.

? Liaison -  
= Advisory Comm

\_\_\_\_\_

Bret-billeam  
Statement of Director

Sheld Peterson  
circulate to Free  
Members [All  
Cover]

Some statement of  
his report for Board  
beforehand?

Nelles [?]

Monday 9-4<sup>30</sup> PM.

Board

[Dorwin]

School  
work.

1) If there is a further [finite] number of meetings of Governance Comm, they will be more productive if Director is not present.

If present, only when all agree [their original proposal - understanding]. Might be useful,

before all done to have a meeting when I am present.

2) A. B. Hinkle that a Faculty Liaison Committee which meets regularly [at least once per year, more often ~~if~~ necessary] ~~is a~~ ~~good idea~~ with Exe Comm of Board is a good idea. If:

Director is not necessarily always present; (but ~~more~~ could usually be). Director must not be Chairman [CK pointed out Chairman of Board is Chairman.]

← i.e. for can meet with trustees w/o director

- 3) A.B. & Sde of Math think that the  
Fee Advisory Comm [≠ F. League Comm] not  
possible at all in ~~any~~ as long as CK  
director. Sde has no confidence in him  
could not meet with him informally.
- 

Highlights

AB Is this an interrogation? He

CK/AB Smiles  
sit in same room.

CK Sde of Math cannot be its unilateral action desiring  
Director.

AB It is not Sde of Math,  $9+8=17$ ,

CK Interrupt: Gilman etc.

Gillian

- 1) Near agreement on Director. articles.
- 2) HS does not want a faculty vote.  
Doesn't think Matt does either.
- 3) Faculty appoint procedure "very difficult" -  
should have been discussed last not  
first etc.

[Pypluy     Minor - Bechall & Axel - Heller     [Roseblum Hb]]

Cliff

Director

~~Adler~~

but w/o director

1) Governance Comm.

no.

2) Liaison Comm. w Board.

Faculty Adv Comm. w Director

yes

but not  
always with  
Director

hardly

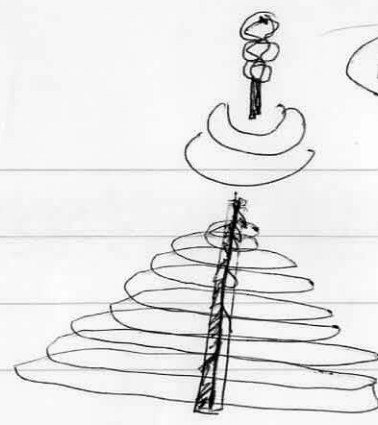
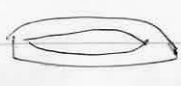
Adler  
proposal

Steve

Emphasis on faculty appointments issue

Smackness of differences ~~between~~ on Hospital of Director duties?

Problems on anything involving CK.



Date for next mtg.  
10 AM Dec 8.

Howard

Don  
Spans  
note - take

1) Weub well [a pretty well]

~~2)~~ 10<sup>30</sup> - 4<sup>10</sup>

2) Core problems Director  
Faculty

Acceptance  $\begin{matrix} \square \\ \square \\ \square \\ \square \end{matrix}$  that CK has 5yr central  
Appoint soc science.

Qn of chairman of Soc mtg EK born w elected chm.

1/1 intro  
shemology

Agd. "sit" comes out of Para 5

HP or AS

Directa not needed for academic policy  
Phys Soc Sci wld have happened.

