#### The University of Akron

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The University of Akron Faculty Senate Chronicle

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## Faculty Senate Chronicle October 18, 1984

Heather M. Loughney

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# the university of akron

# a report to the faculty of the university of akron

1984-85, No. 2 (21 pages)

October 18, 1984

#### COMMITTEE ASSIGNMENTS, 1984-85

#### University Council

By virtue of administrative assignment, the following will hold office on University Council: Mr. Donald L. Bowles, Director of Facilities Planning; Dr. Faith I. Helmick, Acting Assistant Provost and Director of Academic Personnel Services.

The College of Engineering has elected Dr. John Serafini, Associate Professor of Mechanical Engineering, to fill the vacancy on University Council created when Dr. Philip Gerhart resigned. He will also fill Dr. Gerhart's empty seat on the Academic Policies, Curriculum and Calendar Committee for 1984-85.

#### University Council Standing Committees

The selection of chairmen of University Council Standing Committees has been completed for 1984-85 (except for the Faculty Rights and Responsibilities Committee):

Procedural: Dr. John S. Watt

Academic Policies, Curriculum and Calendar: Dr. John S. Watt

Athletics: Dean H. Kenneth Barker

Campus Facilities Planning: Mrs. Minnie Pritchard

Faculty Rights and Responsibilities: To be elected

Faculty Well-Being: Mrs. Ruth Clinefelter

Library and Learning Resources: Dr. Robert Jones

Reference: Mr. Kenneth McCormick

Research (Faculty Projects): Dean Alan Gent

Student Affairs: Dean R. L. Hansford

The student members of University Council Standing Committees have been announced by the Procedural Committee for 1984-85:

Academic Policies, Curriculum and Calendar: Mr. Theodore Kurela, Ms. Cynthia Mostoller, Mr. Frank Pignatelli, Miss Barbara Sculley.

Athletics: Mr. G. David Bline, Mr. Dolphis A. Sloan, Mr. Brian Walsh.

Campus Facilities Planning: Miss Susan Beck.

Library and Learning Resources: Miss Dana Cummins, Mr. Walter P. Morton.

Student Affairs: Mr. Richard A. Danals, Mr. Bret Hamlin, Miss Cindy L. Hostetler,
Miss Brenda Justice, Mr. Rob M. Kochis, Mr. John F. Myers, Mr. John Robinson,

Mr. Rodney (Yates) Smith.

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#### UNIVERSITY REPRESENTATIVES, 1984-85

#### FACULTY ADVISORY COMMITTEE TO THE PRESIDENT, 1984-85

Buchtel College of Arts and Sciences—Dr. David C. Buchthal, Associate Professor of Mathematical Sciences

College of Engineering—Dr. Rudolph J. Scavuzzo, Professor of Mechanical Engineering

College of Education—Dr. Stephen J. Thompson, Associate Professor of Education College of Business Administration—Dr. Jonathon S. Rakich, Professor of Management

College of Fine and Applied Arts—Dr. Mary C. Rainey, Professor of Home Economics College of Nursing—Ms. Joanne M. Marchione, Associate Professor of Nursing School of Law—Mr. Richard L. Aynes, Associate Professor of Law Community and Technical College—Dr. George J. Makar, Professor Ex Officio—Dr. John S. Watt, Acting Senior Vice President and Provost

#### SEARCH COMMITTEE, SENIOR VICE PRESIDENT AND PROVOST

Administrators: Dean Lillian DeYoung College of Nursing

Dean Robert Weyrick Community & Technical College

Faculty: Dr. William McGucken Buchtel College of Arts & Sciences

Dr. Glenn A. Atwood College of Engineering
Dr. Kenneth C. Hoedt College of Education

Mr. James E. Inman College of Business Administration

Dr. John D. Bee College of Fine & Applied Arts
Mrs. Elaine F. Nichols College of Nursing

Ms. Dana F. Castle School of Law

Mr. Thomas P. Herbert Community & Technical College
Mrs. Ellen S. Politella Wayne General & Technical College

Students: Ms. Lynne Yanyo

Mr. John Dages

#### REACCREDITATION

For the seventh consecutive year the Speech and Hearing Center, in the College of Fine and Applied Arts, has been accredited (1984-85) by the Professional Services Board of the American Speech-Language and Hearing Association as a certified public service facility.

#### NECROLOGY

Dr. Ray Sandefur passed away suddenly on August 23, 1984. He had retired in August 1978 as Dean Emeritus of the College of Fine and Applied Arts and Professor Emeritus of Speech. He held B.A. and B.S.Ed. degrees from Emporia State Teachers College and the M.A. from the University of Colorado. He was a lieutenant J.G. in the U.S. Navy, 1943-46 and earned the Ph.D. from the State University of Iowa in 1950. Following college teaching assignments in Kansas and Iowa, he joined the faculty of The University of Akron in 1950 as Associate Professor of Speech and Acting Head of the Department, becoming Head in 1951 and Professor in 1952. When the College of Fine and Applied Arts was established in 1967 he was appointed its first Dean. Dr. Sandefur was active in the development of the E.J. Thomas Performing Arts Hall, was innovative in the growing arts and professional programs and courses in his College and on campus; was an enthusiastic and respected supporter of the University throughout the community and in state and national organizations. He coauthored numerous articles on his discipline, belonged to honorary societies, and traveled extensively throughout the world. The Experimental Theatre was named in his honor in Guzzetta Hall. Dr. Sandefur is survived by his wife, Arlene; his son, Dr. Robin Sandefur (Director of Medical Television at the University of Texas); and daughter, Mrs. Renee Pipitone (also a teacher).



#### SUMMARY OF THE UNIVERSITY OF AKRON ANNUAL FALL RETREAT Atwood Lake Lodge - August 23-24, 1984

The 1984 Annual Fall Retreat for The University of Akron was held at Atwood Lake Lodge, Dellroy, Ohio, August 23-24, 1984, with representatives of the faculty, administration, and students participating in the general sessions and small group discussions. The two major goals for the 1984 retreat were:

- to identify specific means by which The University of Akron Strategic Planning Process could be strengthened, and
- to identify specific issues on which The University of Akron should focus for the next 12 months.

The Retreat further provided an opportunity for President D. J. Guzzetta to share his parting thoughts with the participants, and for President-Elect, William V. Muse, to accelerate his orientation to The University of Akron and to share some of his early thinking with the participants.

