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**February 5, 1981**

University of North Dakota

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MINUTES OF THE UNIVERSITY SENATE MEETING

February 5, 1981

1.

The February meeting of the University Senate was held at 4:05 p.m. on Thursday, February 5, 1981, in room 7, Gamble Hall. Bonniejean Christensen presided.

2.

The following members of the Senate were present:

Clifford, Thomas	Hampsten, Richard	Omdahl, Lloyd
Basuray, Tom	Hess, Carla	Oring, Lewis
Bender, Myron	Hill, Lawrence	Randorf, Jeff
Bolonchuk, William	Johnson, A.W.	Reid, John
Bott, Alexander	Keel, Vern	Ring, Benjamin
Boyd, Robert	Kemper, Robert	Rowe, Clair
Brumleve, Stanley	Kinghorn, Norton	Schilson, Elizabeth
Bryan, William	Korbach, Robert	Schubert, George
Bzoch, Ronald	Landry, Dick	Seabloom, Robert
Carlson, Todd	Larson, Omer	Simmons, Jim
Christensen, Bonniejean	Loendorf, Lawrence	Smiley, Mary Helen
Clark, Alice	Markovich, Stephen	Tomasek, Henry
Curry, Mabel	McElroy, Jacquelyn	Uherka, David
Fletcher, Alan	O'Kelly, Bernard	Warner, Edward
Furman, Leola	O'Kelly, Marcia	Wermers, Donald
Hampsten, Elizabeth	Oberpriller, John	Wilborn, Graciela
Aas, Alan	Carr, Chris	

The following members of the Senate were absent:

Berg, Marty	Hoekstra, Marten	Pederson, Merle
Dahl, Ivan J.K.	Hogan, Wayne	Seaworth, Tom
Dobesh, Larry	Huber, Darwin	Skogley, Gerald
Gerhard, Lee	Jacobsen, Bruce	Smith, Greg
Glassheim, Patricia	James, Thomas	Traugh, Cecilia
Hamerlik, Gerald	Johnson, Tom	Wakefield, Mary
Henry, Gordon	Langemo, E. Mark	Warden, Karl
Hill, Richard	Myers, Mick	Zinser, Elisabeth

3.

A motion was made and seconded to approve the minutes of the January meeting. Mr. Ring asked that an addition be made to the minutes, under # 9, to give the entire name of A-21 and to state the method of how policy becomes policy. The

Chair said this addition would be made. With the following added explanation, the motion to approve the minutes was voted upon and carried.

A-21 is a circular published by the Office of Management and Budget which establishes principles for determining costs applicable and chargeable to grants, contracts, or other financial assistance instruments between educational institutions and all Federal agencies.

The University Constitution defines several ways in which policy is formed but since the issue in question relates to policies on faculty consulting and outside activities that were recently revised to put UND practices in conformity with effort-accountability mandates from the federal Office of Management and Budget, the following explains how these policies were developed:

In late Spring of 1980, the VPAA's Office was asked to participate with the Committee appointed by the Vice President for Finance in developing forms, policies, and procedure for implementing the OMB guidelines which had to be in place 1 July 1980. The VPAA appointed an academic committee of faculty, staff, and administrators to carry out this task. The Senate Executive Committee members were invited to participate on behalf of the Senate, which had held its last meeting for the 1979-80 academic year. The joint efforts of academic and financial representatives resulted in the two revised policies which were enacted by the President under the emergency provision of the Constitution. The revised policies were forwarded to the Senate Chair in ~~September~~ *October*.

4.

The Chair announced that faculty are encouraged to complete and return the forms for the evaluation of administrators.

The Chair called upon Mr. Clifford to report briefly on the proceedings of the legislature.

5.

Mr. O' Kelly requested the Senate's permission to add an item to the agenda. There being no objection, Mr. O' Kelly introduced, on behalf of the College of Arts and Sciences, a resolution that the Senate, as of February 5, 1981, award the honorary degree of Bachelor of Letters to Mary Jean Mannes, and moved approval of the resolution. The motion was seconded, voted upon and carried.

6.

Mr. Simmons moved that the following shall be an addition to University policy and shall be published in all future printings of the Code of Student Life in the place deemed appropriate by the Editor:

1. Students campaigning for Student Government positions have the right to campaign in residence halls from noon to 10:00 p.m. The campaigning student will report his/her presence to the Head Resident or Resident Assistant on duty at the beginning of each period of campaigning.

The campaigning student may campaign throughout the halls. The escort policy of each hall shall be obeyed. The wishes of the residents of individual dormitory rooms will be respected and obeyed.