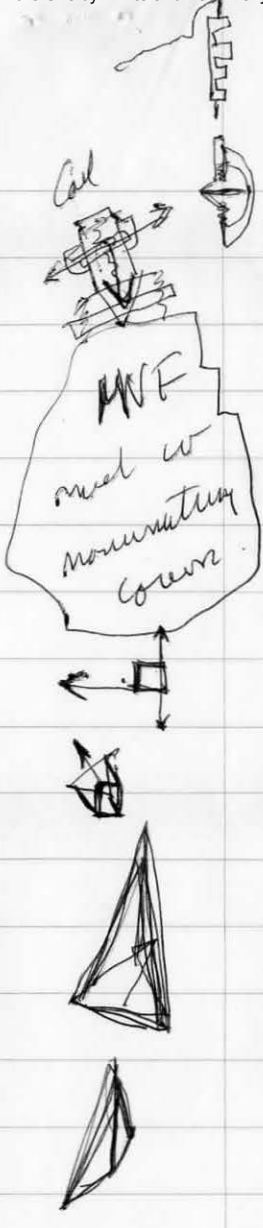
HP: Elected chm not in purview of comm.

Prejudge work  
of Gov Comm.

Adler + Gerty agreed Gilman?  
Gilberg NO

Adler "omniscient"





2) Academic members of board  
 HP asked for lists to go to non comm.  
 Selberg [Pool] might not be more than one.

3) Abstract of Fac.

No request for return to old system  
 [Adler proposal to be written circulated]

Gearty - Perm existing comm not nec. desirable

Selberg - NO outside comm needed.

Gilman - NO <sup>clear</sup> base - not for free vote but voice

2 writers proper Selberg  
 Adler

also some gas  
 in def of my comm.

4) Role of Director

discu entirely ad hominem  
 despite HP efforts to  
 make it general.

AS thought Aydelotte  
 best director.  
 Director should have no  
 role in academic  
 affairs  
 No give

Rob Selow

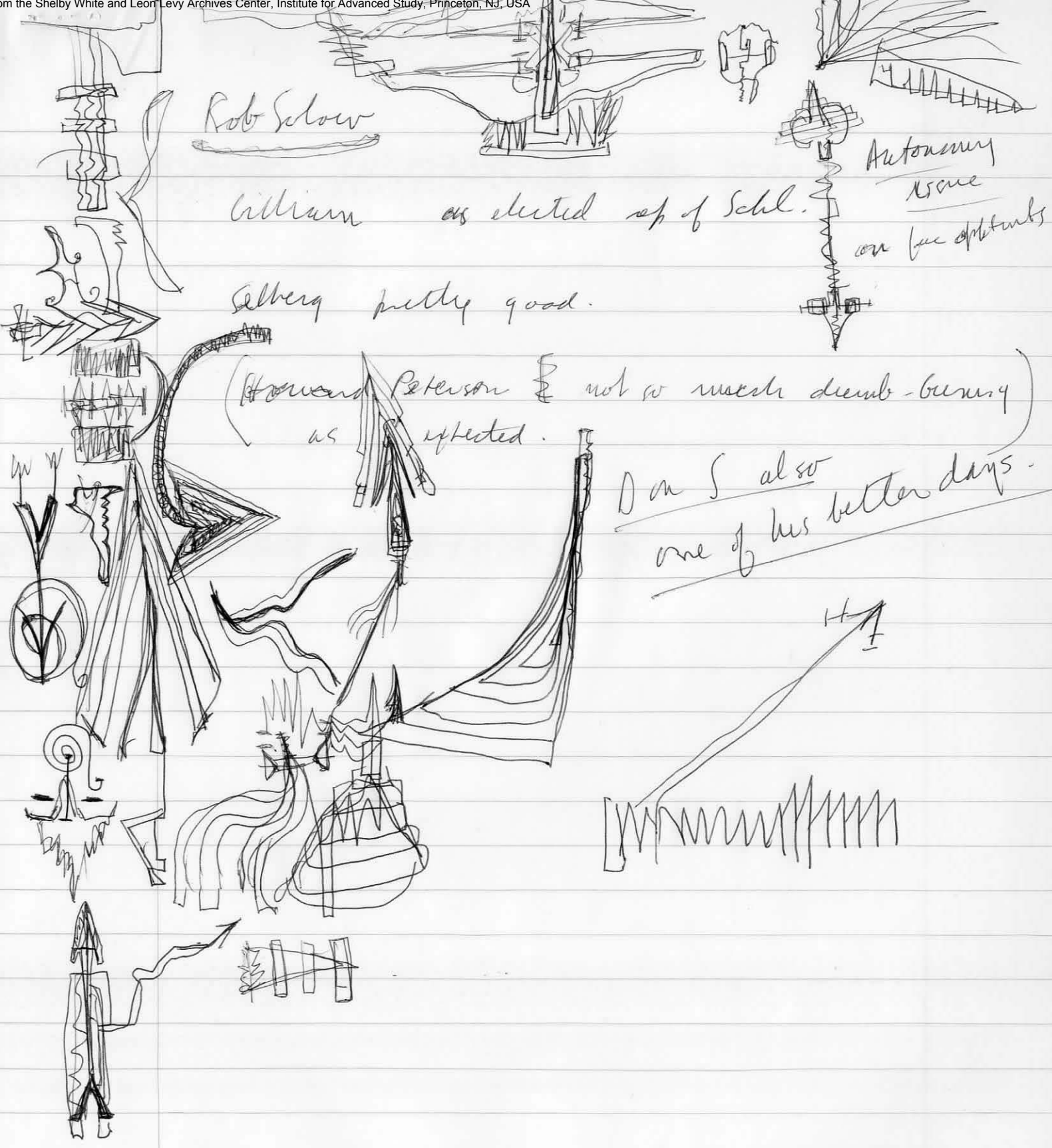
William as elected rep of Schl.