Areas identified during the Retreat that would require attention to improve the University's Strategic Planning Process included:

- improved information sharing on the plans, their status, priorities and decisions;
- 2. more visible advocacy for the process from the top administration;
- demonstration of results;
- integration of the planning process with the decision-making resource development and resource allocation process;
- accountability in both the development of the plans and implementation of the activities related to the plans;
- 6. a realistic timetable for the process;
- 7. minimizing requests for similar types of information.

Specific issues that would require attention at The University of Akron for the next 12 months covered the areas of organization and structure; resource development and allocation; quality and excellence; enrollment; and public service and research. The approaches recommended for addressing these issues emphasized periodic program review, minimizing duplication of courses and programs, identification of centers of excellence beyond the Polymer Science and Engineering centers, and clear definition of expectations concerning public service activities.

In his closing remarks, President-Elect Muse identified planning as strategic thinking critical to the success of the University and as the responsibility of every line manager. In this respect, the results of the 1984 Annual Fall Retreat would provide the basis for the development of the subsequent steps of the Strategic Planning Process.

Copies of the full report of the 1984 Annual Fall Retreat are available from Mr. Foster S. Buchtel, Executive Assistant to the President.



UNIVERSITY DATES	
October 18	University Brass Choir, Guzzetta Recital Hall, 8:15 p.m.
October 19	Alumni Breakfast Club, Dr. Jesse Marquette, Speaker, University Club, 7:15 a.m.
October 19-20	University Theatre presents "Taming of the Shrew", Thomas Hall, 8:15 p.m.
October 20	Soccer game, Akron vs. Michigan State, Jackson Field, 2 p.m.
	University Orchestra, Guzzetta Recital Hall, 8:15 p.m.
October 22	University Symphony Band, Thomas Hall, 8:15 p.m.
October 23	Tuesday Musical Club presents Malcolm Frager, pianist, Thomas Hall, 8:15 p.m.
October 24	Soccer game, Akron vs. Oakland, Jackson Field, 4 p.m.
October 25	Paragon Brass Quintet in Residence, Guzzetta Recital Hall, 8:15 p.m.
	Gold Series presents Stars of the D'Oyly Carte Opera Company in a full Gilbert & Sullivan Recital, Thomas Hall, 8:15 p.m.
October 26	Theatre Series presents "Groucho" starring Gabe Kaplan, Thomas Hall, 8:15 p.m.
October 27	University Club's 75th Anniversary Dinner and Dance, 6:30 p.m.
	Football, Akron vs. Tennessee Tech, Varsity "A" Night, Rubber Bowl, 7:30 p.m.
	Cabaret Series presents Sandler and Young, Thomas Hall, 8:15 p.m.
October 31	Thomas Hall presents the National Shakespeare Company of New York's production of "Macbeth", 8:15 p.m.
November 1	Regular meeting of University Council, Leigh Hall 307, 3 p.m.

#### THE UNIVERSITY OF AKRON CHRONICLE-Policy and Contents

In following its policy of publishing official reports of the University Faculty, University Council, and the Administration each month during the academic year, the Chronicle will also provide formal notices of general faculty meetings, legislative action and other data of particular import for the faculty and staff. Any comment concerning the contents of the Chronicle may be directed to the office of the Acting Senior Vice President and Provost.



MINUTES OF MEETING OF UNIVERSITY COUNCIL, October 4, 1984

The regular meeting of the University Council was called to order by the Chairman, Acting Senior Vice President and Provost, Dr. John S. Watt, at 3 p.m. on Thursday, October 4, 1984, in Leigh Hall 307.

Fifty-eight of the 75 members of Council (including three ex officio for 1984-85) were present. Those absent with notice were: Mr. Lloyd C. Anderson, Mr. Donald Bowles, Dr. C. S. Chen, Dean Lillian DeYoung, Dean James W. Dunlap, Dr. William Fleming, Dean Alan Gent, Dean Louis Hill, Miss Cindy Hostetler, Dean Donald Jenkins, Dr. Regis McKnight, Dr. Judith Noble, Dr. Mary Rainey, and Dr. Robert Savinell. Others absent were: Mr. John F. Myers, Miss Barbara Sculley, and Dr. John Works.

The Chairman, in calling for consideration of the minutes of the regular meeting of the University Council of May 3, 1984 as printed in <a href="The University of Akron Chronicle">The University of Akron Chronicle</a> of May 18, 1984, noted the following corrections in recording votes cast and reported:

On Page 5 - Election of President Pro Tempore for 1984-85, votes cast should have been reported: Dr. Linda Moore 33

Dr. Linda Moore 33
Dr. Don Gerlach 16

On Page 6 - Election of Members of the Procedural Committee, votes cast should

have been reported: Dr. William McGucken 34

Dr. William Beyer 34

Dr. Frederick Sturm 41

Mr. Forrest Smith 22

On Page 6 - Election of Akron's Representative on the Faculty Advisory Committee to the Chancellor of the Ohio Board of Regents, votes cast should have been reported:

First Vote - Dr. William Fleming 22 (elected)

Dr. William Beyer 12

Dr. Warner Mendenhall 11

Second Vote - Dr. Warner Mendenhall 28 (elected)

(For Alternate) Dr. William Beyer 17

It was moved, seconded and carried that the minutes be approved as corrected.

Dr. Watt introduced Dr. William V. Muse, saying that he was pleased that the new President could be present today for a brief period so that he could give the next agenda item, "Remarks of the President".

President Muse thanked Dr. Watt and continued, "I am pleased to have the opportunity to visit with you for a few minutes and I particularly want to thank all of you for the time and effort that you expend in advancing the purposes of this University. The last month has been a very hectic time for me and my family, but it has been a very exciting time, too. I am not accustomed to having my schedule printed in the newspaper and I hope it will not be there every month because the problem that we now have is that all of those who weren't listed in the paper have been calling wondering whether or not they are still on the schedule for a talk or a visit.

"The reception that we have received within the community has been very warm and the same has been true within the University family as well. I certainly thank all of you for your contributions to that. I am excited about being here and am very pleased to be a part of this University and to have the opportunity to work with all of you. As you might be aware, I am in the process of visiting each of the colleges as well as other academic units within the University to get a better understanding of the functions and activities within a



particular section of our operations. So far, I have visited the College of Education and the College of Fine and Applied Arts; in each of those visits I had an opportunity to talk with each of the Deans and the Department Heads and get a presentation from them about their activities, what their hopes and ambitions for the future are, and what some of their problems are. They always seem to be anxious to talk about all of those. I have also had an opportunity to visit the Computer Center as well as all of the activities in Spicer Hall.

