

### **ASC Chair To Address Tenure Issues at the Spring Meeting**

The Spring Meeting of the Tennessee Conference of the American Association of University Professors will be held on Saturday, April 7 in the Alumni Lounge in the University Center at Tennessee Technological University in Cookeville. There will be an informal coffee hour from 9:00 to 10:00 a.m.

Professor Jeffrey Butts of Appalachian State University, who is Chair of the Assembly of State Conferences of AAUP, will be the featured speaker of the morning session scheduled from 10:00 until noon. His presentation will focus on what we can do on our campuses and as a Conference to meet the threats to tenure, especially the increasing and on-going use of non-tenure-track faculty appointments.

The luncheon will be from noon until 1:00 in the Executive Dining Room on the second floor of the University Center, and the business session will be held from 1:00 until 3:00.

Please plan to attend and invite others, including non-members, to join you. The deadline for returning the registration form and fee is Wednesday, April 4. Alternatively, you can send an e-mail message to Gil Fernández at [gfernandez@ntech.edu](mailto:gfernandez@ntech.edu) and indicate your intention to attend and pay the fee at the meeting.

Parking will be available in the immediate vicinity of the University Center. To reach the meeting room, take one of the two elevators to the third floor. The Alumni Lounge is directly ahead as you get off the elevator.

### **New Report on Improving the Tenure Evaluation Process**

*Good Practice in Tenure Evaluation: Advice for Tenured Faculty, Department Chairs, and Academic Administrators* is a report produced as a joint project of The American Council on Education, The American Association of University Professors, and United Educators Insurance Risk Retention Group. It offers practical suggestions organized by four themes: clarity in standards and procedures for tenure evaluation, consistency in tenure decisions, candor in the evaluation of tenure-track faculty, and caring for unsuccessful candidates. The report can be accessed on the ACE web site at [www.acenet.edu](http://www.acenet.edu).

### **Members Recognized with Conference Service Awards**

Seventy members from eighteen colleges and universities were honored at the fall meeting as recipients of Conference Service Awards. The award recognizes those who have supported academic freedom, shared governance, and due process through continuous membership in AAUP, beginning at twenty years and continuing at five-year intervals.

Present to receive awards based on the last three years were Professors Stanley Lusby, UTK (45 years); William Fisher, ETSU, and Walter Neale, UTK (42 years); Robert McConnell, UTK (36 years); William Schrader, Tennessee Tech (35 years); Gilbert Fernández, Tennessee Tech (32 years); Anne Mayhew, UTK (31 years); Otis Stephens, UTK (30 years); Robert Glenn, UTK (27 years); Barclay Ward, University of the South (26 years); Durwood Dunn, Tennessee Wesleyan, and Ronald Sommer, UT at Memphis (25 years); and Richard Strange, UTK (21 years).

### **Legislative Update**

Jeff Roberts, Co-Chair of Committee R, has constructed a web site containing a compilation of legislation pertinent to higher education and currently pending before the Tennessee state legislature. It can be viewed at [http://gemini.ntech.edu/~jjroberts/leg\\_aaup.html](http://gemini.ntech.edu/~jjroberts/leg_aaup.html).

### **2001–02 Conference Meetings Scheduled**

**Fall 2001:** Oct. 6, Motlow St. Comm. Coll., Tullahoma  
**Spring 2002:** April 6, Tennessee State Univ., Nashville

### **2001 Annual National Meeting**

The Eighty-Seventh Annual Meeting of AAUP will be held on June 7–10 in the Omni Shoreham Hotel in Washington, D.C. The meeting is open to all members of AAUP, and you are encouraged to attend. This year's theme is "Students and Faculty: At the Heart of Higher Education." The annual Capitol Hill Day will be on June 7, and faculty will meet with their senators and representatives to discuss higher education issues. See the AAUP web site at <http://www.aaup.org/01amsch.htm> for further information.

## 2001 Redbook Available

The 9<sup>th</sup> edition of AAUP's *Policy Documents and Reports* (the Redbook) became available in January, and it is being distributed through the Johns Hopkins University Press. Members may order one copy at a special \$18 rate by returning the order form appearing in the January–February 2001 *Academe* on page 84. Additional ordering information is posted on the AAUP web site at <http://www.aaup.org/redbook.htm> and includes a member bulk rate of \$12.50 each for orders of ten or more copies. This edition has twelve new documents on topics including post-tenure review, distance education, intellectual property, academic freedom and tenure in medical schools, faculty workload, graduate students, and access to university records.