Selberg pretty good.

(Howard Peterson ~~is~~ not so much dumb-bunny as expected.)

Don S also  
one of his better days.

Autonomy  
is one  
on face of it



# On the Role of Faculty Review Committees

by Charles H. Kahn

As a member of the College Personnel Committee over the last four years, I have given some thought to the function of a faculty review committee in our University, and I would like to share these thoughts with other members of the faculty. It seems appropriate to have some public discussion of this question just at this moment, since the imminent creation of a Faculty of Arts and Science will presumably require the setting up of one or more new committees designed to review appointments and promotions in the new faculty.

The proposals which follow are aimed at eliminating certain institutional ambiguities in the review procedures as I am familiar with them. The basic issue concerns the proper division of responsibility between the faculty review body and the officers of the University administration. My remarks are in no sense intended as a criticism of any Dean or any other member of the Administration. The problem is not one of persons but of institutional structure.

I have suggested to Professor Paul Taubman, Chairman of the Senate, that the Senate might well seek to clarify the principles that underlie the Steering Committee resolution adopted by the University Council on May 9, 1973. I refer particularly to the following sentence: "It is recognized that only in extraordinary circumstances does the Provost act favorably on an appointment, reappointment or promotion contrary to the advice of the faculty concerned." Although I am in full sympathy with the intent of this resolution, I do not believe that it resolves the crucial issues. In the first place, circumstances can always be judged "extraordinary." In effect, this phrasing leaves the Provost free to overrule a negative faculty decision on appointments and promotion whenever he wishes, and for whatever reason, as long as he does not do it too often. And in the second place, by acting *before* a definite recommendation has been received, the Provost and his Staff Conference can avoid acting "contrary" to such advice. (Some of us know of a case in which this happened.) Above all, the resolution does not make clear who is responsible for formulating "the advice of the faculty concerned." Of course, it is the Dean who *communicates* this advice. But is it *his* judgment which constitutes "the advice of the faculty"? Or is he merely the spokesman for a faculty body?

The Statutes of the Corporation specify that "Each faculty shall determine the qualifications for membership in that faculty" (Article VII). I take it that this means that the qualifications are determined by the faculty as a whole, or by a representative body, and that this judgment cannot be overruled. Presumably the Administration may refuse to appoint someone who is academically qualified, if it acts on nonacademic grounds, e.g. on the grounds that the University cannot afford the cost. But I do not see how the Administration can properly decide to appoint (reappoint, promote) someone that the faculty or its representatives have found unqualified.