2. Campaigning is permitted in University owned and operated apartments and houses from noon to 10:00 p.m.  
The wishes of the individual residents in apartments and houses shall be respected and obeyed in those dwellings.
3. Campaigning in dwellings not owned or operated by the University is to follow the wishes of the owners, operators, and residents of those dwellings.
4. Campaigning is permitted in the hallways and public areas of classroom buildings; it is not permitted in classrooms themselves.
5. Campaigning in public buildings on campus is to be carried out according to the regulations governing those buildings.

The motion was seconded. Mr. Bryan asked permission of the Senate to allow Scot Stradley, Chairman of the Student Policy Committee to speak to the issue. There being no objection, Mr. Stradley stated that the Student Policy Committee hopes to offer something soon in respect to this issue. Mr. Bott pointed out that this type of policy must be approved both by the Student Senate and Student Policy Committee in order to become part of the Code. The motion was voted upon and defeated.

7.

Barrie Wells presented the Report of the Curriculum Committee. He stated that Meteorology 460 should be removed from the list of new courses. A motion was made to approve the report. The motion was seconded. Mr. Bzoch moved to amend by dividing the question, voting on those courses not connected to the new program in Meteorology. The amendment to divide the question was seconded, voted upon, and carried. The Senate voted on the rest of the new courses and the minor in Rehabilitation Services. The motion was carried. Discussion was held on the Meteorology program and courses. Mr. Oring moved to amend by substituting that when and if it becomes impossible to sustain the program on soft money, the program will disappear. The Amendment to substitute was voted upon and carried. The original motion, as amended, was voted upon and carried. (See attachment #1.)

8.

Mr. Wermers presented the report of the Administrative Procedures Committee and moved that it be received. The motion was seconded, voted upon and carried. (See attachment #2.)

9.

The Chair called for nominations for the election of a Chairman of the presidential campus corollary committee to represent the University to the State Board. Mr. Markovich nominated Randy Lee as Chairman and representative. The motion was seconded and discussion followed. Mr. Johnson moved that nominations cease and the secretary cast a unanimous ballot for Mr. Lee. The motion was voted upon and carried.

Mr. Bolonchuk moved that this be changed to a Senate Committee with the following members: Arne Selbyg, William Bolonchuk, Mary Jane Schneider, Ed Chute and Randy Lee. The motion was seconded, voted upon and carried.

10.

Mr. Reid presented the report of the Committee on the Role of Chairpersons and moved adoption of the recommendations and to divide the items. The motion was seconded, voted upon and carried. (See attachment #3.)

Mr. Reid moved adoption of item 1. The motion was seconded, voted upon and carried.

Mr. Reid moved adoption of item 2. The motion was seconded, voted upon and carried.

Mr. Reid moved adoption of item 3. The motion was seconded, voted upon and carried.

Mr. Reid moved adoption of item 4. The motion was seconded, voted upon and carried.

Mr. Reid moved adoption of item 5. The motion was seconded, voted upon and carried.

Mr. Reid moved adoption of item 6. The motion was seconded, voted upon and carried.

Mr. Reid moved adoption of item 7. The motion was seconded, voted upon and carried.

Mr. Reid moved adoption of item 8. The motion was seconded, voted upon and carried.

Mr. Reid moved adoption of item 9. The motion was seconded and discussion followed.

Mr. O' Kelly moved to adjourn to a special meeting to be held in two weeks. The motion was seconded, voted upon and carried. The meeting was adjourned at 5:30 p.m.

11.

The University Senate adjourned meeting of February 5, 1981, was called to order at 4:05 p.m. on Thursday, February 19, 1981, in room 7, Gamble Hall. Bonniejean Christensen presided.

12.

The following members of the Senate were present:

Bolonchuk, William	Hill, Lawrence	O'Kelly, Bernard
Bott, Alexander	Hill, Richard	O'Kelly, Marcia
Bzoch, Ronald	Kemper, Robert	Omdahl, Lloyd
Christensen, Bonniejean	Kinghorn, Norton	Oring, Lewis
Clark, Alice	Korbach, Robert	Reid, John R.
Curry, Mabel	Landry, Dick	Ring, Benjamin
Dobesh, Larry	Larson, Omer	Simmons, Jim
Furman, Leola	Loendorf, Lawrence	Uherka, David
Hampsten, Richard	Markovich, Stephen	Warner, Edward
Hess, Carla	McElroy, Jacquelyn	Wilborn, Graciela

The following members of the Senate were absent:

Clifford, Thomas	Hampsten, Elizabeth	Rowe, Clair
Aas, Alan	Henry, Gordon	Schilson, Elizabeth
Basuray, Tom	Hoekstra, Marten	Schubert, George
Bender, Myron	Hogan, Wayne	Seabloom, Robert
Berg, Marty	Huber, Darwin	Seaworth, Tom
Boyd, Robert	Jacobsen, Bruce	Skogley, Gerald
Brumleve, Stanley	James, Thomas	Smiley, Mary Helen
Bryan, William	Johnson, A.W.	Smith, Greg
Carlson, Todd	Johnson, Tom	Tomasek, Henry
Carr, Chris	Keel, Vern	Traugh, Cecilia
Dahl, Ivan J.K.	Langemo, E. Mark	Wakefield, Mary
Fletcher, Alan	Myers, Mick	Warden, Karl
Gerhard, Lee	Oberpriller, John	Wermers, Donald
Glasheim, Patricia	Pederson, Merle	Zinser, Elisabeth
Hamerlik, Gerald	Randorf, Jeff	

13.

Discussion on item 9 of the report by the Committee on the Role of the Chairperson at UND was continued. Mr. Korbach moved to amend the motion by deleting the "ing" from chair and "(resources, time, salary)", and replacing this with "stipends." The motion to amend was seconded and discussion followed. The amendment was voted upon and carried. The motion, as amended, was voted upon and carried.

Mr. Reid moved approval of item 10. The motion was seconded, voted upon and carried.

Mr. Reid moved adoption of item 11. The motion was seconded and discussion followed. Mr. O'Kelly moved the previous question. The motion was seconded, voted upon and carried. The motion to adopt was voted upon and carried.

Mr. Reid moved adoption of item 12. The motion was seconded, voted upon and carried.

Mr. Reid moved adoption of item 13. The motion was seconded, voted upon and carried.

Mr. Reid moved adoption of item 14. The motion was seconded, voted upon and carried.

Mr. Reid moved adoption of item 15. The motion was seconded, voted upon and carried.

Mr. Reid moved that the committee be disbanded. The motion was seconded. Mr. O'Kelly moved to amend by adding "with heartfelt appreciation of the Senate." The motion to amend was seconded, voted upon and carried. The motion to disband, as amended, was voted upon and carried.

14.

Mr. Reid presented the recommendations of the Faculty Research Committee. (See attachment #4.) He moved endorsement of the recommendations and that the question be divided. The motion was seconded, voted upon and carried.

Mr. Reid moved adoption of recommendation 1. The motion was seconded, voted upon and carried.

Mr. Reid moved adoption of recommendation 2. The motion was seconded. Mr. Oring moved to amend by deleting the words "or unit" until that time when "unit" is defined. The motion to amend was voted upon and carried. The motion, as amended, was voted upon and carried.

Mr. Reid moved adoption of recommendation 3. The motion was seconded and discussion followed. The Chair asked if there was objection to Mr. William Sheridan speaking. There being no objection, Mr. Sheridan spoke in support of the recommendation. Mrs. Clark moved the previous question. The motion was seconded, voted upon and carried. The original motion was voted upon and carried.

Mr. Reid moved adoption of recommendation 4. The motion was seconded. Mr. Bzoch moved to amend by adding the words "where appropriate" at the end of the first sentence. The motion to amend was seconded, voted upon and carried. The motion, as amended, was voted upon and carried.

Mr. Reid moved adoption of recommendation 5. The motion was seconded and discussion followed. Mr. Ring moved to strike the words "requirement for" in the first sentence, and replace them with "desirability of." The motion to amend was seconded, voted upon and carried. The motion, as amended, was voted upon and carried.

15.

Mr. Bolonchuk moved to suspend the 5:30 adjournment rule and continue the meeting. There being no objection, the meeting continued.

16.

Mr. Simmons presented the recommendations of the Senate Executive Committee on the Final Report of the Task Force on the University Senate Committee Structure. He moved approval of recommendation A. Meeting Times - A number of the committees find it extremely difficult to schedule meetings due to conflicting class schedules, etc. It is recommended that a one-year experiment be tried wherein no University class is scheduled from 4:00 p.m. to 5:00 p.m. on Thursdays, or some other suitable time period. Such a time period could be reserved for the Senate to meet on the first Thursday and Senate committees on the remaining Thursdays of each month. Admittedly, this will be difficult, but the Task Force believes the idea should be tried in an effort to make committee work more practical and attractive to faculty members. The motion was seconded and discussion followed. The motion was voted upon and defeated.

Mr. Simmons moved approval of recommendation B. Election of Committee Members - All committee members should be elected and notified in April of each academic year. The month of May could be used for organizing new committees in order that each committee may be ready to function at the beginning of each academic year. The motion was seconded and discussion followed. Mr. Hampsten moved to amend by adding the following words after members in the first sentence, "who are to be elected by the University Senate." The motion to amend was seconded, voted upon and carried. The motion, as amended, was voted upon and carried.