## National Council Election

The 2000 Nominating Committee has announced its report of nominees for the 2001 Council. The nominees for District V are Professor M. Elizabeth Derrick (Chemistry) from Valdosta State University in Georgia and Professor Robert W. Glenn (Speech Communication) from the University of Tennessee at Knoxville. Ballots are to be mailed on or about March 1 and will have an April 30 return postmark deadline. The report appears at <http://www.aaup.org/Nomcom.htm>.

## New Academic Legal Service Plan

At the Fall Meeting, the following proposal for a Conference Academic Legal Service Plan was adopted, and it is now available.



### Services Covered

The Tennessee State Conference AAUP Academic Legal Service Plan will be available to higher educational faculty, faculty ranked administrators, and faculty ranked researchers in Tennessee. Tennessee members of the national AAUP may avail themselves of the service gratis. Non-members will receive an initial consultation gratis and subsequent consultations and services at 10% normal rates (i.e., at 90% discount), State Conference budget permitting, billed at the end of the month the consultation or service is given.

The Academic Legal Service Plan will provide a “hotline” whereby faculty who have legal questions pertaining to their academic prerogatives or who have potential problems with their college or university can clarify legal issues and obtain advice. Potential matters to be cov-

ered include the negotiation of agreements concerning intellectual property rights, including distance learning arrangements, research grants, and literary contracts; contract disputes; academic freedom, free speech, and civil rights claims; disciplinary actions; employment law; and work related suits against faculty. Personal business such as real estate purchases and the preparation of wills is not covered. The attorney whose services are provided under the plan may have occasion to advise a potential client that a given case is not within the interests or goals of the AAUP. The “hotline” service will typically include an initial telephone consultation and subsequent e-mail consultations. Where appropriate, the plan includes the sending of letters by attorneys to university officials. The plan will not cover representation in court.

### Implementation

A pilot program will begin on January 15, 2001, from the law office of Lewis Laska in Nashville. The State Conference will pay a retainer of \$750.00 for the 2001 calendar year. Dr. Laska or an associate of his (or in case of incapacitation or absence on his part from Nashville for more than seven days, a substitute provided by him) will be available to respond to “hotline” inquiries during normal business hours and will respond to follow-up e-mail inquiries. If the expenses incurred by the Laska law office (accumulated value of services provided to AAUP members and 90% of accumulated value of services provided to other academics) exceed \$750.00, they will be reimbursed by the State Conference up to an additional \$1,250.00, i.e. up to a total of \$2,000.00.

Brochures describing the “2001 Tennessee AAUP Academic Legal Services Plan” will be sent to each chapter president in the state. The text of the brochure will be posted on the Tennessee Conference web site.

Before the Fall 2001 State Conference meeting, the proposing committee will evaluate the pilot program and recommend either its discontinuance, increases in the number of hot-line numbers, the inclusion of graduate students in the coverage, or some other alternative action.

This state-wide legal services plan does not preclude a local chapter providing a chapter plan covering personal legal business of chapter members.

## Conference Web Site

The address of the Tennessee Conference web site is <http://web.utk.edu/~glenn/AAUP.html>. The site provides information about the Conference, contact information for officers and committees and for chapter officers and web sites, and AAUP documents and links to other organizations and publications.

Information for the web site can be sent to Bob Glenn at [glenn@utk.edu](mailto:glenn@utk.edu) or Norma Cook at [ncook@utk.edu](mailto:ncook@utk.edu).

## The Fall Meeting of the Tennessee Conference of AAUP October 7, 2000, The University of Tennessee-Knoxville

### Minutes

The Fall 2000 meeting of the Tennessee Conference of AAUP took place on Saturday, October 7, on the campus of The University of Tennessee-Knoxville. President Norma Cook convened the meeting at 10:05 a.m. Interim Vice-President and Provost, Clifton Woods III, welcomed the Conference to the UTK campus.

