Faculty Senate Monthly Packet January 1981

Portland State University Faculty Senate

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MEMORANDUM

TO Senators and Ex-officio Members of the Senate

DATE December 16, 1980

FROM Ulrich H. Hardt, Secretary of the Faculty

The Senate will hold its regular meeting on January 12, 1981, at 3:00 p.m., in 150 Cramer Hall.

Agenda

A. Roll

*B. Approval of Minutes of the December 1, 1980, Meeting

C. Announcements and Communications from the Floor

D. Question Period

1. Questions for Administrators

Questions for President Blumel (submitted by the Senate Steering Committee):

a. What is the current process of recommendation for conferral of degrees? When and why was the process changed from obtaining faculty approval?

b. Is there at present a formal procedure stipulating faculty participation in administrative review of administrators above department head? If not, is such a formal procedure being developed with participation of the faculty which will allow input from the faculty at large? How is faculty notified who is being reviewed?

2. Questions from the Floor for the Chair

E. Reports from Officers of the Administration and Committees

*1. Progress Report-CHALLENGE PROGRAM--Tosi

*2. Report, Ad hoc Faculty Club Committee--Neland

F. Unfinished Business-none

G. New Business

*1. Constitutional Amendment (first reading)--Johnson

2. Resolution--Senate Steering Committee

Resolution:

"Informal inquiries revealed that some faculty members are not aware of recent changes in the Kaiser Health Plan coverage of prescriptions. It therefore resolved that the Personnel Office notify the faculty in a conspicuous fashion via the Bulletin of changes in any of the existing benefit plans. Faculty also should be periodically reminded in the same fashion of the availability of other existing benefit plans, like disability insurance."

H. Adjournment

*The following documents are included in this mailing:

B Minutes of the December 1, 1980, Senate Meeting

E1 Progress Report, Challenge Program**

E2 Report, Ad hoc Faculty Club Committee**

G1 Proposal for Staggered Senate Terms**

**Included for Senators and Ex-officio Members only.

Senators unable to attend should pass this mailing on to their alternates.
PORTLAND STATE UNIVERSITY

Minutes: Faculty Senate Meeting, December 1, 1980
Presiding Officer: Marjorie Enneking
Secretary: Ulrich H. Hardt


Members Absent: Bingham, Muller, White.

Ex-officio Members Present: Blumel, Corn, Forbes, Gard, Gruber, Hardt, Harris, Heath, Hoffmann, Howard, Leu, Morris, Nicholas, Parker, Pfingsten, Rauch, Schendel, Todd, Toulan, Trudeau, Urman, Vant Slot.

APPROVAL OF THE MINUTES

The minutes of the November 3, 1980, meeting were approved with the suggestion that page six, paragraph six, line five would more accurately read "skilled speakers" rather than "native speakers."

ANNOUNCEMENTS AND COMMUNICATIONS FROM THE FLOOR

Urman reported that the course faculty survey is in operation again this year and urged all faculty to participate. He also indicated that changes in the instrument may take place as a result of the questionnaire to be sent to faculty soon, giving them an opportunity to help determine the questions to be included in future surveys. Crowley observed that faculty evaluation instruments need to be devised to achieve specific purposes, both for students and departments; he indicated that the present situation of having students fill out several different forms tended to drive out department evaluations. Heath reminded the Senate that faculty were deeply involved in the design of the course survey now in use. Urman also informed the Senate that this year's energy symposium would take the shape of an energy fair rather than highlighting a nationally prominent speaker.

QUESTION PERIOD

1. Questions for Administrators

Gruber responded to the question regarding insuring the anonymity of persons seeking information about administrators' salary by reviewing the check-out procedure of this document from the Reserve Room in Library East; he suggested
that giving the social security number rather than the borrower's name could be an alternative. Chino and R. Nussbaum wondered if a copy of the document could be kept in the AAUP office. Harris pointed out that, in its present form, the document violates the privacy act, because it contains information such as age and sex. Blumel asked if the record of the check-out could be destroyed immediately after the material was returned, and Pfingsten said he saw no problem with that.