In order to clarify the resolution of last May, and to spell

out the implications of Article VII as quoted, I propose the following three principles:

(1) Each faculty (or sub-faculty, if it is desirable to subdivide a future Faculty of Arts and Sciences) will be represented by a Personnel Review Committee, or by some comparable body as established by the individual faculties. In order to make clear that these bodies represent the faculty, they might be directly elected. It may be more convenient, however, to keep the present system of nominations by the Dean. In that case, there should be a formal vote by the faculty, confirming (or, as the case may be, altering) the composition of the committee. In any event, the members of this committee should no longer be thought of as *consultative* to the Dean—serving, as it were, at the Dean's pleasure. They should instead be officially regarded as the appropriate representatives of the faculty, authorized by the faculty to judge the academic qualifications of a candidate who is proposed for membership in that faculty.

(2) No appointments or promotions shall be made before they are considered by such a review body. If there are exceptions to this rule, as in the case of an appointment as Benjamin Franklin Professor, these exceptions should be explicitly defined. In general, endowed chairs should not be an exception.

(3) No appointments or promotions shall be made in the face of a clear negative judgment by the appropriate faculty review body.

Principle (2) is probably uncontroversial. Principle (1) may make little practical difference in the short run, but is of considerable theoretic importance. It is intended to express the idea of a kind of division of powers, or a division of rights and responsibilities. Who but the faculty (or its representatives) should have the responsibility for judging academic qualifications? And this responsibility is explicitly recognized in the Statutes of the University.

Principle (3) is the most radical, and it may be regarded as imposing a cumbersome restraint on the Provost's responsibility and authority. Although I agree that the University needs a strong Provost, I do not believe that a strong executive need be one whose powers are unrestrained. A system of checks and balances seems a good thing to institutionalize in the University as in the national government.

I would argue for principle (3) as follows. The function of a faculty review committee is to establish and maintain certain *minimum* standards for membership in the corresponding faculty. (The committee has no way to determine, and it is not its function to determine, whether a proposed appointment represents *the best available person* among those who may be reasonably qualified.) Now suppose that a faculty review committee has judged that a proposed appointment does not satisfy the desired standards of academic excellence. On what grounds would a Provost overrule their recommendation? Either he must substitute his judgment for theirs, or he will be accepting a lower level of academic

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- COUNCIL: *Year-End Reports on Community Relations, Educational Policy, Facilities, Library, Personnel Benefits and Recreation/ Athletics*
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- *Nonacademic Grievance's 'Third Members'* • OPENINGS

## COMING AND GOING

*Parking Office's new pink-and blue flyer is everywhere, telling where and how to park and what happens if you do it wrong. If you missed it you can get a copy at the Franklin Building Information Center. If you'd rather leave the driving to the Campus Bus, get instead a reprint of last week's ALMANAC with routes and schedules. One change: the service now operates seven evenings a week instead of five. Faculty, staff and students ride free and so do their families, accompanied by ID-holder or not. In the latter case, riders should smile and tell the driver who they are. Map/schedule sheet is also at the Faculty Club, Houston Hall, Women's Center and some Libraries. Offices that want bulk copies, call Ext. 5274.*



College of Engineering and Applied Science:

## Three Sets of Goals

At the first Engineering Faculty meeting this fall, Dean Arthur E. Humphrey listed three related sets of goals for improving undergraduate education, graduate programs and the state of the College in general.

He outlined nine projects in undergraduate areas:

1. To make Engineering a strong element in the University's emerging undergraduate system through independent majors, thematic studies and the proposed technology major in the College.
2. To develop program and courses for the recently-proposed Bachelor of Applied Science degree, a nonprofessional degree in the Engineering College.
3. To develop program and courses for recently-approved Bachelor of Science in Engineering degrees in Bioengineering and Systems Engineering.
4. To create "technology literacy" courses in cooperation with the Department of History and Sociology of Science, including such topics as *The History of Science and Technology; Innovation and Invention; Materials in Modern and Ancient Societies; Pollution; Systems Dynamics in Society; and Computers and Automation.*
5. To complete a *New Directions for Engineering Education* report to aid in obtaining up to \$2 million needed for the B.A.S., technology literacy series and other new programs.
6. To modify the undergraduate engineering course work to create a basis for preprofessional education in law, medicine and business.
7. To evolve a Junior Year Abroad with perhaps four institutions: Tel Aviv University (Dr. Beran), Technical

