



Texas Tech University

The Faculty Senate

March 4, 1983

TO: Members of the Faculty Senate

FROM: Virginia M. Sowell, President

SUBJECT: Agenda for meeting #49, March 9, 1983

The Faculty Senate will meet on Wednesday, March 9, 1983, at 3:30 p.m. in the Senate Room of the University Center. The agenda is as follows:

- I. Introduction of guests
- II. Consideration of the minutes of the February 9, 1983 meeting
- III. Election of officers for 1983-84
(prepared ballots will be distributed at the meeting)
- IV. Report of the Budget Study Committee - Billy Freeman
- V. Report of Tenure and Privilege Committee - Margaret Wilson
- VI. Report of Study Committees:
Evelyn Davis, Study Committee B Chairperson
Ben Newcomb, Study Committee C Chairperson
- VII. Discussion of External Research Funding Policies - Tom McLaughlin
(report attached) and L. Davis Clements (resolution attached)
- VIII. Discussion of Summer School registration - Margaret Wilson
- IX. Report of the Committee on Committees - C. Reed Richardson
(list of nominees attached) Senators may amend this report only by moving to strike a name and substitute another. Any person so nominated must have given prior consent to serve.
- X. Report of meeting with Vice President Darling - Virginia Sowell
- XI. Consideration of Conference of Faculty Governance Organizations Constitution
- XII. New Business

XIII. Other Business and Announcements

1. Called Pat Graves to clarify report by Professor McLaughlin on snow removal and snowball incidents in the Lubbock Avalanche Journal; McLaughlin reported discussion at informal meeting with Wehmeyer, Daniels and Shroyer but stated his own feeling that more should have been done by Tech officials to remove snow more expeditiously and prevent further snowball incidents. (report attached)
2. Asked Professor Billy Freeman to convene the Budget Study Committee.
3. Wrote letters of appreciation to Professors Tom McLaughlin, Marilyn Cummings and Cliff Keho for pursuing problems of snow removal and snowball throwing incidents.
4. Received names of Senators and schedule for manning phones for KTXT. Senators will serve Sunday, March 6, 1983 from 6:30 - 10:30 p.m. Senate Vice President Neale Pearson will coordinate schedules.
5. Thanked Professor Roger Troub for information on comparative faculty salaries and forwarded information to Budget Study Committee.
6. Forwarded Committee on Committees' nominations to appropriate administrative offices.

From the Academic Council Minutes - February 15, 1983

1. Announcements:
 - a. Requests for Mini-Development Grants for Fall 1983 are due by March 21, 1983.
 - b. The Council was reminded of the faculty convocation to be held March 30, 1983.
 - c. Information from Statistics and Reports regarding the semester credit hour production for Fall 1982 was distributed for information.
 - d. The Convocations Committee had developed a recommendation regarding commencement ceremonies. The Academic Council was invited to provide input.
2. The policy (OP) related to Textbooks and Copied Materials was discussed briefly. Deans were asked to remind departments of approval procedures necessary for selection of materials authored by faculty members.

The matter of use of multiple texts was also discussed. Some concern was expressed that there appeared to be some increase of use of multiple texts which is coupled with rapidly escalating costs of textbooks. It was suggested that some faculty may not be taking advantage of the Reserve item use in the Library. Circulation of reserve items has dropped from 34,358 items in 1975 to 24,098 items in 1982. Council members were asked to remind departments of the provision for placement of materials on Reserve in the Library, which in turn might result in a lessened need for multiple supplementary texts.

From the Academic Council Minutes - February 15, 1983 continued.....

3. The Academic Standards Policies of the institution were discussed at some length. There was a strong sense in the Council that academic standards for admission should be raised. It was suggested that the recent recommendations of the faculty committee on admissions and retention be discussed with Administrative Council and that a firm proposal be returned to the Academic Council for consideration. There appeared to be general agreement that the high school unit proportion of the requirement should be changed to include 4 years of high school English, 3 years of mathematics, and 2 years of science in addition to the other existing requirements. These changes could become effective with the Fall 1984 entering freshmen if approvals are obtained in time to include it in the catalog materials for that year.