Mr. Simmons moved approval of recommendation C. Terms of Committee Members - The term of membership of all committees should be staggered to provide some continuity to committees from year to year. This problem of a totally new membership on a committee appears to occur frequently and leads to less than optimal production. The motion was seconded, voted upon and carried.

Mr. Simmons moved approval of recommendation D. Committee Support - Each Senate committee should have access to clerical and financial support. The lack of such support leads to reduced effectiveness of committees and/or use of limited departmental resources. It would appear justified that secretarial assistance for Senate committees could be centrally located and made available where needed. A minimal budget for each committee for operational expenses such as photocopying would make committees more productive and eliminate the inequitable drain on limited departmental resources. The motion was seconded, voted upon and carried.

Mr. Simmons moved approval of recommendation E. Reporting To Senate - The Senate should develop and enforce a systematic system of reporting by Senate committees to the Senate. Currently it appears that this is only done haphazardly. Each committee should provide a short, written and verbal report of its activities once each year. The motion was seconded. Mr. Hampsten moved to replace the word "systematic," in the first sentence, by the word "rational." The motion to amend was seconded. Mr. Ring asked that the word "verbal" be replaced by the word "oral." There being no objection to this change, the motion to amend was voted upon and carried. The motion, as amended, was voted upon and carried.

Mr. Simmons said the Executive Committee will not offer item F as a recommendation now as another committee is studying this issue.

Mr. Simmons moved approval of recommendation G. Chair of Senate Committees - The Task Force recommends that the Executive Committee study the question of chairmanship of Senate committees. It would appear that there may be some virtue in requiring such chairmen to be members of the Senate. This should, at the least, provide closer liaison. On the other hand, the disadvantage of narrowing committee involvement may outweigh the advantage. Generally, the Task Force supports such a change, but is not unanimous. The motion was seconded and discussion followed. The motion was voted upon and defeated.

Mr. Simmons moved approval of recommendation H. Communication with Committees - There is a clear need for improved communications between the Senate and its committees. In a number of instances members of a committee had never been informed of their membership. In other cases the duties of the committee were vague or conflicting. A system should be devised whereby members are promptly notified of their selection, the duties of the committee, and the name of the chairman of the committee. The motion was seconded, voted upon and carried.

Mr. Simmons said the Executive Committee would not present recommendation I, since the Faculty Research Committee had reported on this.

Mr. Simmons moved approval of recommendation J. Motivation of Faculty - A mechanism should be developed to encourage more faculty to participate in committee work. It needs to be made clear to all faculty that committee work is expected of all faculty as part of their obligation to the University. The motion was seconded, voted upon and carried.

16.

Mr. Omdahl moved that the meeting adjourn. The motion was seconded, voted upon and carried. The meeting adjourned at 5:45 p.m.

D.J. Wermers  
Secretary

New Courses Approved  
by the Curriculum Committee

January 1981

New Courses

Aviation	101	Elements of Aerospace	3 cr.
Biology	100L	Principles of Biology Lab	1
Biology	101L	Introduction to Biology Lab I	1
Biology	102L	Introduction to Biology Lab II	1
Biology	240	Wildlife Conservation	2
Biology	540	Waterfowl Biology and Management	2
Biology	541	Upland Game Biology and Management	2
CTL	577B	Education of the Visually Handicapped	3
CTL	577C	Communication Media and Methods/ Visually Handicapped	2
CTL	578	Behavior Management for Special Needs Students	3
Comm Dis	522	Neuroanatomy of Communication Disorders	2
C Sci	360	Computer Architecture	3
Geology	530	Advanced Hydrogeology	3
HPER	470	Environmental Interpretation	3
HPER	484	Professional Placement in Recreation	1
Ind Stud	235	Cross-Cultural Seminar	2
Ind Stud	331	Traditional Plains Indian Culture	3
Ind Stud	346	Contemporary Indian Women	3
Meteorology	340	Meteorological Instrumentation	4
Meteorology	360	Dynamic Meteorology (lab)	4
Meteorology	370	Computer Concepts in Meteorology	3
Meteorology	400	Daily Weather Lab I	1
Meteorology	401	Daily Weather Lab II	1
Meteorology	440	Introduction to Radar Meteorology	4
Meteorology	441	Radar Meteorology (lab)	4
Meteorology	450	Introduction to Cloud Physics Meteorology (lab)	4
Meteorology	451	Cloud Physics Meteorology	4
Meteorology	470	Air Pollution	3
Meteorology	480	Micrometeorology	3
Meteorology	498	Special Studies in Meteorology	1-4
Meteorology	499	Internship	4
Music	105	Individual Lessons for Non-Majors	1
Social Work	309	Medical & Psycho-Social Aspects of Disability	3
Social Work	454	Social Work Methods III	3
Social Work	487	Combined Internship (I & II)	12
Speech	284	Radio Practicum	1-2 var.