*Continued on page 8*

## COUNCIL

### ELECTIONS: RUTH ANN PRICE, CHARLES PRICE

At the September 18 meeting, Council elected College for Women senior Ruth Ann Price as the undergraduate representative to complete the membership of the Steering Committee for 1973-74. Benjamin Franklin Professor Charles Price was unanimously confirmed as Moderator of Council for the second year.

### ACTION: NONACADEMIC GROUPS ON COUNCIL

Council made a series of Bylaws changes which gave voting membership to a representative of the Librarians Assembly; formalized the voting membership of an elected nonacademic administrator; and added a representative of the A-3 Assembly as a nonvoting observer with the right to speak to any issue before Council.

In so doing, Council increased its voting membership by one, to accommodate a Librarian without changing the status of the Senate Secretary-Elect to observer. To add the elected nonacademic administrator, Council reduced the number of the President's discretionary appointments by one. (The President had for the past three years used one of these appointments to name the Administrative Assembly chairman as a voting member of Council.)

Assembly Chairman George Kidd said the Administrative Assembly will amend its bylaws to conform to the Council's new Bylaw, which reads "... The nonacademic administrators' constituency is to be composed of all members of the Administrative and Professional Staffs of the University excluding Research Specialists, Programmers and Librarians."

The A-3 Assembly's membership rules are unaffected by Council membership. That Assembly, headed by Spokesman Margaret Weyand, is open to all interested A-3s and includes among its participants about a thousand of the University's secretarial/clerical and technical support personnel.

### COMMONWEALTH RELATIONS: JAMES SHADA

James E. Shada, Director of Financial Aid at the University since 1969, will take a new assignment in the Office of Development and Public Relations in January, Vice President E. Craig Sweeten has announced. He will be in the area of Commonwealth Relations.

Mr. Shada, a 1956 Penn alumnus who took his master's degree here in 1967, has been in admissions and financial aid since 1960 when he joined the University after Marine Corps service.

### COMPTROLLER: JERRY JACKSON

Vice President Harold E. Manley announces the appointment of John J. (Jerry) Jackson as Comptroller of the University, effective September 1. For the past six years

*Continued on page 8*

qualification. I do not see any third possibility. But if there is any area of University governance where the faculty should be the supreme authority, it is in judging the academic qualifications for membership in that faculty. And whatever other reasons there may be for making a given appointment—to develop a new field, for example, or to take affirmative action on the appointment of women or minority representatives—it cannot be good policy to do so by lowering academic standards. Just as the administration must retain a veto power on grounds of financial solvency, the faculty must possess similar powers on grounds of scholarly and academic accountability.

In the case of a weak faculty, an administration that aims to raise the level of academic excellence might well choose to take such decisions into its own hands. But the faculty of the University of Pennsylvania today is strong enough to set its own standards. It can best do so by means of a watchdog committee, which is constituted to review proposals from a wide variety of departments, and many of whose members serve in this capacity for several years at a time. Although they are certainly fallible, they are as well-placed as anyone can be to set uniform or comparable standards for different departments, and thus to help gradually to raise the level of weak departments up to that of the best.

This is a time-consuming activity, and such a committee will not be motivated to do its work conscientiously if it does not feel that it has a task of genuine responsibility. It is demoralizing for a review committee to find that a negative decision (which is always made after considerable heart-searching, and is of course the exception rather than the rule) can be ignored or overruled by the Dean or the Provost. To ask a review committee to reconsider its decision is always in order. To overrule it is to deny its essential function. I submit that a committee cannot perform properly its task of judging qualifications for membership in the faculty unless the responsibility for this judgment is put squarely in its hands.

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*Dr. Kahn is Professor of Philosophy.*