Blumel summarized his three-page response to the question about the use of Lincoln Hall after the move of Education as follows:

a) The relocations are consistent with the long-range plans of the University, and respond to the needs of various units within the University;

b) While not all music activities can be accommodated immediately in Lincoln Hall, it is the intent to relocate, as resources permit, music offices in the building; these moves are expected to occur later this month, and some music activities will remain in Cramer Hall; ultimately, it is the intent to locate all performing arts in music and theater arts in Lincoln Hall;

c) The decision-making process includes the Campus Planning Committee, the User's Committee, the Office of Academic Affairs, deans, department heads, the Vice President for Finance and Administration and the President's Office.

Kimbrell asked where PSU stands on the question of opening up our library to a larger competition, e.g., to students enrolled in a degree program by City College in Washington. Blumel replied that PSU had not been consulted prior to the published news story on this item. He, Gruber and Pfingsten have since been contacted, but they have not given a reply. If the PSU library were to be used, appropriate compensation would have to be worked out. The library obviously does not have a means for excluding students from in-house library use; check-out privileges are another matter.

REPORTS FROM OFFICERS OF THE ADMINISTRATION AND COMMITTEES

1. The Annual Report of the Curriculum Committee was accepted as presented by Chairperson Newborg.

2. Johnson presented the Annual Report of the Graduate Council. L. Nussbaum asked about the Council's "review of the policies enunciated in the new Graduate Adviser's Handbook." She wanted to know why the handbook, being new, needed a review. Johnson replied that the handbook was issued by the Graduate Office without the Council's review. The report was accepted.

3. The Library Committee's Annual Report was presented by Walhood. Pointing out the grim budget cuts this year, he urged full restoration of the book-purchase budget. The report was accepted.

4. The Annual Report of the Scholastic Standards Committee, as written by Griffiths, was accepted.

UNFINISHED BUSINESS

Hsu offered an explanation of new course requests and budgetary implications from Engineering and Applied Science. Since there is only one new course, no additional faculty will be needed. Buell wanted to know if the new FTE had already been added with the hiring of three new faculty this year. Erzurumlu
replied that these sets of courses have been taught before by current faculty. Manning asked if these courses were designed to meet accreditation requirements, and Hsu replied in the affirmative, especially in the areas of control systems. The program was approved unanimously.

NEW BUSINESS

The Curriculum Committee and Graduate Council moved the adoption of proposed course changes for the divisions as follows:

Arts and Letters, undergraduate, approved.

Arts and Letters, graduate, approved.

Howard wondered what the budgetary impact would be because of the number of graduate music courses proposed. Crowley explained that a revamping of the total program was involved, and Heath added that there was only a net increase of two hours.

Social Science, undergraduate, approved.

Howard wanted to know why there were so many new courses in Black Studies. Newborg said that these had been offered under omnibus numbers.

Social Science, graduate, approved.

Johnson pointed out that history is completely renumbering its courses. Heath explained that the rationale for it was to create more 300-level and fewer 400-level courses and to group courses into numbering patterns. Kimbrell inquired why HST 495, Film and History, was not taught in CMI. Heath responded that in this class films were not used to analyze films but rather as examples of historical events. Howard asked if the public administration courses were new courses or conversions. Cease answered that they were formerly 507 and 510 courses.

Science, undergraduate, approved.

Science, graduate, approved.

Business Administration, undergraduate, approved.

Lovell pointed out that a course similar to BEd, Teaching Personal Finance, already exists. Newborg countered that teacher education candidates need this one-hour course instead of three hours.

Business Administration, graduate, approved.

Education, undergraduate, approved.

Dobson explained that a state-wide directive ordered new prefixes for three programs in education, COUN, EdAd, and SpEd; these are added to the two existing prefixes, ED and LIB. PSU now is in line with the state system master of scheduling and in compliance with NCATE and other accrediting agencies' designations for Schools of Education.