The minimum score requirements (SAT or ACT) are to be discussed further. It was suggested that proposed score levels be compared with existing entries to determine the numbers which would have been inadmissible and to perhaps provide guidance in development of a conditional acceptance policy.

4. In planning for future tenure and promotion decisions, Deans were asked to work with chairpersons and faculty groups to be sure that there is a continual evaluation system. It was indicated that faculty members should be kept aware of their status so tenure decisions are not surprises and are not based on a single year's evaluation.
5. Information from the Coordinating Board termed the 1981 Fall Data Base was discussed. It was noted that various similarities and differences in institutions exist which can be reviewed in that quantitative material. Discussion of these materials caused questions related to the perceptions of priorities as pertained to graduate work, staffing, classes and class size.

Agenda Item VI.

Report of Faculty Senate Study Committee C

March 9, 1983

Charge: to deal with two issues raised by President Cavazos--
9) Computer usage by students; and 10) Increased use of
the computer in programs and courses.

This committee has amalgamated itself with the subcommittee on current and projected uses of computers in academic disciplines, research, and administration, which was established by the Computer Utilization Committee of the Self-Study. Professor L.D. Clements is coordinating this amalgamation.

The Amalgamated group met on February 2, 1983, and assigned tasks.

At the next meeting on February 23, 1983, the following steps were reported:

- 1) questions had been prepared and submitted to be included on the Dean of Students' survey of a representative sample of undergraduates. This will be made in late March, but not available until around May 1.
- 2) The departmental self-study reports in re: computer operations and utilization were analysed.
- 3) Questions to be submitted for the faculty survey were formulated and forwarded.
- 4) Points for inclusion in letters of inquiry to professional organizations and other universities were discussed. A subcommittee was assigned to draft and send out such letters.

The Computer Utilization Committee had scheduled its subcommittee to report by March 18; we will not have faculty, student, or extramural responses until a much later date, it would appear.

Committee C believes that preparing an interim report by May 1 is feasible, but cannot at this time predict how complete it will be.

Respectfully submitted,

B. H. Newcomb
B.H. Newcomb, chair

Agenda Item VII.

Faculty Creativity and Responsibility

No mutually agreed upon policy for administrative intervention in faculty research and creative activities exists, nor are there procedures for determining if such intervention is warranted. Such a policy must provide due process for review of the faculty member's actions while recognizing the fact that the responsibility for final action protecting the University as a whole must remain within the Administration. Therefore,

BE IT RESOLVED THAT: The Faculty Senate will appoint an ad-hoc committee to develop policy and guidelines concerning administrative intervention in research and creative activity.

Submitted by Senator L. Davis Clements



Texas Tech University

The Faculty Senate

March 3, 1983

TO: Members of the Faculty Senate

FROM: Committee on Committees

C. Reed Richardson

Alice Denham

Jerry Hudson

L. Davis Clements

John M. Malloy

Patricia E. Horridge

Daniel H. Benson

With the agenda is the list of nominees for University Committees and Councils as submitted by the Committee on Committees.

We have tried to make nominations so that:

- a) Colleges are equitably represented on all committees
- b) A person does not serve on more than one university committee at a time
- c) All people who demonstrated a willingness to serve are allowed to serve.

"At the senate meeting, Senators may amend the list of committee nominees only by moving to strike a name and substitute another" (Faculty Senate Minutes, May 10, 1978).

We must have a completed nomination form for any substitution.

COMMITTEENOMINEESALTERNATES

Athletic Council - 1

Mary S. Owens (A&S)
James F. McNally (A&S)

Honors & Awards - 2

James Wangberg (Ag)
Ashton Thornhill (A&S)

Academic Affairs - 3

Shirley M. Stretch (Home Ec)
George Tereschovich (Ag)
William Quinn (Home Ec.)