"I might just comment on some of the things in which we are deeply involved in terms of trying to achieve what I hope will be an improved operation. The Strategic Planning Process is one that we reviewed at the Atwood Retreat and there was a good bit of discussion there about what might be done to improve the Process. We have been trying to implement those suggestions since then. My objective is that the Strateic Planning Process be an integral part of what we do on a day-to-day basis; be a part of the line management responsibilities of each of the Vice Presidents, the Deans, Department Heads and the personnel involved in the decision-making and resource allocations function; that the Planning Process be integrated within the budgeting process so that what we say we want to do will fit into the budget process in terms of allocating the money according to those priorities and according to the goals that we set.

"I have also had several discussions and have initiated several things concerning the evaluation process throughout the University. I have asked that the existing process which calls for the evaluation of department heads at the end of a four-year cycle be activated in cases where it hasn't been performed in the past. I have asked Dr. Watt to recommend a process to me whereby Deans can be evaluated on a similar format. Each of the persons who reports to me—Vice Presidents and other members of the President's staff—would be evaluated according to a system which we will design whereby we jointly agree upon the goals and objectives that will be pursued for this year. I have asked that a system for the evaluation of what we call General Faculty or those people who hold administrative positions in the institution be established. I have also indicated to Dr. Watt that I want to look at the process for faculty evaluations, looking at not only the process itself, but at the criteria, both for annual review for salary increments as well as the process for reviewing individuals for promotion and tenure. Dr. Watt and I are going to be discussing that process.

"To me, it is not a question of whether we do or do not evaluate performance—we do that every time we make a decision. It is simply a question of whether we do it systematically, whether we do it fairly, and whether we do it right. And I think we ought to do it right.

"I have appointed a Marketing Committee, a committee to look not only at the question of how and where we recruit students, but to look at the whole question of the image of the institution, and how we might be able to improve that image within certain market places, not only among potential students, but certainly among potential donors, within the community, and within the broader academic community of which we are a part. That group is asked to make some recommendations to me as to a strategic plan for marketing.

"A Search Committee for the Provost is to be appointed this week. So far, I have all the names of the individuals elected by colleges; the administration has elected Lillian DeYoung and Robert Weyrick from their group. Two students have been elected and I will be announcing that group, hopefully, by tomorrow.

"I particularly want to commend Dr. Watt for his willingness to accept the position of Acting Senior Vice President and Provost this year and for the superb job that he has done. I have enjoyed working with Jack during the month or so that we have been together and I am confident that we will have a very good year. We are all fortunate to have someone of Jack's knowledge, capability and understanding of this institution to perform this very



vital and critical task of leadership. I have assured him that I don't intend that this should be a caretaker job for him—he has too much experience, too much knowledge of this institution, for us to do anything other than proceed ahead in both solving our problems and pursuing the goals and objectives that we want to pursue.

"Again, I am extremely excited about the University. I think The University of Akron is a very fine institution. I have been impressed by the accomplishments of the faculty and I think that this institution is probably a lot better than many people think it is, both regionally and nationally, and maybe even better than some of you think it is. We need to look at our strengths; we need to look at where we are strong and let people know about that. We also need to look at weaknesses and see what we can do about correcting them.

"I am very pleased to be with you and as one very perceptive pundit said, "The future is before us". I think if it is before us, we might as well detect it. Thank you very much."

Reporting for the United Way campaign committee, Dean Carrino told Council that Mr. George Ball is again chairman of the campaign and is doing his usual outstanding job. This year's goal has been set at \$78,000; as of this morning, \$42,993.96 has been received from 560 contributors, representing 55.1 percent of the goal.

Moving to the next item on the agenda, the Acting Provost announced that there was one vacancy for an elected member of Council to serve on the Procedural Committee for 1984-86, the two-year term vacated by Dr. Frederick Sturm. Mrs. Deborah Weber nominated Mrs. Minnie Pritchard. It was then moved that the nominations be closed. The motion was seconded and carried; Mrs. Minnie Pritchard was elected to the two-year term on the Procedural Committee. The Chairman pointed out that a member can serve on only one standing committee of Council, meaning Mrs. Pritchard would need to relinquish her seat on the Campus Facilities Planning Committee.

Beginning the reports from the standing committees, Dr. C. Frank Griffin stated that the committee met twice—once on June 1, 1984 to make appointments to the standing committees and the second time on September 19, 1984 to set the agenda for today's meeting of University Council; in addition, student appointments were made to the Council's standing committees.

The Chair recognized Mr. David Brink, who called attention to an error in the "Schedule of University Faculty Meetings" on Page 6 of the September 18, 1984 issue of The University of Akron Chronicle—University Council meets on December 6, 1984, not December 3, with no meeting scheduled in January. The Chairman acknowledged this correction and assured Council that the minutes would reflect the change.

Upon recognition from the Chair, Dr. Gerlach reminded the Procedural Committee of a concern he had expressed in May regarding what he considered to be a practice in conflict with the Council Bylaws which specify that meetings are to be held at least once a month during the fall and spring semesters, which he believes includes the month of September. He asked why this rule is not being followed and what can be done about it.

Dr. Griffin, speaking for the Procedural Committee, said he thought the change in Provosts and the change in the chairmanship of the Procedural Committee caused this referral to be inadvertently overlooked.



Dr. Watt recalled that there had been several conversations in May about whether or not there should be a meeting in September and said it was his understanding that there were two reasons: 1) the first meeting would fall on the Thursday of the first week of classes, which would be inconvenient; 2) the change in administration at both the presidential and vice presidential levels, presented difficulties. For these reasons, it was decided to go to October for the first Council meeting. Although the Procedural Committee met in September, the only items of business were the final committee appointments and the agenda for the October meeting of Council. This question can be placed before Council next spring for direct action and the Procedural Committee and/or the Provost can schedule meetings in September, if this is Council's desire.

Dr. Gerlach's rejoinder was that he believed the rules should be followed as stated in the Council Bylaws and if it is the considered opinion of Council that a September meeting is not necessary, then those rules should be changed. He asked the Procedural Committee to take this into consideration some time between now and the spring. He reiterated that it would be to everyone's advantage to get an earlier start in September, if not the first week, then the second or even the third.

Proceeding with standing committee reports, Mr. Baldwin told Council that the Academic Policies, Curriculum and Calendar Committee met on September 25, 1984 and aside from announcing subcommittee appointments, no other action was taken.