Visual Arts	371	Advanced Fibers	3
Voc. Ed.	431	Career & Voc. Ed. of Special Needs Students	3

Dropped Courses

Biology	512	Palynology	2
Biology	571	Sampling Theory	4

New Programs

B.S. in Meteorological Studies

Minor in Rehabilitation Services

(Complete Program Proposals are on file in the Registrar's Office and can be viewed there.)

## REPORT FOR 1979-80

## ADMINISTRATIVE PROCEDURES COMMITTEE

## Membership (Terms begin in December)

Three Faculty Members  
Two Deans  
One Student

R. Bzoch, J. Dixon, R. Seabloom  
A. Fletcher, G. Schubert  
D. Ulseth

The Administrative Procedures Committee met weekly to review student petitions for deviations from General Graduation Requirements and other administrative procedures. Faculty requests to change grades were also reviewed.

Student petitions generally dealt with the following areas:

1. Late Registrations, late Drops, and late Adds.
2. Substitutions or waivers of the four general education areas.
3. Removal of Fs for courses in which students assumed that they were dropped by faculty for non-attendance or for courses students assumed that they had dropped.
4. Waiver of residence requirements.
5. Change of grading type on courses in past semesters or semester of attendance.
6. Overloads

On April 25, 1980 the Committee requested the Academic Policies Committee to review the Senate regulation which reads "At the end of the third class day, an instructor may submit a list of students who have not attended those meetings or contacted the instructor and the Registrar will automatically delete their names from the class roll." Many petitions are submitted requesting grades of F be changed to W because students thought they would be dropped if they missed the first three class periods. The Administrative Procedures Committee recommended that the automatic drop policy be eliminated.

*by vrie*  
COMMITTEE ON THE ROLE OF THE CHAIRPERSON AT UND (COROC)  
(for consideration and endorsement by the University Senate)

In October, 1979, the Committee On the Role Of the Chairperson at the University of North Dakota (COROC) was created by joint commission of the Vice President for Academic Affairs and the University Senate Executive Committee to examine the present roles and responsibilities of departmental chairpersons on campus and to recommend ways to strengthen the effectiveness of that critical office. The fourteen Committee members spent their first year defining issues, enumerating the various possible roles and responsibilities, constructing and administering a 539-item survey instrument for completion by all existing Chairpersons in the six primary academic colleges of the University, and processing and evaluating the resultant data. The second phase was begun in the Fall semester of 1980, at which time the Committee devoted its time and energies to writing the final report and defining appropriate recommendations.

A number of relevant observations can be discerned from information generated in the tenure of this Committee. Prominent among them are the following:

1. It is readily apparent to COROC that today's Chairperson at the University of North Dakota is a dedicated, seasoned, hard working, mature, inadequately recognized and underpaid individual.
2. The role of the Chairperson has grown increasingly difficult and complex in recent years as myriad external demands for paperwork, documentation, and diverse and sometimes conflicting accountabilities have proliferated in inadequately coordinated manners and degrees.
3. Because of great diversity in the missions and expectations of each department a uniform, standard role description can not and should not be attempted. Each unit, however, should be encouraged to define precisely its own responsibilities, roles, and goals.
4. Chairpersons need adequate compensation for the very substantial additional responsibilities demanded of them and for the strenuous additional hours required to fulfill them. At the same time, they need to be encouraged to share some of these responsibilities with others in their departments, not only to relieve them of some of the load, but also to develop other faculty.
5. A critical element in every department is the experience and reliability of qualified secretarial staffing. Measures must be taken to curtail turnover rates and increase the probabilities of attracting highly qualified personnel in these positions.
6. Serious efforts should be made to simplify and to reduce the various and often conflicting demands for information and for action from external sources both within and outside the University.
7. Chairpersons need to be trusted, respected, and relied upon by all administrators to whom they are responsible, with these characteristics clearly evidenced in the actual transactional relationships of the daily conduct of affairs.

Finally, the Committee does not regard the task of improvement in the role of the Departmental Chairperson as completed with this report, even if all recommendations of the report are adopted. Much research on the topic remains to be done, nation-wide. Continuing effort is required to keep the Chair

effectively in tune with changing conditions in academia and its institutions, both nationally and on this campus. The recommendations of this report, in themselves and by their nature, imply the considerable effort still needed from various entities to harmonize the system of which the Chair is such a crucial operating element.