Academic Publications - 4

Ulrich Goebel (A&S)
David Higdon (A&S)
Lynne Richards (Home Ec)
Weldner Beckner (Ed)

Admissions & Retention - 4

Myra Timmons (Home Ec)
Bernard Davidson (Home Ec.)
Michael Mezack (Ed)
John Malloy (BA)

Artists & Speakers - 2

Janet Schrock (Home Ec)
Patricia Horridge (Home Ec)

Benefits & Retirement - 0

Biosafety - 1

Murray Coulter (A&S)

Bookstore - 2

Robert McLauchlan (Engr)
Donna Sallie

Campus Security - 1

Ray Purkerson (Ed)

Code of Student Affairs - 0

Convocations - 5

Larry Hovey (Ed)
Samina Khan (Home Ec)
Hazel Taylor (Ed)
Shirley Koeller (Ed)
Connie Steele (Home Ec)

COMMITTEE

NOMINEES

ALTERNATES

Energy Usage - 2

Harry W. Parker (Engr)

Faculty Senate Elections - 1

Walter J. Cartwright (A&S)

Int'l. Education - 2

Michael K. Rylander (A&S)
Judy Fisher

Library - 3

Dennis A. Harp (A&S)
Beny Neta (A&S)
Alice Denham (Ed)

Minority Affairs - 0

Parking Violations - 2

William W. Nicholls (A&S)
Richard Zartman (Ag)

Protection of Human - 1

Jeffery C. Rupp (A&S)

Radiation & Laser - 2

Paul Nelson (A&S)

Special Hearing Panel - 10
For Tenure

Mike Bobo (A&S)
Lawrence C. Mayer (A&S)
Paul Munter (BA)
David A. Welton (Ed)
H.J. Hsia (A&S)
James D. Howze (A&S)
William K. Ickes (A&S)
J.E. Brink (A&S)

Student Financial Aids - 1

Edward George (A&S)

Student Publications - 2

Harmon Morgan (A&S)
Shelley Harp (Home Ec)

University Discipline - 2+2

Danny R. Mason (A&S)
Cleborne D. Maddox (Ed)

Lamont Johnson (Ed)
Patrick W. Shaw (A&S)

COMMITTEE

NOMINEES

ALTERNATES

Univ. Discipline Appeals - 2+2

Jerry Hudson (A&S)
Dorothy Filgo (Ed)

University Safety - 0

Warm-Blooded Animal - 2

Dilford C. Carter (Grad. School)
James C. Heird (Ag)

February 23, 1983

Report to the Senate on Snow-related Matters

On Tuesday, February 8, 1983, a delegation of the Faculty Senate consisting of myself, Professor Cummings, and Professor Keho met with Associate Vice President Wehmeyer, Chief Daniels of the University Police, and Mr Dewey Shroyer of Grounds Maintenance, for the purpose of discussing two "snow-related matters" of interest to the Senate: problems and priorities connected with snow removal, and the recent incidents of mass snowball-throwing on campus that caused some property damage.

I. Snow removal. At the request of the President and Vice President of the Senate, we inquired of Vice President Wehmeyer what might be the University's priorities on snow clearance. He responded with the following large-scale priority-ordered listing: first priorities are the Health Sciences Center Emergency and clinic facilities and Lubbock General Hospital, parking and access, and also the Health Center at Thompson Hall; next, access to residence halls; access to central food facilities and power plants; the Administration parking lot (providing, in addition, access to UC and Library facilities); access to "special activities" (such as sports events at the coliseum); faculty-staff parking areas; and, finally, commuter lots and the museum area.

It was indicated, by Mr. Wehmeyer and Mr. Shroyer, that the heavy snow-removal equipment (2 front-end loaders, 2 graders) presently available to the University were inadequate to the task at least on the occasion of the very heavy (16 inch) snowfall; to make matters more unpleasant, both graders were in need of repair during the crisis period. Mr. Shroyer indicated, in addition, that the full-time work crews available for the clearing operation were few in numbers compared to the magnitude of the task; Mr. Wehmeyer stated that on these accounts the University was obliged to spend in excess of \$17,000 for contract snow removal. Finally, it was asserted by Mr. Wehmeyer that most groups on campus were well satisfied with the removal efforts, though he acknowledged that the users of the faculty-staff parking lots in the area of the Engineering College were a clear exception to this alleged general state of happiness; and he noted that on such occasions the maintenance crews are pressed by very heavy and persistent demands from the Hospital and Health Sciences Center.