Reporting for the Athletics Committee, Dean Barker said he was elected chairman at the first meeting on September 27, 1984. The committee was presented with a press release and a statement made by President Muse at a press conference which was held concerning the N.C.A.A. investigation. The news release had also been distributed to all University faculty and staff. Dr. Barker said an ad hoc committee has been appointed, chaired by Mr. W. Stuver Parry, President of the Akron Welding & Spring Company and former soccer coach at The University of Akron. The committee is made up of a number of University personnel representing Student Financial Aids, the Admissions Office, the Registrar's Office, University College and several former athletes. This group will be reviewing every aspect of the athletic program as it related to the N.C.A.A. regulations and the regulations of the Ohio Conference, and will make recommendations to the Athletics Committee and to the President as to how any possible violations of the Conference regulations can be avoided. Mr. Gordon Larson, Director of Athletics, and members of his staff will assist.

The Athletics Committee passed a resolution on Mr. Larson's retirement, thanking him for twenty-three years of service to the University. As a personal statement, Dr. Barker added that over the years Mr. Larson, as Athletic Director, informed every coach hired that he was expected to abide by the rules and regulations of N.C.A.A., otherwise he would be relieved of his duties. The coaches involved in the N.C.A.A. investigation are no longer with the University. There were no academic infractions on the part of the administration and every effort will be made to prevent the development of a similar situation in the future. He pointed out that the infractions involved only one sport and did not affect any others.

Mrs. Minnie Pritchard reported that the Campus Facilities Planning Committee held its first meeting on September 19, 1984 at which time she was elected chairman and Mrs. Norma Pearson, secretary.

There was no report from the Faculty Rights and Responsibilities Committee. As a member of the committee, Dr. Dale Jackson told Council that the committee has not yet held a meeting to elect a chairman for 1984-85.



Mrs. Ruth Clinefelter, reporting for the Faculty Well-Being Committee, said the first meeting was held on September 21, 1984. This was an organization meeting and she was elected chairperson. The committee decided that top priority should be given to further consideration of the University's adoption of the Retirement Incentive Program offered by the State Teachers Retirement System and to the question of health care coverage on needs of part-time faculty. Consideration of the latter will be based largely upon the results of the survey "Need for Health Insurance" that was circulated to all part-time faculty last spring. A copy of the completed survey is attached to the report to Council and appears in the Appendix to the Council minutes. The committee will consider this information in detail at its next few meetings in order to make recommendations to Council.

Dr. Robert H. Jones read the following report from the Library and Learning Resources Committee:

The committee met at 3 p.m. on September 26, 1984 in the Library Conference Room. Director Hodowanec asked for approval of the agenda, and then called for election of a chair for the year. The committee elected Robert H. Jones.

Director Hodowanec distributed a document outlining the "Resource Allocation Process for 1984-85", and briefly discussed it. The gist of it is that money will be allocated to broad subject areas (not directly to departments, as in the past) such as Behavioral Sciences, Business, Education, Fine Arts and Literature, and the like. The amount was derived by comparative analysis of past allocations, inflationary trends, and projected expenditures for multilibrary resources as well as the curricular and research needs of individual academic departments to determine how best to subdivide the total amount allocated for each broad subject area among the academic departments. Each subject bibliographer will meet with each academic department or its representative to discuss the proposed resource allocation to apprise the department of the bibliographer's findings and to receive advice from the department. On this basis, further refinement of the proposed allocation may occur as well as identification of acquisition priorities. The subject bibliographer's recommendations and justifications then are submitted to the Head of the Collection Management Department and eventually to the Director. The Director will share the information with the Deans for their comment.

The Director then discussed computer automation and its progress. The LS2000 System with which the Library had experimented in connection with OCLC has been jettisoned and a Hewlett-Packard Program adopted in its place. The new system should be operative by February. It may well be possible to plug into this system from a home or office computer.

The committee, after some discussion, decided that it would hold regular meetings on the fourth Wednesday of each month (except December) of the school year at 3 p.m. in the Library Conference Room. The committee adjourned at 3:55 p.m.

Responding to the Chair's request for comments, Dr. Katherine Hinckley asked if there would be no further budgets for department's libraries, and asked who would do the ordering under these circumstances. She said the Library and Learning Resources Committee seemed to have no role during the preceding year and to all appearances does not have a role this year. She asked for a definition of the committee's responsibilities.

Dr. Jones agreed that the committee was rather limited in practice last year and he does not know just what limitations will be imposed this year. He referred to Dr. Hodowanec for an explanation.



Dr. Hodowanec confirmed that the committee does have rather limited involvement; that it would like more involvement not based solely on financial increments, which is often the case, but also to review existing resources, compare them with expenditures, etc. The bibliographers could then identify where the resources are and review this information with the individual departments, discuss curricular plans and establish where we are and where we need to be in order to meet informational needs in support of curriculum. Based on this information and as part of this process, consideration is being given to the development of a Development Manual which would identify procedures in a systematic manner.

Allocations were projected for each academic department based on the past five years. These will be reviewed by broad subject areas in terms of the bibliographers' responsibility. When the departments discussed the options, there was not enough time to assess the existing inventory and collections before the beginning of the fiscal year. It was impossible to get the committee together over the summer which forced us to come up with a compromise; hence the decision of 50 percent of last year's allocation up to the point where the subject bibliographers could make a reassessment of the process. This means the process of departmental involvement should be more thorough and comprehensive based on the needs of the department. This is the process for which we are aiming.

Dr. McGucken said that it is still not clear what role this committee plays in the process. He referred to his service on the Library and Learning Resources Committee and said when the subject librarian learned what the allocations were to be, the book allocations were brought to the committee and the committee sat down with the Librarian and looked over the entire process. Under the present system, there seems to be no role for the committee to play, even though the subject librarian and two other people are involved in the allocations before the final allocations are made.

Dr. Hodowanec explained that the other people involved simply represent the organizational structure of the University Library and Learning Resources Center. They manage the department and in a sense provide the necessary information. Before discussing any problems involving the Library and Learning Resources Center, that information is shared with the appropriate deans for their input, mainly to get the other side of the coin. At that point, this analysis is presented to the Library and Learning Resources Committee. In order to eliminate the unnecessary process of reporting every detail, we are developing a process which will not be just expenditure oriented.