The voluminous data generated by COROC research stands ready to serve the interests of more specific addition information needs, and to serve as a detailed source of definitive bench marks for future inquiries yet to come.

## RECOMMENDATIONS

As a result of the 14 months of efforts by the members of COROC, and on the basis of the data presented in the preceding sections of this report, the following recommendations are presented for implementation by the appropriate administrators at the University of North Dakota:

1. The chairperson of a department be appointed (about March 1) by the President upon recommendation of the dean to the Vice President for Academic Affairs, subsequent to the dean's consultation with the permanent faculty in that department. Any full-time member of the department may be considered eligible for the chairpersonship of the department. Normally, the chairperson of the department should be appointed for three successive years. After a chairperson of any department has served for this period, the dean of the college reviews the work of the department with the faculty in the department and the chairperson. He or she shall discuss the functioning of the department in general, the possible selection of another member of the department who might be asked to serve as chairperson or the reappointing of the present chairperson.
2. The specific roles and responsibilities of chairpersons be defined individually and mutually by each respective dean and department. While there is a common core of duties and expectations of chairpersons (as outlined in the Faculty Handbook, pages 20-21), the dean, the chairperson, and the departmental faculty should also mutually define the chairperson's balance of responsibilities for administrative functions, on the one hand, and for teaching, research and creative activities, and service, on the other hand. This is especially important at the time of initial appointment of a new chairperson, and should be reflected in a position description mutually acceptable to the dean, the chairperson, and the department faculty. Departments should have a system for periodic review and modification of such a statement in light of changing directions in the department and disciplines.
3. An annual orientation meeting of all "new" chairpersons be organized and scheduled by the Vice President for Academic Affairs each Fall Semester. The purpose would be to discuss common roles and responsibilities, exchange ideas, and explain administrative matters.
4. An annual conference of all chairpersons be organized and convened by the Vice President for Academic Affairs, in consultation with the Council of Deans. The purpose of this conference being to discuss new policies, potential problems, and new opportunities for chairpersons, and to share common concerns and ideas.
5. Chairpersons be encouraged to delegate departmental responsibilities and to share selected activities with faculty which may develop leadership among the faculty and collective growth of the department.
6. The annual written contract for the chairperson specify the chairperson position, the number of months as chairperson, and the salary. A base nine-month faculty salary and rank should be indicated to the chairperson, as well. Thus, when an individual completes his or her term (or terms) as chairperson and resumes full faculty obligations, he or she will know the base salary and rank which characterize the position.

7. The salary of the chairperson be commensurate with the level of responsibility and authority. Thus, the chairperson's salary should be significantly greater than the individual's base salary when serving in a faculty position.
8. The length of appointment for a chairperson reflect the full period in which the chairperson is engaged in administrative responsibility. Therefore, the chairperson's contract will normally be for more than a nine-month term.
9. The administrative allocation for chairing (resources, time, salary) be funded as an administrative element of budgeting, external to the formula-driven process which determines the faculty personnel budget.
10. The allocation of administrative time and resources for chairing be reevaluated and based upon multiple factors such as:
  - a. for the academic year
    - (1) number of full-time faculty and full-time equivalent part-time faculty,
    - (2) the size and scope of the undergraduate program,
    - (3) the size and scope of the graduate program,
    - (4) the size and complexity of the department,
    - (5) the service and creative activity functions of the department,
    - (6) the mission of the department,
    - (7) the expectations for serving other departments and outside agencies,
    - (8) expectations of central administration and
    - (9) unusual burdens such as major projects, program accreditation, building planning, graduate program review, an unusually high number of new faculty.
  - b. for summer months
    - (1) the teaching activity in the department over the summer,
    - (2) other departmental activity in the summer,
    - (3) requirements for placing, advising, and/or supervising students over the summer, and
    - (4) expectations of central administration over the summer.
11. Each department have an administrative secretary (at least a Secretary IV or V) to conduct the extensive flow of daily administrative activities such as bookkeeping, filing, correspondence, data collection for special projects, forms and reports, assisting faculty in special arrangements (e.g. travel), supervising clerical personnel, taking minutes at meetings, keeping departmental policy minutes records, supervising space and equipment, ordering supplies, planning with and assisting the chairperson, etc.
12. The secretarial assistance requirements of each department be reviewed by the appropriate academic dean with a goal of upgrading those positions by increasing the classification levels for most department secretary positions. Productivity of the department chair (and of the entire department) would be enhanced by the creation of positions which attract and retain competent secretaries. Initial classifications should be reconsidered, for position descriptions do not adequately depict the real duties of a skilled and experienced department secretary. Higher position classifications, when additional responsibilities are assumed by the department secretary, should be encouraged.