II. Snowballs. This issue was raised at my request, the University and its Police Department having received some rather bad press of late as a result of persons of peaceful intent having their autos damaged, on campus, by thrown snow and ice. In response to our questions, both Vice President Wehmeyer and Chief Daniels asserted that the campus police did, in fact, respond to requests for help to the best of their ability. It was stated that the police did in fact disperse crowds of snowballers, but that these crowds apparently reformed once the officers left the scene. It was further stated that the police had difficulty operating their accustomed vehicles in the heavy snow, and had to resort to the use of borrowed vehicles on some occasions; also, that only about five officers were available for response to calls at any one time. Mr. Wehmeyer indicated that discussions are underway between himself, Chief Daniels, and Dean of Students John Baier concerning how best to deal, in the future, with the conditions giving rise to such incidents.

Thomas G. McLaughlin
Senator, Arts & Sciences

COUNCIL OF FACULTY GOVERNANCE ORGANIZATIONS (CoFGO)

Proposed Constitution - Recommended 1/28/83

ARTICLE I - Name

The name of this organization shall be the Texas Council of Faculty Governance Organizations.

ARTICLE II - Purpose

The Council is formed for the following purposes:

1. To maintain communication and coordination among faculty governance organizations from different institutions.
2. To assist faculty governance organizations in the discharge of their responsibility in college and university governance.
3. To represent faculty governance organizations, primarily in matters of professional standards and academic responsibility, to government and other bodies involved in higher education.

ARTICLE III - Membership

The members of the Council are the faculty governance organizations of the senior public colleges and universities in Texas as defined by the Coordinating Board for Texas Colleges and Universities. The membership will be divided into four regions as defined by the Texas Association of College Teachers.

Each organization will be entitled to two voting representatives. One representative shall be the presiding officer of the governance organization. The other representative shall be designated by the governance organization.

ARTICLE IV - Dues

The Council will assess annual dues during the Spring of the year.

Each governance organization will pay the assessed dues to the Treasurer in the Fall of the year in order to retain voting privileges for the following year.

ARTICLE V - Officers

The Council shall have five officers: a President and four Regional Coordinators.

Each officer shall serve a two-year term. No officer shall serve more than two consecutive terms in the same office.

In order for an individual to serve in any of these offices, he or she must (1) be a faculty member at a member institution and (2) have served or be

currently be serving as an officer in the local faculty governance organization.

The duties of the President are:

1. To call or preside over meetings of the Council;
2. To provide an agenda for all meetings to Council representatives;
3. To report to the Council at its regular meeting all business transacted by the Council, the Executive Committee, and any of its standing or ad hoc committees since the most recent meeting of the Council;
4. To act as or designate the official spokesperson for the Council in all of its external communications;
5. To approve expenditures from the Council accounts;
6. To exercise all other powers conferred on him or her specifically or by implication by this Constitution and all other powers necessary to carry the provisions of this Constitution into execution.

The duties of the Regional Coordinators are:

1. To act as a liaison to the Council for members in the region.
2. To serve as a member of the Executive Committee.

In addition, the President shall assign each Coordinator one of the following specific duties:

1. Secretary:
 - a. Maintain the official roster of presiding officers and representatives of member organizations;
 - b. Maintain a written record of all proceedings of the Council and Executive Committee;
 - c. Be responsible for all correspondence for the Council;
 - d. Edit the Faculty Governance News.
2. Treasurer:
 - a. Propose an annual budget to the Council;
 - b. Collect membership dues;
 - c. Manage the financial accounts;
 - d. Prepare a financial statement.
3. Program Director:
 - a. Plan and arrange for Council meetings and workshops.
 - b. Presides in absence of President.
4. Search Director
 - a. Chair the Search Committee

ARTICLE VI - Elections

At large Elections will be held each Spring semester for two Regional Coordinators and, in even-numbered years, for the President elect.