Following announcements and approval of the agenda, several awards and recognitions were made. Ken Scherzer, in the name of the Conference, presented a book to the Christian Brothers University library, recognizing immediate past president, Marius Carriere, for his "pleasant and industrious leadership roles on behalf of AAUP." David Lee as Chairperson of the Claxton Award Committee presented the Award to one of its members, Professor William C. Schrader of Tennessee Technological University, an outstanding and dedicated AAUP member for the past thirty-five years for his "exemplary service in the cause of higher education in Tennessee." The Claxton plaque and the citation for the award also were presented to Will Schrader. Also publicly recognized by President Cook with a special award were AAUP members who had 20, 25, 30, 35, 40 and 45 years of sustained membership and commitment to the organization. President Cook also announced that at the National Meeting of AAUP a special certificate of recognition was presented to Bob Glenn for having designed and maintained the best AAUP State Conference Web site.

The speaker for the morning portion of the meeting, Mark F. Smith, Associate Director of Government Relations for AAUP, addressed the Conference on the topic: "Distance Education, Intellectual Property and the Role of Faculty." Concluding Smith's address, which was followed by questions, reactions, commentaries, and discussion, the Conference adjourned for lunch.

President Cook reconvened the business portion of Conference meeting at 1:00 p.m.

**Reports of Officers and the Executive Committee:** Minutes of the Spring 2000 Meeting of the State Conference at the University of the South, as published in June 2000 Newsletter, were approved. Gil Fernández, Secretary-Treasurer, quoted a balance of \$9877.65 in the Conference's checking ac-

count. President Cook announced that the Spring 2001 Meeting of the Conference would be held on April 7, at Tennessee Tech University, and she asked for suggestions for a speaker for the meeting. Cook also cited the following dates and sites for future Conference meetings: October 2001, Motlow State Community College, and April 2002, in the Nashville area. President Cook reported that Kurt Eisen (Tennessee Tech) and Stephanie Newport (Austin Peay) attended an AAUP chapter development summer workshop at Kent State and that Will Schrader (Tennessee Tech) and Patricia Papachristou (Christian Brothers) will attend a governance workshop in October in Washington, D.C. President Cook informed the Conference that the Executive Committee at its last meeting approved to subsidize AAUP membership fees for graduate students who plan to go into the academic profession. The fee is \$10 per student and the Conference would pay for a maximum of twenty-five, totaling \$250. Cook requested that names of prospective graduate students be sent to Gil Fernández. A new edition of the Redbook is to come out by the end of the year and Norma Cook recommended that AAUP chapters purchase copies and provide them to key campus administrators.

**Reports of Standing Committees:** There were no reports from the Vice-President for Public Institutions and from the Vice-President of Public Institutions.

**Committee A:** (Academic Freedom and Tenure): Lewis Laska, Chair, stated that he had not been contacted by anyone concerning matters under the purview of Committee A.

**Committee F:** (Membership and Dues): Norma Cook for Chairperson Ross Land, summarized Land's report as follows: notification of national dues increases; Tennessee AAUP membership at 691; and half price dues plan for new members effective through December 31, 2000.

**Committee R:** (Government Relations): Ken Scherzer and Jeff Roberts, Co-Chairs, portrayed the upcoming state legislative session as an "impending crisis and how not to meet it."

Scherzer stated that by February 2001 all major state agencies in higher education will have had

some input regarding the funding of higher education; however, the faculty will not be consulted. Scherzer added that there is no way to determine the funding formula when all university presidents have their own agendas relative to funding higher education. Scherzer asked for input from AAUP members for the legislative agenda. Bob Glenn moved and Bill Fisher seconded the following resolution: "The Tennessee Conference of AAUP expresses its support for a legislative measure permitting cashability of fifty-percent (50%) of retirement funds for higher education personnel in Tennessee." The motion passed. It was determined to send the resolution to Committee R as part of the legislative agenda as well as a copy to Commissioner Hennessee.

**Committee T:** (College and University Government): William Schrader and Richard Gildrie, Co-Chairs, addressed several matters of importance. Schrader stated that he would be attending a governance workshop in October in Washington, D.C., jointly sponsored by AAUP and the Dean's Conference, and that he would present a report to the Conference at the spring meeting. Marius Carriere reported to Committee T a governance problem at Christian Brothers University, whereby the CBU Board of Trustees unilaterally reduced the hours for graduation. Carriere asked the Conference to take some action, pointing out that curriculum matters are the purview of the faculty and not of the Board of Trustees. It was moved and seconded that the Conference be authorized to draft a letter to the CBU Board of Trustees, informing them that curriculum issues are sole purview of the faculty. A copy of the letter is also to be sent to Bob Kreiser of the AAUP National Office staff. Finally, a problem with the merger of the two community colleges in Memphis was discussed. It appears that one of the institutions is attempting to impose its institutional standards on the other institution without faculty consultation. The Conference recommended that the faculty senates assert their rights to jointly solve the problem.