Education, graduate, approved.
Referring to p. 39 and the course description of Theory of Instruction, Lovell moved to strike "the concrete of." The amendment passed. Johnson pointed out that the requested omnibus numbers 502 (Laboratory) and 504 (Writing and Conference) were not approved by the Graduate Council, pending the study of the actual application of these omnibus numbers on a campus-wide basis. Hardt pointed out that precedence exists for both courses and that Education could not understand why these numbers were permitted for some departments and not for others. Rauch said that 502 and 504 had only limited use at this time and suggested that the University should study whether it wanted to introduce this new spectrum of omnibus numbers. Morris wanted to know the logic of voting down 502 and 504 when the Senate had just approved 402 and 404. There being no response, he "moved, for the sake of consistency, to reconsider approval of 402 and 404." The motion passed. Bierman asked for the justification of rescinding the undergraduate courses just approved. Harris wanted to know what should be done next, so Bierman "moved to reject 402, Laboratory, and 404, Writing and Conference." Hales argued against the motion, pointing out that many students need the Writing and Conference on their transcripts, reflecting the exact nature of course work, and that education is moving to a lab-type emphasis and setting in many of its programs, such as counseling, library and media, and special education. Newborg added that the new Education Building had several labs for various programs in education. Bates pointed out that the rationale for rejecting 502 and 504 was not to say that these numbers could never be used, or could never by used by Education, but was to allow the Graduate Council a further look at the issue in an effort to coordinate this request with other parts of the University. He suggested that a rejection of 402 and 404 should be on that basis and without discouragement of the stated need for those courses. The motion to rescind approval of 402 and 404 was passed 29 to 22.

Health and Physical Education, undergraduate, approved.

Health and Physical Education, graduate, approved.

Social Work, graduate, approved.

Engineering and Applied Science, undergraduate, approved.

Engineering and Applied Science, graduate, approved.

Urban Affairs, undergraduate, approved.

Buell asked whether the content of USP 211 and 212 was not already covered in Architecture and whether this was a case of duplication. Abbott responded that these courses provide the graphic skills needed by urban planners and do not duplicate what is offered in Art and Architecture.

Urban Affairs, graduate, approved.

The meeting was adjourned at 4:50 p.m.
TO: Faculty Senate
FROM: Jim Heath, Dean of Undergraduate Studies, Karen Tosi, PSU Challenge Program Coordinator
SUBJECT: Progress Report - CHALLENGE PROGRAM (formerly PROJECT ADVANCE)

Academic year 1980-81 is the fifth year of operation for PSU's Challenge Program (known during the 1976-80 academic years as Project Advance). The program follows a general pattern pioneered by Syracuse University and high schools in the Syracuse, New York area in 1972. It grew out of recognition that there is, in some cases, a duplication of curriculum between the last two years of high school and the first two years of college and that many capable high school students who have completed most of their graduation requirements by the end of their junior year develop "senioritis," or senior-year boredom.

At its November 1976 meeting, the Faculty Senate endorsed an experimental project by which PSU would collaborate with the North Clackamas School District to allow selected able and gifted seniors to earn PSU credits for university-equivalent courses given at their high school while they were completing high school graduation requirements. Courses and instructors were to be approved by the PSU academic areas involved, and instructional costs were to be borne by the high schools. During the Spring of 1977, the Faculty Senate voted to continue the program on an experimental basis and to expand it to other school districts which wished to participate "for a total of 3 but not more than 5 years," with a decision to terminate or to continue the program being made at the end of the experimental period. The Senate placed a limit of 800 on the number of students who could participate in the program and directed the Office of Academic Affairs to monitor the program and provide annual progress reports to the Senate.

Measured by numbers, the program has generally experienced steady growth:

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Districts</th>
<th>Number of Schools</th>
<th>Number of Course Titles Offered</th>
<th>Individual students taking one or more courses during the year</th>
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<tbody>
<tr>
<td>1976-77</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>111</td>
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<tr>
<td>1977-78</td>
<td>3</td>
<td>5</td>
<td>7</td>
<td>231</td>
</tr>
<tr>
<td>1978-79</td>
<td>4</td>
<td>9</td>
<td>19</td>
<td>453</td>
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<td>1979-80</td>
<td>5</td>
<td>12</td>
<td>21</td>
<td>603</td>
</tr>
<tr>
<td>1980-81</td>
<td>5</td>
<td>12</td>
<td>17</td>
<td>410 (fall term)</td>
</tr>
</tbody>
</table>

- over -
The decline in head count observed for fall term 1980-81 is attributed to three reasons:

1) Five 199 courses have been dropped.

2) The Vancouver School District, including three high schools, is no longer serviced by the Portland State Program.

3) Students enrolled in mathematics courses 101-102 and 200-201 will register winter term; in the past the majority of these students have registered fall term.