Dr. Watt added that many who have served on the Library and Learning Resources Committee would understand the problems of money and the attempt to find a reasonable basis for deciding allocations. The present process is an effort to provide more input from departments and there is no intention of depriving the Library and Learning Resources Committee of an opportunity to help make these decisions. After the full process is completed, there will be recommendations regarding ordering books. Part of the process would come after the budget has been established and would be the same as it is now, involving a combination of departmental personnel and the Library and Learning Resources Committee. He said, too, the academic calendar makes it impossible to get the full committee together in the summer. Part of the President's interest in modifying the planning process, as he indicated today in a general way, is to make sure that the end results of the priority planning decisions are adequately reflected and passed on. This would include the budget of the Library. In terms of priorities, it can be assumed that if decisions are made to emphasize certain programs at certain points, those would be reflected in the budget in terms of additional faculty and operations. Consequently, the calendar for this sort of thing should be in the spring rather than the fall after school starts. That would be very helpful in terms of programs and the determination of allocations and the decisions with regard to Library allocations should be made in the spring rather than in the fall.



Dr. Hinckley made one further observation regarding Library allocations, saying it would make a difference whether a department had a full allocation for four years, or whether the allocation was 50 percent of the preceding year, which obviously does not represent a fair allocation.

Dr. Gerlach said it is his thought that what is very much at the center of the concern is the actual work of this Council committee. He wondered, from what has been said so far, whether the process that has been described could not entail bureaucracy on the one hand and faculty advice, consultation and involvement on the other. He said this committee and the Director of the Library need to know exactly what the committee is to be involved in. As a point of illustration, he referred to several memoranda under the name of Mr. Hibbs, one dated August 1, 1984—Subject: "Library Materials Budget Allocations" and one dated August 20, 1984—Subject: "Serials Rationale Procedures". Contained in the first of these, at the end of the second paragraph, is the statement "the subject bibliographers will be able to evaluate needs." This statement is elaborated upon in the paragraph following. Each bibliographer takes care of a number of departments and is not necessarily trained in all of those subject matters. According to the fourth paragraph of this memo, it appears to be the exclusive right of the Director of the Library to decide whether a consultation, in the event of conflicting judgment, is indicated. This seems to imply that the department itself has no right to appeal to the Director and request a consultation.

In the second memo titled "Serials Rationale Procedures", several questions arise. The entire process seems to be too cumbersome and time-consuming. There is a reference, incidentally, to a <u>Collection Development Policy</u>, which has yet to be seen. This raises the question of who develops the policy and exactly how is it developed? In conclusion, Dr. Gerlach asked to have these matters clarified by requesting the Library and Learning Resources Committee to deal with the following:

- 1. The two memoranda of August 1, "Library Materials Budget Allocations" and August 20, "Serials Rationale Procedures".
- 2. Is the Director of the Library to be the only one to decide whether to consult in case of conflicting judgments on materials?
- 3. What is the <u>Collection Development Policy</u>? Where is it? Is it forth-coming, and who is making it? Shall this Library and Learning Resources Committee be involved in its development?
- 4. Is it clear that the Director of the Library and the subject bibliographer are not the only ones to evaluate the library needs of the departments?

Dr. Watt assured Dr. Gerlach that the chairman and Dr. Hodowanec will review these questions and others that seem to be germane to the process.

For the Reference Committee, Mr. McCormick said a meeting was held on September 12 when he was elected chairman. The first item of business was discussion of the annual review of the <u>Faculty Manual</u> and the major review and updating which had been completed for the 1983-84 year. Another item of business concerned the thought of one committee member that an index or a cross reference should be added to the reference section of the <u>Faculty Manual</u>, which will be considered at a later meeting.

Dr. Gerlach begged Council's indulgence to refer two items to the Reference Committee for its consideration. In the <u>Faculty Manual</u>, at the top of Page 30, Item 1.b., the word "should" in the second sentence should be changed to "shall". This is per Council's action



at the April 19, 1979 meeting (The University of Akron Chronicle, May 1, 1979, p. 4). Also, on Pages 39 and 40, in the section on Tests and Examinations, the Faculty Manual lacks the specific order that Council voted in March 1972 concerning final examinations being given only in final examination week (The University of Akron Chronicle, April 3, 1972, p. 35). He requested that this be investigated and inserted as need may be.

Dr. Watt referred to a more recent action of Council on March 17, 1977 (The University of Akron Chronicle, April 1, 1977, p. 5), wherein the Provost stated that "final exams are to be given during exam week unless specifically excused by the Dean of the College". He reiterated that this is the position which the Provost's office has always supported, but it will appear on the agenda for the December meeting of Council.

In Dean Gent's absence, Dr. Watt read the report for the Research (Faculty Projects)
Committee. He said the committee has not met as yet, but that Dean Gent left a reminder that it is still possible to submit an application for a research grant or a summer fellowship. The deadline for Faculty Research Grants is October 15, 1984, 5 p.m.; for Summer Fellowships, October 29, 1984, 5 p.m.

For the Student Affairs Committee, Dean Hansford read the following report:

The first meeting of the Student Affairs Committee of University Council for the academic year 1984-85 was held on Wednesday, October 3, 1984.

The agenda of the meeting included an introduction of the members including Ms. Mary Beth Gipson, Director of Student Development, who was appointed to this position July, 1984, and Mr. Robert Hahn, Director of Financial Aids. Ms. Gipson and Mr. Hahn will serve as the Chairs of the Extracurricular Activities Subcommittee and the Awards, Scholarships, Grants and Loans Subcommittee, respectively.

The Chairman announced that efforts will be made to place each member on the subcommittee of his or her choice. This was accomplished later in the meeting.

Mr. Hahn distributed a comparative study of the various types of aid for students for the period from 1973-74 through 1983-84. He stated that ten years ago the total financial aid available to students was \$4,000,000 and in 1983-84 the total was \$24,000,000, excluding graduate assistantships and fee remissions.

Ms. Gipson stated that the responsibilities of her subcommittee included registration of student organizations and recommendations to Dean Hansford and the President of the University regarding allocation of the Extracurricular Activities monies which this year is \$490,000. She also reported on the activities planned for Homecoming which will occur on October 11, 12, and 13.

The Chairman then introduced a proposed change in the present institutional eligibility requirements for student participation in extracurricular activities necessitated by a change this past summer by the N.C.A.A. regarding eligibility requirements for varsity athletes. He called upon Mr. Howard Baldwin, who is the University's representative to the N.C.A.A. regarding eligibility requirements for participation in varsity sports, who spoke on the need for the policy change.