**Committee V:** (Junior and Community Colleges): Norma Cook said that she had received from Ross Land Committee V's report via e-mail.

**Committee W:** (Status of Women): Norma Cook informed the Conference that Committee W now has two Co-Chairpersons, Linda Sammataro (UTK Library) and Cheryn Picquet (UTK Law Library).

**Report of Special Committees:** Tony Blasi,

Chairperson of the Ad Hoc Subcommittee on Legal Services Plans, presented the Subcommittee's report: Proposal for Academic Legal Service Plan. After a brief review for the rationale of the proposal, Tony Blasi cited the major features of the proposed pilot plan, regarding the services covered and the implementation of the plan. In essence, the plan addresses faculty issues which require legal services or consultation, at no cost to Tennessee members of National AAUP. The plan will begin on January 15, 2001. Lewis Laska, a Nashville attorney and a member of AAUP, offered his legal services for a trial basis of one year. In addition, brochures describing the "2001 Tennessee AAUP Academic Legal Services Plan" will be sent to each chapter president in the state, and the text of the plan will be posted on the Tennessee Conference web-site. The pilot plan will be evaluated prior to the Fall 2001 State Conference Meeting. Bob Glenn recommended that a list of attorneys interested in higher education matters be placed on the Conference's web site. It was moved and seconded that the report presented by Tony Blasi on legal services be adopted. Motion was approved.

**Report from Chapters:** Representatives from the nine institutions in attendance reported on the principal issues and activities taking place on their respective campus.

**Old Business:** Tony Blasi commented that mediation continues on the 32-year-old Geier desegregation case. He also noted that major issues still exist relative to the case.

**New Business:** Dick Gildrie moved to approve the dues increase that had been approved by National AAUP. The motion was seconded and passed with only one dissenting vote. Will Schrader moved acceptance of the recommendation from the Executive Committee that money from the dues increase be used for attending meetings of the Conference. Motion approved. Bob Glenn reported that there are cases where university administrators unilaterally change grades assigned to students by faculty members. Lewis Laska proposed a resolution, placing the issue of grade changes by administrators as an item of the legislative agenda. The resolution was unanimously approved. The Conference expressed its appreciation to President Cook and to The University of Tennessee-Knoxville for hosting the fall meeting and for their hospitality.

The Fall 2000 Conference meeting adjourned at 3:00 p. m.

Respectfully submitted, Gil Fernández, Secretary-Treasurer.

## Claxton Award

David Lee, Chair of the Claxton Award Committee, read the following citation at the Fall Meeting of the Tennessee Conference in October 2000.



The Tennessee Conference of the American Association of University Professors is pleased to name William C. Schrader, III, as a recipient of the Philander P. Claxton award for "exemplary service in the cause of higher education in Tennessee." Professor Schrader is the ninth person to receive this honor.

In so recognizing one of its own members, the Tennessee Conference feels a particular responsibility to set high standards for the award. These include continued effort over a long period of time and an outstanding record of leadership within the state of Tennessee. As a member of AAUP for thirty-six years and a leader in chapter and conference activities for over thirty years, Professor Schrader has been a consistent, an eloquent, and an effective spokesperson for AAUP.

Professor Schrader received his Bachelor of Arts degree from Bellarmine College in Louisville, Kentucky, and his Masters and Ph.D. degrees from The Catholic University of America in the field of Modern European History, with a minor in German. His first teaching appointment was at Tennessee Technological University, where he has remained. He has held the rank of Professor there since 1978.

In the Tennessee Tech chapter of AAUP, Professor Schrader has held many offices, and he served as president from 1973 to 1974. He was Secretary-Treasurer of the Tennessee Conference from 1984 to 1986 and served a term and a half as Conference President (1986-1988), when he took over from his predecessor in mid-term and then completed a term of his own. Since then he has attended nearly every Conference meeting and has served on the Executive Committee and as a delegate to various regional and national meetings. He was twice nominated by the Conference as a candidate for National Council. Since 1996 he has been the Chair of the Conference's Committee T (Governance).