Efforts to strengthen the quality of the program have been continuous. This year, for example, as requested by the Senate in 1979, the program excludes omnibus numbered courses; all courses offered are standard PSU courses as listed and described in the current PSU catalog. A formal policy limiting participants in the program to no more than two courses per term also became effective fall term 1980. In addition, the Challenge Program staff recognizes the need for some Program reorganization to take place. Consultations with the Syracuse University Project Advance staff is a beginning move in this direction. Materials and ideas are currently being shared with PSU Coordinators, and a meeting of key departmental representatives is planned for early spring. Finally, Academic Affairs has already established with three of the five school districts a commitment to work together in gathering data on an ongoing basis to determine how well students enrolled in the Challenge Program courses perform. Options under consideration would look at how Challenge Program students compare academically with college students taking the same courses on campus, as well as how they perform when they go on to college. At the present time, a report summarizing enrollment and performance data on Challenge Program students from 1976-77 through 1979-80 is on file in the Office of Academic Affairs. This information has been shared with participating departments and is available for interested faculty to review.

The 1980-81 school year marks the fifth year the Challenge Program has been in operation. The Office of Academic Affairs believes that it is a valuable program which serves a legitimate need of the metropolitan area. During spring term, Academic Affairs, consistent with the Senate's earlier action establishing a 3 to 5 year trial period, will present a recommendation to the Senate regarding the future of the Challenge Program. The PSU community is encouraged to visit with Challenge Program staff about its operation.

Attached for your information is a list of Challenge Program courses scheduled for 1980-81.
<table>
<thead>
<tr>
<th>DISTRICT/SCHOOL</th>
<th>DEPT./#</th>
<th>COURSE</th>
<th>SECTIONS</th>
<th>P</th>
<th>W</th>
<th>S</th>
<th>CREDIT</th>
<th>TEACHER</th>
<th>COORDINATOR</th>
</tr>
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<td><strong>I. MILWAUKIE DISTRICT</strong></td>
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<tr>
<td>1. Aloha High School</td>
<td>WR 121</td>
<td>English Composition</td>
<td>X</td>
<td>X</td>
<td>3</td>
<td>3</td>
<td>Edrie Wells</td>
<td>Elaine Limbaugh</td>
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<tr>
<td>2. Newerton High School</td>
<td>SPAN 207-8-9</td>
<td>Second Year-Spanish</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>4,4,4</td>
<td>Irene Ruleman</td>
<td>George Cabello</td>
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<td><strong>II. NORTH CLACKAMAS DISTRICT</strong></td>
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<tr>
<td>3. Clackamas High School</td>
<td>ECN 201-2-3</td>
<td>Principals of Economics</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>3,3,3</td>
<td>Walter Hutton</td>
<td>Tom McLean</td>
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<td></td>
<td>HST 101-2-3</td>
<td>History of West. Civilization</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>3,3,3</td>
<td>Pete Walker</td>
<td>Michael Reardon</td>
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<td></td>
<td>MTH 101-2</td>
<td>Introductory College Math</td>
<td>X</td>
<td>X</td>
<td>4,4</td>
<td>Jim Young</td>
<td>Gavin Bjork</td>
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<tr>
<td></td>
<td>MTH 200-1</td>
<td>Calculus</td>
<td>X</td>
<td>X</td>
<td>4,4</td>
<td>Jim Young</td>
<td>Gavin Bjork</td>
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<td></td>
<td>SPAN 207-8-9</td>
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<td>X</td>
<td>X</td>
<td>X</td>
<td>4,4,4</td>
<td>Edwin Seeley</td>
<td>Earl Rees</td>
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<td></td>
<td>PR 201-2-3</td>
<td>Second Year-French</td>
<td>X</td>
<td>X</td>
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<td>Charlotte Sahnow</td>
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<td>5. Rex Putnam High School</td>
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<td>X</td>
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<td>Roger Sauer</td>
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<td>MTH 101-2</td>
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<td>6. Grant High School</td>
<td>ENG 101</td>
<td>Survey of English Lit.</td>
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<td>X</td>
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<td>7. Jackson High School</td>
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<td>10. Wilson High School</td>
<td>PSY 201-2-3</td>
<td>General Psychology</td>
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<td>10. Wilson High School</td>
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<td>CS 150</td>
<td>Computing Fundamentals</td>
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<td>Brigitte DeWolfe</td>
<td>Linda Marshall</td>
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<td>HST 103</td>
<td>History of West. Civilization</td>
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<td>3</td>
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<td>History of the U.S.</td>
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<td>Patricia Green</td>
<td>Fred Waller</td>
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<td>IV. SCAPPOOSE SCHOOL DISTRICT</td>
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REPORT