Copies of the present policy and proposed policy were distributed to the membership and after discussion the committee voted to approve the recommendation.



The final item of business was an inquiry from Mr. Rob Kochis, President, Associated Student Government, of the status of the proposed revisions of the Student Disciplinary Procedures. The Chairman responded by stating that a joint meeting of the Policy Subcommittee of the Academic Policies, Curriculum and Calendar Committee and the Extracurricular Activities Subcommittee of the Student Affairs Committee would be held in the near future to hopefully conclude this effort.

The next step in this matter would be to present the agreed upon revisions to the parent committees for recommendation to the University Council or to present directly to the University Council the subcommittees' recommendations for approval.

The meeting was adjourned at 1:15 p.m.

Dean Hansford moved acceptance of his report and the motion carried.

Following Council's acceptance, Dean Hansford called upon Mr. Baldwin to speak to the Extracurricular Activities policy proposal change. Mr. Baldwin presented a proposed substitute policy for that which was approved in 1953 and which appears on Pages 3 and 4 in The University of Akron Faculty Bulletin, June 8, 1953:

Eligibility for participation in an officially registered extracurricular activity shall be determined according to the standards as specified in the constitution of the organization involved.

Participation in certain selected activities, i.e., honor societies, recognition societies, varsity athletics, etc., must also satisfy requirements for eligibility as specified by the national and/or conference organizations governing such activities.

Referring to the two documents presented, Mr. Baldwin said one represents a policy which is now in existence and has been since 1953, passed by University Council that year. The other document represents a proposed change that would supplant the 1953 policy. The policy in 1953, as approved by Council, states that every person who wishes to participate in extracurricular activities must have passed at least 10 hours with an average grade of 2.0 (C) in his previous semester and must carry at least 10 hours in the semester of his participation. This is a policy which has been in effect since 1953, and could have been enforced, but has not been, either from the institutional perspective or from the departmental perspective, although some of the activities enforce it.

When asked the meaning of "it could have been, but has not been enforced", Mr. Baldwin explained that even though the Registrar's Office is the certifying agency for N.C.A.A. athletics, he has neither the staff nor the personnel to accomplish this task. He maintained that this is a responsibility of the activities and they have not followed through. In 1974 there was an attempt made to review the policy, but because of the many myriad offices involved, it was sent back to the Student Affairs Committee and no action was taken. During the 1984 year, however, the N.C.A.A. has been making and announcing plans to upgrade the eligibility requirements for participation in varsity athletics. It was hoped that N.C.A.A.'s regulations would specify that all varsity athletes must have a 2.0 average in order to participate, which is a very defensible position to take and academic integrity can be assured. Unfortunately, that was not the policy that came from N.C.A.A.; all they did was reinforce the existing policy by adding language which says "you can certify varsity athletics on the basis of the same criteria used to certify all other extracurricular activities". Whatever policy is used to certify extracurricular activities, therefore, is also used for certifying varsity athletics. The University has for years



been certifying athletics on the basis of eligibility to continue in school without regard for grade point average. What this new policy does is put the ultimate responsibility for determining eligiblity requirements for participation back on the individual activities. Mr. Baldwin emphasized that this policy changes nothing since athletics participation is not certified on anything more than eligibility to continue. The only difference is that the policy would not be institutional since it would be a part of the organization involved.

Dr. Dye thought since the N.C.A.A. does not specify a grade point average this policy would have the effect of putting on athletics the responsibility of determining whether or not they want to establish a GPA. He wondered what body in this institution would make that determination.

Mr. Baldwin replied that the Athletics Committee would determine this, since that body is responsible for determining the rules and bylaws which govern participation in athletics.

Dr. Dye then referred to the phrase "eligibility for continuation", saying he assumed this means eligibility for continued enrollment at The University of Akron.

Mr. Baldwin said eligibility to stay in school varies from college to college; some colleges will allow students to continue with less than a 2.0, while others will not. He said O.V.C. regulations require that the student be full-time and have satisfactorily completed 24 credits during the preceding year. He said if a student is eligible to continue in school, he is eligible to participate in varsity athletics.

Mr. Rodney (Yates) Smith mentioned his work on the Student Affairs Committee and said most organizations do not have a 2.0 as a requirement, although sometimes the committee had the 2.0 inserted in order to allow the activity to perform. This would have not been done had it not been for the policy of 1953.

At this point, Dean Weyrick suggested that a different wording might be in order.

Dr. Watt said perhaps one of the concerns is in the second paragraph, which does not state the requirements for eligibility specifically.

Dr. Gerlach moved that this policy be sent back to committee for redrafting. Hearing a second to the motion, the Chairman put it before Council for debate.

Directing his question to Mr. Baldwin, Dr. Dye inquired if there is a deadline which the University must meet in order to comply for eligibility in O.V.C. Mr. Baldwin replied that there is a time deadline and if the University is to meet it, this policy must be approved today. A month's delay could be very sensitive and his preference would be to amend the language on the floor of Council with subsequent approval.

pr. Hinckley wondered if Council would consider changing the language to a specified eligibility to stay in school; if the college's standard is 2.0 and a student is below that and put on probation, is he still eligible?

Dr. Watt said a student is allowed to stay in school according to the standards of the college to which that student is assigned and that student is, by definition, eligible to continue, even though he is on academic probation.

Mr. Baldwin confirmed that as being the status of the policy right now, unless the individual activity currently specifies otherwise. This is a decision of the collegiate unit and every person who is restricted is restricted by the activity, not by the institution, which is the point.



Dean Hansford said if it is the will of the Council to approve an amended statement and not change the substance of the issue, it could be amended here on the floor.

At this point, the Chairman requested Council to restrict comments to the motion on the floor, which is to refer this policy back to committee for redrafting. The Chair was unwilling to call the question on the motion until everyone understood the issue.

Dr. Dye rose to speak against the motion to refer.

The Chair called the question on the motion to refer the policy back to the Academic Policies, Curriculum and Calendar Committee. By voice vote, the motion was defeated.

The Chair then called for a motion to amend.

Dr. Poston, although an ex officio member of Council, requested and received permission to speak. He suggested a language change in the second paragraph which would certify requirements for eligibility for participants and also certify the student's eligibility to continue in the University.

Referring back to the proposed policy, Mr. Baldwin was of the opinion that the second paragraph should be included.

The Chair then called for a motion from a member of Council who is not ex officio.