The President-elect shall serve as an ex-officio, non-voting member of the Executive Committee and shall become President one year after election. At that point, the past President shall serve as an ex-officio, non-voting member of the Executive Committee until the election of a new President-elect.

ARTICLE VII - Committees

1. Executive Committee:

- a. The Executive Committee will consist of the President, the Regional Coordinators and the President-elect or Past president, depending on the year.
- b. The Executive Committee will
 - appoint faculty members to Council committees and recommend their appointment to external groups,
 - serve as a deliberative body for assignments coming from the Council and
 - act in administrative matters that require attention before the next Council meeting
 - call meetings by vote of any three Coordinators.

2. Search Committee:

- a. The Search Committee consists of one Regional Coordinator who will serve as chair and other members of the Council appointed by the Executive Committee.
- b. The Search Committee will
 - collect the names of faculty members to be designated by the Executive Committee for service on Council committees or as Council representatives to other organizations and agencies and
 - nominate faculty members to serve as officers of the Council.

ARTICLE VIII - By-Laws

By-laws for the operation of the Council shall be approved in a regular meeting of the Council following ratification of the Constitution.

ARTICLE IX - Removal from Office

Any officer or committee chair may be removed from office by a two-thirds vote of the Executive Committee and confirmed by a majority vote of the membership of the Council in a mail ballot.

ARTICLE X - Ratification

This Constitution will be ratified by a two-thirds vote of the faculty organizations of the member institutions in a mail ballot.

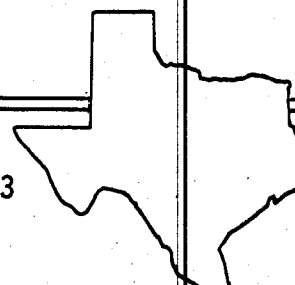
Proposed amendments may be received from any representative at a regular meeting of the Council. Upon a majority vote of the members present, the proposed amendment shall be submitted to the membership by mail ballot. Amendments approved by a two-thirds majority of the ballots returned within 30 days of the mailing shall become effective immediately.

Modified and approved in CoFGO meeting Jan. 28, 1983, after submission by committee consisting of: Peter Bishop (UHCLC), State Coordinator; Wendall Spreadberry (SFASU), Regional Coordinator; and Bettye Meyers (TWU), Senate President

COUNCIL OF FACULTY GOVERNANCE ORGANIZATIONS

1210 Neuces, #201, Austin, Texas 78701

February 16, 1983



State Coordinator

Peter Bishop
University of Houston/
Clear Lake
2700 Bay Area Blvd.
Houston, Texas 77058

TACT Executive Director

Frank Wright
TACT Office
1210 Neuces, #201
Austin, Texas 78701

East Region Coordinator

Wendall Spreadberry
Stephen F. Austin State University
Nacogdoches, Texas 77341

Northeast Region Coordinator

Wayne Odom
University of Texas
at Arlington
Arlington, Texas 76019

South-Central Region Coordinator

Bud Ellard
Pan American University
Edinburg, Texas 78539

West Region Coordinator

Phil Holcomb
Angelo State University
San Angelo, Texas 76909

TO: Virginia Sowell, Chairperson of Faculty Senate,
Texas Tech University

FROM: Peter Bishop, State Coordinator
Council of Faculty Governance Organizations

SUBJECT: Constitution Needing Ratification

I am sending you a proposed constitution for the Council of Faculty Governance Organizations. The constitution must be ratified by two-thirds of the member institutions (19) by June 1, 1983 to become effective. If ratified, it will become the permanent charter of the Council.

As you know, the Council of Faculty Governance Organizations was established three years ago to support faculty leaders in discharging their responsibilities in academic governance and to represent governance organizations at the State level. Since the needs of local organizations have been a priority, the Council has operated in an informal manner. I and other coordinators were nominally appointed by the TACT Executive Committee to plan meetings and workshops for governance leaders.