13. The Office of Institutional Research be made responsible for entering data from such sources as the new Faculty Activities Record into the computer to make those data more readily accessible to administrators, researchers, and chairpersons. That office should also be responsible for providing data for administrative forms normally completed by the department chairperson.
14. All administrative questionnaires and surveys be screened and coordinated by the Office of Institutional Research. Existing data could then be provided directly rather than requiring chairpersons to duplicate existing data. Recommendations should then be made to the Vice President for Academic Affairs for final disposition of the questionnaire and survey requests.
15. Chairpersons be allocated line-item budgets for travel and equipment, as well as for supplies for their department.

January 13, 1981

John R. Reid, COROC Chairperson, Geology  
Donald E. Bostrom, Accounting and Business Law  
Beverly W. Brekke, Special Education  
William Dando, Geography  
Ronald G. Engle, Theater Arts  
Richard L. Hill, Educational Administration  
Frank F. Kelley, Visual Arts  
Olen Kraus, Arts and Sciences  
Donald P. Naismith, Mechanical Engineering  
M. Helen Smiley, Health, Physical Education & Recreation  
Paul C. Taylor (Management)\*  
Ramses B. Toma (Home Economics and Nutrition)\*  
Wilbur O. Weisser, Physics  
Elisabeth A. Zinser, Nursing

\* served during 1979-80 Academic Year only

RECOMMENDATIONS TO PROMOTE, EXPAND, AND REWARD RESEARCH  
at the  
UNIVERSITY OF NORTH DAKOTA

Introduction

The Faculty Research Committee of the University of North Dakota, a Senate Committee, is among other things charged with encouraging research on this campus. In the past, this charge has largely been met by inviting, evaluating, and funding small research projects, particularly for new faculty members who need funds and encouragement to initiate their own research. However, this single effort has been frustrated because research on this campus has evolved mostly at the expense of the researcher's time and has been largely unrewarded both by the administration and certainly by the Legislature. Although faculty are expected to provide teaching, research and service to the University, only teaching is funded by the State. In addition, in many departments faculty are expected to do research but are not provided the necessary release time from teaching and committee responsibilities; nor are they provided the funds necessary to purchase the equipment, the supplies, or to hire assistants. There is also the frequent cry that there is no recognition of the effort of UND researchers by promotions and salary increases.

The above issues have concerned the Faculty Research Committee this past year and a half. Through this document we wish to initiate policy to correct these deficiencies. Specifically, the Legislature must be convinced that a significant appropriation be made available for research at UND. Second, we have designed a mechanism which we feel will increase the level of research and creative accomplishments at UND, and will reward appropriately those who have been successful in generating research funds.

With support from the President's Office, the Faculty Research Committee makes the following recommendations for Senate consideration and endorsement.

Recommendations

1. The Faculty Research Committee at UND recommends that the North Dakota Legislature establish a General Research Fund at UND to provide at least the following, in addition to those research bureaus presently funded:
  - a. \$100,000 for the operations of the Office of Research and Program Development (present budget)
  - b. \$40,000 for the Faculty Research Committee (present budget is only \$30,000)
  - c. \$20,000 for the Graduate School (present budget)

In order to fully justify this need, we endorse the creation of a study on research at the state institutions of higher learning by the Legislative Council.

2. The Faculty Research Committee further recommends the establishment of an Institutional Research Fund. We recommend that the level of funding for this would be pegged at 50% of those indirect costs recovered from all sponsored research and service awards which bear a full, government-approved indirect cost rate.

We recommend that these funds be designated for the following uses:

Until the General Research Fund receives State appropriation, the first \$160,000 be used to continue the needs of the Office of Research and Program Development (ORPD), the Faculty Research Committee (FRC), and the graduate student stipends, as presented in the first recommendation. Any additional monies will go directly to the department responsible for generating the indirect costs. But, once 20% of the Institutional Research Fund exceeds \$160,000, any additional Institutional Research Funds remaining be distributed, 80% to the department, or organization responsible for generating the indirect costs, and 20% to be divided equally between the ORPD, the FRC, and the Graduate School for their specific use to encourage research on this campus.