Dean Weyrick moved that the policy read:

"Minimum eligibility for participation in an officially registered extracurricular activity shall be based on the student's eligibility to continue in the University".

Answering the Chair's call for discussion on the amendment, Dr. Hinckley asked if a phrase could be added which would suggest that the student may not be on academic probation.

Mr. Baldwin objected to this, saying that would be putting a restriction on the policy because with less than a 2.0 average, a student is on probation and the collegiate dean makes that decision. Asked if the coaches determined a player's right to continue, he said the coaches have nothing to do with it, that the dean of the college in which the student is enrolled makes that determination.

Before responses could be made to several simultaneous questions, Dr. Gerlach rose to call a point of order, and asked that the motion to amend, now on the floor of Council, be repeated, rather than allow this meeting to degenerate into general conversation.

Dr. Watt replied that it is the Chair's intention to make an effort for everyone to have an opportunity to speak to this issue. The "general conversation" was germane to the proposed amendment, and asked that the motion be repeated.

Dean Weyrick said the motion on the floor is to amend the policy to read "Minimum eligibility for participation in an officially registered extracurricular activity shall be based on the student's eligibility to continue in the University", with the second paragraph unchanged.

It was suggested that the word "minimum" is unnecessary; the word "eligibility" should be enough.

Dr. Gerlach moved to amend the amendment by adding after "continue in the University" the words "provided that a person not be on academic probation".



Dr. Watt said that would be the same as maintaining a 2.0 average, which is what determines probation. Technically, in the University as a whole, a student can be on academic probation if he doesn't have a 2.0 average.

Mr. Baldwin maintained that the institutional definition of "probation" is less than a 2.0 average, and a student must have a 2.0 average to graduate.

Dr. Watt went back to the motion to amend the amendment by adding a sentence and asked Dr. Gerlach to repeat his motion.

Dr. Gerlach moved that the words "provided that a person not be on academic probation" be inserted following "to continue in the University". Dr. Hinckley seconded the motion.

The Chairman proceeded to put the question, first calling for affirmative and negative votes, then for a show of hands. The motion failed with a vote of 17 ayes and 29 noes.

The Chairman then called the question on the amendment as reworded:

"Eligibility for participation in an officially registered extracurricular activity shall be based on the student's eligibility to continue in the University."

The motion to adopt the amendment was passed by a show of hands vote with 31 affirmative and 10 negative.

The policy now reads:

Eligibility for participation in an officially registered extracurricular activity shall be based on the student's eligibility to continue in the University.

Participation in certain selected activities, i.e., honor societies, recognition societies, varsity athletics, etc., must also satisfy requirements for eligibility as specified by the national and/or conference organizations governing such activities.

It was then moved that this issue of eligibility, because of the concern of Council, now be referred to the Academic Policies, Curriculum and Calendar Committee.

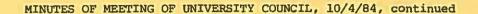
The Chairman, hearing a second, called the question on the motion to refer. The motion carried.

Dr. Gerlach opposed the motion, saying he would decline to sit again on this issue, which should have been referred back to the committee in the first place. He claimed Council had been forced to vote because of the pressures involved.

Dr. Jackson spoke in favor of the motion to refer.

Dr. Watt said further debate is uncalled for. The motion to refer has been duly seconded and carried by voice vote. Hence, the motion is so referred.

Moving to the next item on the agenda, he called upon Dr. Warner Mendenhall, the alternate representative on the Faculty Advisory Committee to the Chancellor of the Ohio Board of Regents. Dr. Mendenhall distributed copies of the summary of the meeting held on September 17, 1984. (This summary is included in the Appendix to the minutes of this Council meeting.)



Under the next agenda item, "Old Business", Dr. Watt referred to the May meeting of Council and the request that the Provost report on the progress of each Dean in assessing the performance of department heads and division chairmen in the past four years as delineated in the Faculty Manual. Although President Muse made reference to this evaluation, Dr. Watt presented the overall picture, saying that there are twenty-three department heads who were appointed in the last three years and who are, therefore, ineligible for evaluation at this time. There are nineteen who will be evaluated this year and these evaluations will be reported by March 15, 1985. In essence, any department head who is in his or her fourth year, having been appointed recently, or any department head who has not been evaluated during the past four years, will come up for evaluation this year.

Dr. Gerlach referred to the motion which had been made at the May meeting, saying he understood it to mean that the Provost was to report on the past four years from 1980 to 1984; how many were reviewed in 1980-81; 1981-82, etc. He said he assumed that was the intent of the motion.

Dr. Watt replied that he understood the intent of the motion was to make certain every department head was evaluated by the end of 1984-85. He said the schedule has been set up in such a way that all evaluations would be finished by the end of the year, which he considered to be the purpose of the motion.

Dr. Gerlach thanked the Chairman and then asked to speak for Council by drawing to the attention of the Provost certain advertisements appearing recently in the <u>Buchtelite</u>. He requested that the Provost take the necessary steps to stop this type of advertising. He referred particularly to the issue of March 20, 1984 and to today's issue, October 2, where on Page 9 there is an advertisement for research catalogues containing descriptions of 14,278 research papers and books. In his opinion, this kind of advertising through the student newspaper is opposed to the standards to which all faculty members adhere and the standard that each student adhere strictly to his or her own work without this type of aid.

Dr. Watt recalled this happening before. He said a call from the Provost's office to the <u>Buchtelite</u> was all that was necessary to terminate this type of advertising. He promised to make such a call immediately upon his return to his office.

On motion, the meeting was adjourned at 4:30 p.m.