This year, however, we have begun to establish a faculty presence in higher education at the State level. We placed three interns with the Coordinating Board staff last summer; we sponsored a faculty workshop on the Coordinating Board, and we are being asked for nominations to Coordinating Board Advisory Committees. The informal structure that has been effective in the past cannot represent the broad spectrum of faculty opinion in the current climate. Thus a new charter is needed.

Faculty representatives from 17 organizations discussed this proposal at the last meeting on January 28. They voted to submit it to the membership for ratification. They directed me to request you to bring it before your governance organization. Ratification consists simply in their accepting it as the constitution for the Council of Faculty Governance Organizations in a formal meeting of the organization.

If the constitution is ratified, your organization will be entitled to two voting representatives at the next meeting which is currently scheduled for October 28-29, 1983. One of those representatives is to be the head of your organization at that time. The other representatives is yours to choose. You may select that person now or wait until the Fall term.

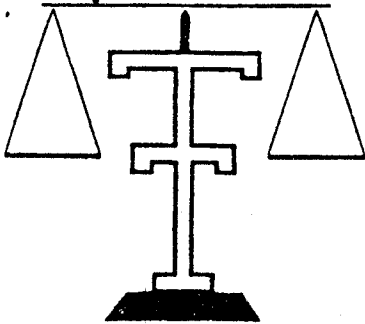
In any event, I urge you to consider this constitution at a meeting of your

organization sometime this semester. In order to respond, please send a copy of the appropriate minutes to me at the address below.

The Council of Faculty Governance Organizations can have a significant impact on State higher education policy if it is properly constituted. I believe that this proposal gives the Council the legitimacy it needs to speak to faculty academic responsibility. If you or members of your organization have any question about the proposal, please get in touch with me or your regional coordinator. We will be glad to speak to any issues concerning the proposal.

SEND MINUTES BY JUNE 1, 1988 TO:

Peter Bishop, Council of Faculty Governance Organizations
1210 Nueces St. Suite 201
Austin, TX 78701



MEMO from the School of Law

Texas Tech University
Lubbock, Texas

DATE: February 14, 1983

TO: Dr. John Darling, Vice-President for Academic Affairs

FROM: Professor Charles P. Bubany, Chairman of Faculty
Status and Welfare Committee

RE: Faculty Grievance Procedure

As you know the Faculty Senate at its February 9 meeting overwhelmingly approved the proposed faculty grievance policy that was earlier discussed on January 12, 1983 at the meeting you attended. After the vote, the Senate was informed by Dr. Knox Jones of "reservations" by University counsel concerning the language of paragraph I.B.3., which gives the aggrieved faculty member the right to have the grievance heard by a three-person advisory committee at the departmental level when attempts at informal resolution fail. This language was added as the result of discussions between you and members of the Faculty Senate before the January 12 meeting and I understood that it was acceptable to the President. I was, and am now, firmly convinced that this provision had a sound basis, and also believe that it was a material factor in the Senate's positive reaction to the document. I thought, and I understood you to agree, that the provision was consistent with, and in fact promoted, the underlying philosophy of a maximum effort to resolve grievances at the departmental level. The consensus appeared to be that a faculty member would feel less inclined to pursue the grievance if a committee of his colleagues recommended against him. Moreover, the committee's recommendation would add a perspective to the administrator's decision that might promote departmental resolution.

With respect to University counsel's reservation, as reported to us, I first would respond that the provision certainly could not raise a legal question and appears, if anything, to raise merely a policy question. If so, I must say with all due respect, that it borders on "boxing at shadows." The reservation apparently is based on the perceived possibility that a faculty member might simply raise constant minor grievances and invoke the committee hearing procedure each time for some surreptitious motives -- harassment, obstruction, damned meanness or whatever. Now really! We faculty members as a group may be a bunch of complainers, but I ask whether it is really likely that a faculty person

would indulge in such tactics. Any right-minded person should realize he or she would have much more to lose than to gain. Even were we to suppose there were such faculty members, perhaps the other faculty need to observe firsthand who they are and what the administrator has to put up with. Furthermore, if there were a series of clearly spurious complaints, there would be a remedy. A clear attempt to pervert the process would be grounds for disciplinary action. Moreover, a faculty member aggrieved by having to sit on the unnecessary panels could himself raise that as a grievance.