Besides working within the Conference, Professor Schrader has been actively engaged in representing AAUP principles within the governing bodies of his own institution and the Board of Regents schools. He was a member of Tennessee Tech's Faculty Senate from 1985 to 2000 and served as its Secretary from 1988 to 1990 and President from 1992 to 1994. He chaired the Senate's committee on the Presidential Search in 1998, and he represented his institution on the Faculty Sub-Council of the Board of Regents from 1992 to 1996. In all these venues he has been a staunch and reasoned defender of tenure and of the faculty's role as a community of scholars in governing their respective institutions. We look forward to his continued support in the coming years.

## Report on the Governance Conference

by William C. Schrader

The AAUP and the ACAD (American Conference of Academic Deans) jointly sponsored a workshop entitled "Collaboration toward the Common Good: Faculty and Administration Working Together." The meeting was held at the Washington Court Hotel, Washington, D.C. from October 26th to 28th. As one of two representatives of the Tennessee Conference of AAUP, I attended this workshop, along with Pat Papachristou from Christian Brothers University in Memphis.

At the opening session on Thursday evening, we were addressed by Mary Burgan, General Secretary of AAUP, and Philip Glotzbach, Chair of ACAD. In her address, Mary Burgan discussed the problems with the "business model" of governance, noting several common problems across the nation. For example, the faculty are frequently asked for input on a major issue with only days to respond, and then are criticized for being inefficient. It is not uncommon for "surprises" to be delivered during the summers, when many faculty are not in residence. In addresses to the faculty, the administration should candidly present an agenda of what needs to be done, not give a "state of the campus" booster speech intended for consumption by legislators, potential donors, etc. She insisted that for shared governance to work, administrations must recognize and reward service, not just give it lip service. Dean Glotzbach agreed with much of what Dr. Burgan had said, stressing the need to minimize surprises and to put the real agenda on the table. There should be clearly defined goals and roles. He then went on to state that no system of governance will work if we assume malevolence or idiocy on the part of the other party. Effective participation in shared governance should be part of the evaluation of both faculty and administrators. Finally, quoting James Madison, he said, "if men were angels, no governance would be necessary."

At breakfast the next morning, we were addressed by Jane Buck, President of AAUP, and Carol Schneider, President of the Association of American Colleges and Universities. One interesting point made by Ms. Schneider is that some deans take faculty representatives with them when they attend deans' meetings.

There followed a number of concurrent workshops. I chose to attend one on "The Well-Tempered Search," which consisted of presentations by three individuals, two deans and a representative of a professional search business. Items stressed included having a clear idea of the job description, having a clearly defined process, being clear in communicating what the position is all about to the candidates, and finding a good fit. The importance of confidentiality was stressed. Once someone is hired, make an effort to see that the person is fully informed and eased into the position, not just dropped.

There followed a plenary session on distance education, with presentations by three speakers. All three were skeptical of some of the more extravagant claims made for distance education. A University of Phoenix advertisement was quoted as saying, "You don't have to take time

out of your life to get an education.” This was held up to justly deserved ridicule. Two problem areas were stressed. First, reliance on technology leaves behind those very elements in society most in need of help. Poor, black and Hispanic households have less access to electronic media than more affluent households. “Advantage multiplies advantage.” Another issue is to so-called “unbundling” of the profession, with one person doing the computer technology, another preparing the presentations, a third responding to students, a fourth assigning grades, etc. This was labeled the “de-professionalization” of the faculty, with faculty work becoming merely “work for hire.” To do distance learning right is very expensive and time consuming, as anyone who has attempted to carry on class discussion on-line has learned. On-line courses are curricular issues, and therefore fall within the expertise of the faculty. Curriculum should determine the use of technology, not vice versa. One should not consult computer salesmen to find out what on-line education is all about. Denise Tanquay, a Professor of Business Management at Eastern Michigan University, stated that, contrary to what boards and legislators assume, distance education always costs more.