OF

AD HOC FACULTY CLUB COMMITTEE

October 10, 1980
INTRODUCTION

By Memorandum of Agreement dated August 2, 1979, the University and the Portland State University Chapter, American Association of University Professors, established a process by which the feasibility of the establishment of a Faculty Club at the University would be investigated, and reported to the President of the University and the Faculty Senate in the Fall, 1980.

The ad hoc Committee included Professors Ralph Bunch, William Manning and Linda Parshall from the instructional faculty; Peter Vant Slot and David Hertz from the administrative faculty, with William Neland as chairperson.

The ad hoc Committee has completed its work and submits to the President and Faculty Senate this report.
Section I: SUMMARY OF FINDINGS AND CONCLUSIONS

The *ad hoc* Committee established to evaluate the feasibility of creating a Faculty Club at Portland State University finds and concludes that such a venture is feasible, given certain conditions and assumptions. Included in these are the following:

1. That a level of participation of eligible faculty achieve or exceed 30 percent.
2. That the membership of the Faculty Club accept a continuing commitment of financial responsibility which could result in annual assessments ranging upwards of $100 per year per member.
3. That initial program aspirations be constrained to that which are reasonable and achievable.
4. That an appropriate and active Charter Committee be formed and enabled to begin the creation of the organization.
5. That the University administration sustain its reservation of a facility in which the Faculty Club can conduct its activities.

The following sections delineate more fully the aspects of the Faculty Club which the *ad hoc* Committee addressed in reaching these conclusions.
Section II: GOALS AND BENEFITS

As stated in the Memorandum of Understanding which set the ad hoc Faculty Club Committee in motion, "the common interest of encouraging the morale, intellectual stimulation, integration and communication for the Portland State University academic community and in providing a suitable facility for receiving and meeting with off-campus guests" continues to be the essential goal of a faculty club at this university.

When this goal is translated into particular programs, we find that two categories generally embrace the functions which could be carried out in the physical environment contemplated and within the scope of a faculty club.

The first of these categories can be labeled as activities, a rubric which includes social activities, recreational activities and intellectual activities. In each of these sub-groups are activities directly sponsored by the Faculty Club and those promoted and encouraged by the Club through other organizations.

The ad hoc Committee has not attempted to develop either an exhaustive or a recommended listing of activities in any category, but, rather, has considered a representative sampling of program ideas which illustrate the variety of activities which can grow out of the Faculty Club. These suggestions are included as Exhibit A of this report.

The second category of activity embraces the services which could flow from the physical reality of a Faculty Club building. Included in these activities are food service, bar service, meeting rooms. The dining facilities could provide an alternative to the food services and restaurants on the campus and in its vicinity. The size of the dining facilities, the style of service, the menus, the prices, the staffing are all decisions which lay before the Faculty Club when it is organized. These decisions will be primary in the redevelopment of the physical facilities, and it appears essential that expert help be sought in the consideration of these decisions.
GOALS AND BENEFITS (continued).

The only additional counsel which the *ad hoc* Committee would provide in this area is a caution that early on a number of difficult and limiting decisions will be required. In the small venue of the *ad hoc* Committee the potential roster of program and service activities, as well as the perceptions of the role and scope of the Faculty Club, was large and varied. The limitations of resources and facilities will force some constraints in the formative period and early years of life. The Charter Committee or other organizational structures formed to consider the programmatic aspects of the Club may be best advised to select a limited ambition and carry it out well, rather than an expanded dream which portends greater struggle than the energy of the organization can devote.
Section III: ORGANIZATION, STRUCTURE AND STAFFING

It is the conclusion of the *ad hoc* Committee that at an early time there needs to be formed a not-for-profit corporation through which to conduct the business of the Faculty Club. The necessity of such a legal entity is obvious when one considers the financial structure, the ramifications of liability, implications of *ad valorem* taxation and many other aspects of the Club's existence.