3. We recommend that each appropriate department establish a policy for the use of such funds allocated to it through the Institutional Research Fund. We further recommend that the department policy consider a percentage to be made available to the faculty member(s) responsible for generating the funds for such possible uses as meeting additional expenses of the project, and traveling to conferences related to the research.
4. We recommend that Deans and Department Chairpersons should be strongly encouraged to recruit new or replacement faculty who show promise or who have a demonstrated record in conducting research where appropriate. Especially in those Departments having graduate programs, new faculty should be provided scheduled time and required to engage actively in research and scholarly activities. Seed money of the order of about \$5000 should be available either through the Department or the Office of Research and Program Development to assist new faculty in graduate departments in getting their research programs initiated. Such funds will provide a major part of the recruiting incentives to attract top quality faculty for development of departmental and institutional research programs. In those departments where research is actively undertaken, adequate time and financial resources must be provided to retain productive senior faculty.
5. We also urge that, where appropriate, the promotion and tenure review policies and procedures continue to emphasize the desirability of demonstrated research performance or creative activity for a faculty member to be retained and advanced in rank. The Faculty Research Committee recognizes that the University administration may not be able to apply the same requirement regarding research and service to all disciplines and departments, but it does recommend that, in those areas where graduate education is ongoing or where the discipline affords an opportunity for research, the promotion and tenure evaluations and reviews adequately incorporate research performance. Those faculty who do establish exemplary research programs should be rewarded both through adequate salary increases and/or accelerated promotion. Deans and Department Chairpersons should be encouraged to take additional measures to reward, through merit salary increases, those faculty who are research performers, as well as good teachers.

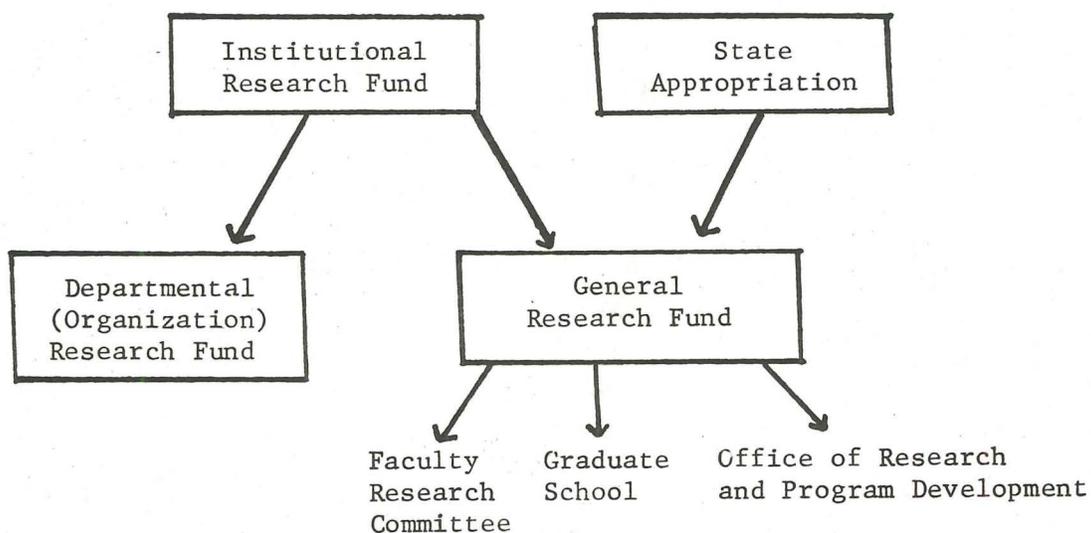
The Faculty Research Committee believes that the following would result from implementation of these recommendations:

1. Because faculty and departments would receive direct benefit from the University for generating research funds, they would be willing to spend the required time in initiation of proposals for outside funding, and in the resulting creative activities.

2. As funds become available to departments there will be a change in the direction of requests to the Faculty Research Committee and the Office of Research and Program Development. Presently, many faculty members receiving extramural support have found it necessary to request funds from ORPD and FRC to meet financial inadequacies in their research efforts or to initiate new areas of investigation. Implementation of these recommendations would result in a decrease in these requests to ORPD and FRC, as departments would have additional discretionary funds to meet their faculty research needs. In effect then, this would free up the funds available to the Faculty Research Committee and the Office of Research and Program Development, making more funds available to those departments for which outside funding is more difficult.

The end result of this would be an eventual significant increase in the number of research projects at the University of North Dakota, an increase in the amount of funds available as indirect costs, and an increase in the morale of researchers at this University.

#### SUMMARY SCHEMATIC DIAGRAM OF PROPOSED UNITS AND FLOW OF FUNDS



Faculty Research Committee

John R. Reid, Chairperson  
 Elizabeth Schilson  
 Richard Baltisberger  
 Jackie McElroy  
 Henry Stinnett  
 Paul Wright  
 Earl Freise, ex-officio