As our discussions concerning the proposed procedure revealed, we must assume good faith on the part of the administrators. Must we not assume the same of the faculty, at least until the contrary is shown? I submit that the questioned provision is beneficial from the point of view of both faculty and administration and ultimately the university. I have not consulted my committee on this but I have every reason to believe they agree. Nor do I presume to speak for the Faculty Senate but I think its vote does that.

CPB/dw

cc: Dr. Marilyn Phelan, University Counsel
Dr. Virginia Sowell, Faculty Senate President
Members of Faculty Status & Welfare Committee

The attached statement was drawn up by concerned senior colleagues and constituents of mine in the Department of Mathematics, all of them presently involved in work on externally-funded research, and all of them interested in the policy aspects of such work. The statement, in which I personally concur (although I am not myself at present a grant holder or participant), has been circulated generally in my department, and to my knowledge it has met with general approval. I therefore submit it to the Senate on behalf of my colleagues and constituents.

Tom McLaughlin
-T.G. McLaughlin
Senator, Arts & Sciences

February 25, 1983

Concerning Funded Research

In recent years the faculty of Texas Tech University has been asked to become increasingly aggressive in the pursuit of funds for the support of graduate education and research programs. This is in accordance with a national trend in universities, and the faculty has largely accepted this responsibility as part of a commitment to the task of building an even stronger university. Recent events surrounding the Crosbyton Solar Power Project, however, indicate the need for clarification and/or formulation of policies and procedures defining the proper roles of members of the faculty and members of the administration in such endeavors.

Such policies should have as their common objective the attainment of effective cooperation between the faculty and administration in the procurement of extra-university financial support for appropriate programs. Procedures must be included which address the matter of due process and assure the rights of academic freedom to researchers, particularly with regard to the removal of an investigator from a project. Similarly, the integrity of the university must be maintained within the context of contractual obligations.

It is hereby requested that the Faculty Senate immediately initiate a study of this matter. It should first be determined exactly what policies and procedures now exist, and whether or not these are adequate. If not, then the formulation of suitable policies and procedures should be undertaken.

While not comprehensive, the following list of items should be addressed:

1. Provisions must exist for the possible removal of project administrators who engage in improper or irresponsible activities. However, due to the potential of unwarranted damage to the professional reputation of the faculty member involved, such actions must be taken only with due process, involving scrutiny by peers, in the determination of circumstances. The interest of good scholarship is of overriding importance, and the rights of the investigator to free pursuit of study as dictated by his/her best professional judgment must be of paramount concern.

2. Clarification should be made as to the circumstances that might exist which would justify the appointment of someone other than the principal investigator as the "official spokesperson" between the university and a potential funding agency or entity. Indeed, it is difficult to imagine that such could ever be the case, at least with regard to the nature and the method of conduct of the research, and certainly not without the knowledge and authority of the principal investigator.

3. Contact between faculty and members of congress or their staff is often required to overcome an apparent bias in some federal agencies against emerging mid-American universities. Mechanisms to facilitate such contacts on a reasonably routine basis should exist, with due provision to insure that appropriate officials of the university are apprised of such contacts and their outcomes.

4. Such congressional contacts might occasionally lead to some resentment by agency officials, with the result that an attempt might be made to undermine the efforts of a particular investigator by seeking a *sub rosa* agreement with university administration. Administrative officials should not engage in any actions that could be so perceived, both because of potential harm to the professional reputation of the faculty investigator, and because such actions would be inimical to the long-range interests of the university by reducing the incentive for faculty to seek external funding.