Establishment of the corporate entity will require the construction and promulgation of a constitution and bylaws, the election of officers, definition of a governance process and, at an early time, the employment of staff.

Pending the determinations of eligibility for membership in the Faculty Club, the charter group will have to devise and carry out means by which it can assess the potential for enrollment among the faculties of the University. In Section V. FINANCIAL REQUIREMENTS we will postulate a participation level which we feel is essential for the success of this venture. Different levels of participation will carry with them different pressures and requirements on governance of the organization. Coming quickly to mind are pressures on dining service which flow from membership levels of 200, 400 or 800 members, where the facilities have capacity limits, as well as on other services which would be provided through the Club's facilities.

In the initial organization the *ad hoc* Committee recommends the Charter Committee be constrained in size to ten to twelve members, which might include representation from each of the schools, colleges and divisions as well as others bringing particular skills to the important formation effort. It is also our feeling that selection of this committee be guided by a requirement that it include achievers as well as conceptualists.

The *ad hoc* Committee is agreeable to extending its role to include the recommendation of members of the faculty who have a record of support for and interest in the cause of the faculty club at Portland State.
It will be equally agreeable to yield this responsibility to others, although the *ad hoc* Committee is unsure of the mechanisms for such appointments for an organization which will be legally outside the University's governance structure. In any event, the beginning must begin, and soon, or the conception of a Faculty Club will be too easily aborted as it has been so many times in years past.

The staffing of the Club will be an important decision area, in that the quality of direct management will impact the acceptance of the Club. Additionally, it will bring to the organization its first major on-going expenditure commitment. It will be a burden of the organization to define the characteristics of the staff, to establish, in effect, the image of the organization. In addition to the essential requirements of record-keeping, bookkeeping; finance reporting, management of support staff and other tasks, the management will have the responsibilities of facilities scheduling, event promotion, program planning and implementation and many other tasks which a governing body may devise, but will be limited in its opportunities to carry out.

In simple terms, while the Club will be guided by its desirable goals and will work toward the ambience in which those goals may be achieved, it must at all times be operated in a business-like manner. No delusions to this reality should be nurtured.
Section IV: FACILITIES

It was quickly evident to the ad hoc Committee that evaluation of and recommendation for the establishment of a Faculty Club at Portland State University required the identification of a faculty in which the activities of the Club could be carried out.

A recommendation was made to President Blumel that when it is possible for the University to relocate the School of Social Work from the building at 1632 S.W. 12th Avenue that he reserve that building as the home of the PSU Faculty Club, if such an organization is formed. The President agreed to this request. It is presently anticipated that a relocation of the School of Social Work to other facilities can occur in 1983.

This time, of course, is over two years away. A good portion of that time will be required for the development of a statement of program, the work of architectural drawings and specifications and the other necessary preparations for the commencement of construction activity. In the sense of physical improvements, the time period is not extensive.

In the sense of initiation and sustenance of the new organization, this time can be an eternity. In its deliberations the ad hoc Committee reviewed a number of physically possible interim alternatives, but without precise finding or recommendation. We could not precisely define the facilities which would be essentially required and, therefore, their ramifications, nor could we identify facilities within the University physical plant which are not allocated to other purposes. As all recognize, the University does not have a stockpile of space unallocated. Therefore, it must be recognized that any interim physical arrangement must embody compromise and sacrifice on the part of one or another academic, administrative or auxiliary enterprise, and the acceptance of that compromise and sacrifice by the President from his perspective of the needs of the total University. It will be a telling moment for many of this university when a recommendation for an interim allocation comes forward from the organizing committee.
FACILITIES (continued)

Returning to the building on S.W. 12th Avenue. The structure was built in the 1890's as a home for Mr. George Porter, a Portland banker of that era. The State of Oregon acquired the property in 1962 for Portland State. In the mid-1970's the City of Portland's Historic Landmarks Commission identified the building as a historic structure, which places certain regimens on remodeling and razing. In its most recent Plan of Development the University identified the structure as continuing indefinitely.

It has a handsome exterior, and an equally handsome interior, since much of the ornate woodwork has been preserved.