In the second set of concurrent sessions, I attended a workshop called “Back from the Brink,” which was a discussion of the situation at Francis Marion University in South Carolina. Established as a public institution in 1970, it developed satisfactorily until 1994, when a president was appointed by the governing board over the objections of the faculty. He was a coach, not an academic, and believed in top-down administration. Morale declined, faculty sought jobs elsewhere, enrollment declined, and the institution was in financial straits. Francis Marion was also placed on the AAUP list of censured administrations. Only in 1999, with the appointment of a new president who was a scholar, and who recognized the necessity of working with faculty cooperatively, did the situation improve.

My third workshop was on legal issues involving departmental chairs. This was presented by Ann Franke, formerly an attorney with AAUP but now working for United Educators Insurance, and by Lawrence White, an officer with the Pew Charitable Trusts. I have a 33 page handout outlining this topic, should anyone be interested. By far, the greatest legal problem arises in the area of discrimination, whether racial, gender, or other protected category. A secondary area is lack of due process in making hiring, tenure, and promotion decisions.

On Saturday morning I attended a session on the “Review, Combination, and Reduction of Academic Programs,” presented by the VPAA and a departmental chairwoman from Radford University in Virginia. In response to a state board mandate, the institution had to deal with an inflexible, numbers-driven program of cuts. This board, like others elsewhere, was becoming more intrusive, attempting to micromanage the campuses. It led to numerous academic disasters, with faculty fleeing to freer atmospheres and taking early retirement, and needed programs being deleted, but some programs were salvaged through active faculty cooperation with the local administration.

The final plenary session was entitled “Governance Writ Large: Rethinking the Roles of Faculty and Administrators in Leading the 21st Century University.” It was presented by Larry Gerber, a faculty member at Auburn University, Fred Carter, President of Francis Marion University, and James Pence, VPAA at St. Olaf College. Gerber noted that the business model actually interferes with the ability of the faculty to carry out our responsibility of providing a meaningful education for our students. The business model, which measures success in terms of the number of degrees awarded or by student satisfaction surveys, encouraged students to think of themselves as customers and their university experience as purchasing a degree. Deprofessionalization of the academy stretches from presidents seen as CEOs to part-time faculty seen as expendable employees who can be fired at will. Education, however, is not an industry, but a learned profession. Faculty expertise is the best guarantee of effective decision making in providing an education which will be valuable over the long haul, not just training for an immediate job. “Faculty control over the curriculum does not guarantee good decisions, but it is better than any alternative available.” Carter stated that the rigid hierarchical organization no longer even works in the business world—“has any noticed what’s happened to AT&T?” We are called inefficient, but then placed under the thumb of governmental bodies. Are we expected to model ourselves on federal or state governments? They are even more inefficient than the universities. Carter also supported the concept of academic administrators serving for a term and then going back to the faculty, saying “when there is an expectation that administrators will return to the faculty in time, the Golden Rule clearly applies.” Pence began his presentation by stating that leadership is a moral act. There are, he said, four imperatives for academic leadership. First, define a clear vision for the institution, a job too important to be left to administrators alone. Second, be honest about current realities. Are we really doing what we say we are doing? Third, develop a capacity for trust (but verify). And fourth, courage is needed. Quoting King Lear, he said, “speak what we feel, not what we ought to say!” At his institution, Pence has tenured full professors (those who need have no fear of future retribution) serve in various administrative capacities for three year terms, and then return to the faculty. In areas such as a faculty member serving as associate director of student services, it made a significant difference in getting the faculty perspective.

The conference broke up after lunch on Saturday.

## E-Mail List for Medical School Issues

Medical school faculty and administrators are invited to sign up for the e-mail list that has been created to start a national dialogue about issues that affect faculty who are affiliated with medical schools. The list will provide opportunities for discussion about what AAUP can offer faculty at medical schools in dealing with such issues as tenure or contract appointments, academic due process, and shared governance. The address of the new mail list is [aaup-medschool@aaup.org](mailto:aaup-medschool@aaup.org).