DATE:



#### APPENDIX TO MINUTES OF UNIVERSITY COUNCIL, October 4, 1984

TO: Part-Time Faculty Members

FROM	:	Faculty Well-Being Committee
SUBJ	ECT:	Need for Health Insurance
need	s of the	culty Well-Being Committee is undertaking a survey of the health care coverage and ne part-time faculty. Please respond to this questionnaire as indicated and return J. Kovach, Chairperson, Law 101, School of Law, by
	Y = Ye	N = NO
Yes	No	
102	65	1 I (or my family) have basic hospital coverage.
101	66	2 I (or my family) have basic surgical coverage.
100	67	3 I (or my family) have basic hospital/surgical coverage.
95	72	4 I (or my family) have major medical coverage.
114	53	5 I (or my family) have basic hospital/surgical and major medical coverage.
39	128	6 I (or my family) have partial hospital or surgical coverage.
		This coverage is adequate because:
6	161	Please a Need family coverage but have only individual coverage.
	<u>161</u> <u>127</u>	Please a Need family coverage but have only individual coverage.  check (r) those b Coverage is too limited; for example, lacks out- that patient X-ray, etc.
	127	Please a Need family coverage but have only individual coverage.  check (r) those b Coverage is too limited; for example, lacks out-
40	127	Please a Need family coverage but have only individual coverage.  check (r) those b Coverage is too limited; for example, lacks out- that patient X-ray, etc.
40	127 128	Please a Need family coverage but have only individual coverage.  check (r) those b Coverage is too limited; for example, lacks out- that patient X-ray, etc.
<u>40</u> <u>39</u>	127 128	Please a Need family coverage but have only individual coverage.  those b Coverage is too limited; for example, lacks out- patient X-ray, etc.  apply c Other, please specify
<u>40</u> <u>39</u> <u>21</u>	127 128 146	Please a Need family coverage but have only individual coverage.  check (V) those b Coverage is too limited; for example, lacks out- that patient X-ray, etc.  apply c Other, please specify  7 I (or my family) have no health insurance coverage.  8 I (or my family) would be interested in obtaining health insurance through the University:  Please a basic hospital/surgical
39 21 78	127 128 146 89	Please a Need family coverage but have only individual coverage.  check (*/) those b Coverage is too limited; for example, lacks out- that
40 39 21 78	127 128 146 89 139	Please a Need family coverage but have only individual coverage.  check (V) those b Coverage is too limited; for example, lacks out- patient X-ray, etc.  apply c Other, please specify  7 I (or my family) have no health insurance coverage.  8 I (or my family) would be interested in obtaining health insurance through the University:  Please a basic hospital/surgical check (V)



#### APPENDIX TO MINUTES OF UNIVERSITY COUNCIL, 10/4/84, continued

TO: Part-Time Faculty Members, continued Yes No If the University is unable to afford this I would be willing 10. to contribute as follows: a. \_\_\_ pay a group rate for a health plan similar to that presently in effect for full-time faculty. 66 101 Please check (1) those b. \_\_\_ pay a group rate for a plan with higher deductibles to reduce cost. 34 133 that apply 11 156 c. \_\_\_ other. Please specify. \_\_



#### APPENDIX TO MINUTES OF UNIVERSITY COUNCIL, 10/4/84, continued

REPORT OF THE UNIVERSITY OF AKRON REPRESENTATIVE TO THE FACULTY ADVISORY COMMITTEE TO THE CHANCELLOR OF THE OHIO BOARD OF REGENTS—Presented by Dr. Warner Mendenhall, Alternate

As most of you know, Acting Chancellor William B. Coulter was named Chancellor in July, 1984. On September 7 he announced the appointment of three Vice Chancellors:

William J. Napier, Vice Chancellor for External Affairs
Elaine Hairston, Vice Chancellor for Academic and Special Programs
Duane R. Rogers, Vice Chancellor for Administration.

Napier is a former assistant director of the Ohio Department of Natural Resources; Hairston has been director of special programs for the Ohio Board of Regents since 1979; Rogers was formerly director of budget and resource planning for the Regents. Chancellor Coulter spoke highly of each of the appointees, and members of the Faculty Advisory Committee who knew them felt the choices were strong.

In handouts and discussion with the Faculty Advisory Committee on September 17, the Chancellor outlined a proposed program calling for a 38 percent increase in state funding for higher education, and expressed his conviction that Governor Celeste would strongly support the request. Among the budgeted amounts and targets are \$5 million subsidies for enrollment increases; nearly \$58 million to offset six percent salary increases, library acquisitions, and utility-rate increases; \$31 million to reduce from 40 percent this year to 38 percent next year, the percentage that Ohio residents must pay toward their tuition at public universities and colleges (the goal is 30 percent by 1999); and about \$100 million for elements of the "Selective Excellence" programs.

In the process Chancellor Coulter plans to shift the monetary emphasis from new capital expenditures to operational funding, sustaining support for existing programs, and incentive grants and support for such SEP focuses as Emminent Scholars, Program Excellence (undergraduate), Academic Challenge, Research and Technology Challenge, and Productivity Improvement Challenge (for the two-year colleges). Interested faculties will be asked to propose improvement programs, and Challenge funds will be awarded by competitive selection from among other proposals by other faculties throughout the state.

Anyone wishing further details may contact me; I can provide some further details on certain aspects of the Challenge programs.

Respectfully submitted,

William S. Fleming Courtesy of Warner Mendenhall, Alternate



#### APPENDIX TO MINUTES OF UNIVERSITY COUNCIL, October 4, 1984

#### CURRICULUM CHANGES

#### SCHOOL OF LAW

Pursuant to prior University Council authorization (Minutes, February 19, 1970, page 12 of the Faculty Bulletin, March 1970 issue), I certify that the following course changes have been duly adopted by the Faculty of the School of Law at its meetings of April 12, 1984 and May 10, 1984, to be effective beginning the academic term as stated herein.

LS-84-02 Effective Fall 1984

Title	9200:690 9200:690	Fundamentals of Trial Techniques. TO Introduction to Trial Advocacy.
Title, Prerequisite	9200:692 9200:692	Problems in Trial Advocacy. TO Advanced Trial Advocacy. Prerequisite: 690.
LS-84-03 Effective Fall 1984	1	

Add 9200:610 General Writing Requirement. Credit/Noncredit.

The following curriculum changes, in accordance with the Curricula Change process adopted by University Council on December 12, 1974, have had final approval by the Acting Senior Vice President and Provost, or through specific vote by University Council, all effective September 1985 (unless otherwise noted).

#### COLLEGE OF NURSING

Effective Spring 1985

NU-85-01

Credits 8200:300 Nursing: Health. 12 credits TO 10 credits.

8200:400 Nursing: Diminished Health II. 10 credits. TO 12 cr.

#### UNIVERSITY COLLEGE

Effective Spring 1985

1600:100	Introduction to Military Science I. 1.5 credits. TO
	2 credits (with leadership laboratory).
1600:101	Introduction to Military Science II. 1.5 credits. TO
	2 credits (with leadership laboratory).
1600:200	Small Unit Operations. 1.5 credits. TO
	2 credits (with leadership laboratory)
1600:201	Military Leadership. 1.5 credits. TO 2 credits (with leadership laboratory)
	1600:101

MRS. LINDA MCPHERSON VICE PRESIDENT & PROVOST