The *ad hoc* Committee, with the assistance of Edgar Smith, the University Staff Architect, looked at several ways in which the building could be adapted to uses by a faculty club, including dining service, recreation, meeting space, quiet enjoyment and other activities. It appears that some first floor expansion would be required to provide an adequate dining service and food preparation area. The basement could be adapted to limited recreational activities, with the second and third floors given over to offices, and other rooms of various uses. There are approximately 7,500 gross square feet in the existing building.

A limited survey of other faculty clubs around the nation indicate that most are carried out in facilities approaching 20,000 square feet. These are typically established operations, and, in time, it may be necessary to contemplate expanded facilities here. It appears, preliminarily, that this potential exists adjacent to the Porter House.

One program element which surfaced before the *ad hoc* Committee was the prospect for providing overnight accommodations for visitors to the campus in the Faculty Club facility. A very limited investigation by the Committee indicates this sort of facility is more easily conjectured than carried out. The Committee does not commend it as a high priority in the beginning, but this program should be reviewed from time to time for its applicability and feasibility.
The Faculty Club, as it is born, must be aware of the fiscal implications of facilities. There is little question in the collective minds of the Committee that the Club will bear a requirement to be fully self-supporting and self-sustaining in regards to facilities. It is probable that a lease agreement, with a consideration, will be required between the University and the Club. The University will most likely establish in that instrument certain acceptable levels of maintenance and repair. The burden of these expenses will fall to the Club, either by contract or by direct staff support. The building is independent of the University's central utility systems, and that independence would be maintained as a cost to the Club.

The cost of capital improvements, of furnishings and decorations would be a burden of the Faculty Club, although it may be possible to use processes available to the University to produce the initial funding to be repaid by the Club.

The ad hoc Committee will share with the Charter Committee the schematic studies it performed in evaluating the feasibility of the Porter House for use as a Faculty Club.
Section V: FINANCIAL REQUIREMENTS

It has been written that "there is no free lunch." This certainly applies to a faculty club. Acceptance of and formation of the Faculty Club at Portland State will carry both a burden of personal commitment by the enrolling faculty, but also a continuing financial commitment.

While it may be possible that the services provided through the Club which generate user charges may produce a profit, it would not be responsible in the formative planning to factor such illusory funds into the financial structure of the organization. It should be expected that the expenses of dining service, bar service, room rental, etc., be fully recovered by the charges assessed the consumers of these services, there will be a continuing basic financial requirement which must be derived from membership assessments.

The level of these assessments cannot be precisely predicted in the absence of the adoption of budgets, staffing plans, program offerings and all the other decisions which impact on fund requirements. Nor can assessment levels be predicted until a level of participation by the faculty is postured.

The survey of other faculty clubs in the country indicate participation levels ranging from five percent to 60 percent of eligibility. Obviously a five percent participation here would doom the Club. A 60 percent participation, on a sustained basis, may be optimistic, given the number of part-time faculty in our ranks.

It appears to us that a participation of 30 percent of eligibility, presuming that eligibility is not too tightly defined, is minimally necessary for financial stability. If we assume an eligible pool of faculty of 1,000 persons, then it appears to us that at least 300 faculty must participate on an on-going basis to assure continuation of the enterprise.

If we introduce a hypotheses that unrecoverable costs—those costs which cannot be reasonably recovered from user charges—runs to $50,000 per year for staff, debt service, maintenance and upkeep, insurance, telephone
FINANCIAL REQUIREMENTS (continued)

and all the other expenses which accrue to an operation, then a membership of 300 would have to assess itself $167 per year per member. If membership reached 400 sustaining members, the assessment could decline to $125 per year per member. Accordingly, if unrecovered costs accrued to a lesser amount, assessment forecasts would change.

It is the conclusion of the ad hoc Committee that further consideration of the Faculty Club must contemplate annual assessment to members of not less than $100 per year, and probably not more than $150 per year.

These scenarios and strategies will be a burden of the formative group as it contemplates psychological price barriers, price-cost matrices, participation and the host of variables which influence costs and prices at one point or another.

Much expertise resides in the faculty to provide guidance in these essential deliberations. It is presumed that appropriate officers of the University would make themselves available to counsel in areas in which they can make a contribution out of their experiences and knowledge.