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## About the Chapter Service Program

The Tennessee Conference Chapter Service Program, with support from the Assembly of State Conferences, is designed to aid AAUP chapters in promoting a program on their campuses that will reflect the standards of professional development associated with the AAUP. The AAUP has developed the standards for academic practice long recognized by professors, governing bodies, and administrators in higher education. Each local chapter should have as one of its goals a commitment to see that these standards are adhered to on their campus. Please contact Conference officers or committee chairs for help and services in the following areas:

- Recruitment and retention of members
- Tenure and academic freedom
- Faculty governance
- Chapter leadership training
- Economic welfare of the professoriate
- Lobbying activities
- Conference WWW page
- Attorney referral list

## Committee T Meeting

The national Committee T on College and University Government met February 16–17 at the offices of AAUP in Washington, D.C. General Secretary Mary Burgan, President Jane Buck, and several staff members attended, in addition to eight committee members. The agenda included the following items.

*Announcements.* Three institutions on AAUP's sanction list for problems with governance have been contacted, but there have been no improvements at Elmira College, Lindenwood University, or Miami Dade Community College. AAUP will report to the regional accrediting agencies when these schools have their next reviews.

*Review of Fall 2000 Governance Conference.* The Oct. 2000 conference sponsored jointly by AAUP and the American Council of Academic Deans was successful—well-attended, with good evaluations from the participants. Some of the papers presented will appear in the May–June issue of *Academe*, whose special topic is governance. (See Will Schrader's report on the conference in this issue of the newsletter.)

*Planning for Fall 2001 Governance Conference.* The governance conferences will be annual events, the next one occurring in Washington on October 12–14, 2001. In

addition to repeating some of the successful workshops from the Oct. 2000 conference, this one will have a full day devoted to problems at Historically Black Colleges and Universities and a panel on faculty governance and athletics.

*Assessing Campus Governance.* The committee is pilot testing instruments to survey the governance climate on a campus. The instruments were prepared by Professor Keetje Ramo and are based on her essay, "Assessing the Faculty Role in Shared Governance" (available from the national AAUP office). Professor Ramo can be reached at kramo@saunix.sau.edu.

*AAUP/NEA/AFT Seminar on Governance.* A conference in Washington on January 26–27 focused on efforts to strengthen the faculty role in college and university governance. Two contributions were especially valuable, one by Robert E. Tranquada (Claremont) who argued for better communication between faculty and governing boards, and another by Robert Birnbaum (U. of Maryland) on communication with legislators and the public; Birnbaum emphasized the necessity of telling a story, providing a narrative showing how a problem has been solved.

*Accreditation* was the topic of one of the most energetic discussions at the meeting. These recommendations were made: (1) Campuses should submit an inventory of governance practices to accreditation review teams. (2) Faculty should be involved in preparing the institution's self-study and AAUP members should be on site visit teams. (3) Faculty should be able to review the self-study document. And (4) faculty should be able to write a dissenting report. Several members argued that regional agencies have so relaxed their standards that accreditation is no longer meaningful or influential; the effective standards are those of USN&WR, AAU, NSF, etc.

*Evaluation of Administrators.* The national office is collecting sample evaluation instruments and policy statements. A revision of the *Redbook* text on evaluation of administrators will be prepared for discussion at the October governance conference.

*AGB Draft Statement on Governing Boards.* Mary Burgan's letter to the AGB will make these points: (1) The statement continues AGB's practice of marginalizing faculty as stakeholders or as "academy insiders." (2) The statement ignores the role of faculty unions in governance. (3) The statement should acknowledge the tendency of governing boards to impose corporate models of management on universities. (4) And the AGB overlooks the role of faculty in technology transfer, the deliberative pace of decision making in the university, and the distinction between individual academic freedom and institutional academic freedom.

At the Saturday session there was also discussion of the content of a Committee T web site and of the role of faculty in undergraduate admissions.

### Registration for Spring Meeting: Saturday, April 7 in Cookeville

I will attend the fall meeting of the Tennessee Conference, AAUP, on Saturday, April 7, from 9:00 a.m. to 3:00 p.m., in the Alumni Lounge of the University Center, Tennessee Technological University, Cookeville.

My registration *and* luncheon reservation fee of \$15.00 (payable to Tennessee Conference, AAUP) is enclosed.

I prefer a vegetarian meal.

My registration fee of \$10.00 (payable to Tennessee Conference, AAUP) is enclosed. Does not include lunch.

Name: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Please return your registration form for receipt by **Wednesday, April 4** to:

Gilbert Fernández, Secretary, AAUP  
Box 5064  
Tennessee Technological University  
Cookeville, TN 38505



293 Communications Bldg  
University of Tennessee  
Knoxville, TN 37996-0324