In addition to the traditional and typical fiscal requirements which will be placed on the Faculty Club administration, we acknowledge there are other opportunities which may be pursued, such as gifts, endowments, in-kind contributions. These opportunities would only serve to reduce the burden on membership assessments. The ad hoc Committee cannot speculate on these opportunities, but can only recommend them.
Section VI: STEPS TO FORMATION

Through this report there have been references to the formative steps which appear to the *ad hoc* Committee to be essential if the concept of the Faculty Club at Portland State University is to be moved to reality. In our view the opportunity is as good as it has ever been to bring life to an idea incubated for so long.

The scope of the *ad hoc* Committee was to evaluate the feasibility of the Faculty Club, and we translated this charge into recitations of the fundamental requirements as we recognized them, to point out certain necessary achievements essential to a lively enterprise, to address as well as could the identification of a facility in which the Club could conduct its affairs. We did not accept as our responsibility the actual formation of the Club.

We perceive that it is now essential that a charter group be formed, peopled with those faculty committed to this undertaking and willing and capable of moving ahead steadily to bring about its accomplishment. We recommend this beginning unit not be so large as to bog down in its own organization, yet not so small as to fail to reflect a variety of outlooks of the faculty generally. We suggest that 10-12 persons would be best.

The *ad hoc* Committee suggests that *emeritus* faculty might be a partial resource. There are several who have recently ascended to the *emeritus* state who have excellent records of service to the University and to its faculty.

Where we are less certain is the manner in which this initial organizing unit is formed. It does not appear appropriate that the President should bear the responsibility of selecting such a team. The role of the Faculty Senate is unclear, other than its endorsement of the concept of the Faculty Club would be important and vital. The Advisory Council, with its responsibilities for faculty welfare, may have a role to play. Or such a forming organization may best evolve from its own interests and energies.
If this latter event is to be the genesis of the Faculty Club at PSU, then we hope that wide circulation of the findings and recommendations of the ad hoc Committee be considered so that prime mover, whoever he or she may be, would take the first step, perhaps by conclave of interested faculty, toward formation of the Charter Committee. From there all roads should lead to success.
EXHIBIT A

FACULTY CLUB
PROGRAM SUGGESTIONS

Social Activities

Sponsored by the Club
Post Convocation Party
Winter Holiday
Spring Fling
Anniversary Dinner

Promoted by the Club Administration
Department & School Social Functions
Staff Luncheons
Birthday Parties
Retirement Parties

Recreational Activities

In House
Bridge Clubs & Tournaments
Pool & Billiards
Chess & Checkers
Sophisticated Games

Sponsored by the Club
Campus-wide Athletic & Recreational Activities
Tennis, Handball, Racket Ball
Jogging, Bicycling, Sailing
Mountain Climbing, Back-Packing
Beach Coming
Bowling, Volley Ball, Soft Ball, Soccer

Intellectual Activities

Sponsored by the Club
Seminars
Debates
Guest Lecturers
Colloquia
TO: Faculty Senate
FROM: Senate Steering Committee
RE: Constitutional Amendment

In order to provide continuity of Senate membership from a given division, the following constitutional amendment for staggered terms is offered:

Article V. Senate
Section 2. Election of the Senate.

CURRENT WORDING
4) Terms and Limits of Membership. Senate members shall be chosen for three-year terms. These terms shall be so arranged that approximately one-third of the Senate shall be elected each year. The Secretary of the Faculty shall inform each division as to the number of vacancies and length of term of each position to be elected each year.

No members shall be eligible for re-election until one year has elapsed following his or her term of office or resignation. No person shall be eligible to represent more than one division.

PROPOSED WORDING
4) Terms and Limits of Membership. Senate members shall be chosen for three-year terms except (1) when senators are being elected to represent a newly-created division, or (2) it is necessary to arrange terms so that approximately one-third of a division's senators shall be elected each year. In these two cases, faculty members in the said divisions receiving the largest number of votes will be elected to three-year terms, and those with decreasing numbers of votes will be elected to two- and one-year terms as necessary to provide that approximately one-third of the Senate shall be elected each year.

No members shall be eligible for re-election until one year has elapsed following his or her term of office or resignation. No person shall be eligible to represent more than one division.

Rationale:
A review by division of the Senate term expirations over the last five years illustrates the problem of turn-over and provides the rationale for the proposed constitutional amendment.

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