Senior Students Propose Reform of Providence College Structure

Following is the complete text of the Senior Proposal:

(EDITORIAL NOTE: The following article concerns with a three-point proposal formulated by a group of students and presented to the Corporation of Providence College for consideration. It is an attempt to restructure the decision-making process at the College with an eye towards modernization and orientation of the institution to providing Providence College with the academic environment suitable for rapid and meaningful intellectual growth. Although the entire proposal contains three points, each of integral importance to the future of the College, this special issue of The Cowl is concerned primarily with the second item, namely corporate reform. We are presently emphasizing the proposal for restructuring the legal body because the Corporation has agreed to deal with this point first. On Friday, May 2nd, a special meeting will be held to study the proposal. At a future date the two remaining items will be more intensively studied. Presently a mere statement of the entire proposal will suffice.)

ITEM 1

Bicameral Student/Faculty Legislature: shall be modeled generally on system of U.S. federal government. Composed of Faculty Senate as upper house and Student Congress as lower house. Shall have effective power of legislation in areas of academic and community life.

ITEM 2

College Corporation — the Corporation of the College shall be restructured in accordance with the following principles:

1. That the Corporation shall, at present, have twenty-nine (29) members.
2. That all officers of the College Administration of the rank of Vice President or above, provided they do not exceed ten in number, shall be members of the Corporation. Should this number be less than ten, the President of the College shall make appointments to fill that number.
3. That the Faculty of the College shall, by direct election, choose eight (8) members.
4. That the graduating Senior Class of Students of the College shall, by election, choose two (2) members.
5. That the above said twenty (20) Corporation members shall meet and elect, upon nomination by one fourth of their number, nine (9) additional members who have shown exceptional ability and interest in the college. These last said 9 additional members need not necessarily be chosen from within the College.
6. That no Corporation member shall exceed seventy (70) years of age.

ITEM 3

Administrative Appointments: shall be conferred upon qualified persons, preferably from within the College itself and shall make no distinction between and show no preference among candidates on the basis of their being clerical or lay. All such appointments will be subject to approval by the bicameral Student/Faculty legislature.

DECISIONS OF THE CORPORATION

In recent years the Corporation has made numerous decisions significantly influencing the future of Providence College. The following is a partial list of some major policy decisions made by this body:

1. Purchase of the Elmhurst property.
2. Establishment of a $23 million Capital Fund Drive.
3. Approved the Construction, design and financing of the new library.
4. Authorized an independent study of Providence College's fund raising potential.
5. Established the Committee on Rank and Tenure and the procedure governing the promotion of faculty members.
6. Raised the tuition rates.

Open Letters From Authors

By presenting to you the articles on the following pages, we aim at informing you about something which is going on at Providence College. We are attempting to change its structure in the ways and for the reasons indicated herein. In this attempt, we have substantial support from the members of the Class of 1969. As our attempt is goal-oriented, the following information will, at least to some extent, be polemic.

We wish it known that this attempt in no way constitutes an indictment or implicit condemnation of Providence College's past. Much has been accomplished. Our belief, however, is that to insure the future progress of P.C., some changes must be made in the College's present structure.

This is a vital issue. We ask those who support our ideas, or who question our ideas, or who oppose our ideas to make their feelings known. They may do so by writing to us through Martin McNamara, Box 1168, Providence College.

In 1967, while on the staff of The National Catholic Reporter and while associate editor of Commonweal, John Leo observed: "The quest for safety is still viable for a college apparently willing to risk total discrimination throughout the academic world. Aside from that, its time has come." We agree.
Revision of Governing Body...

(Continued from Page 1)

health and success of American education across the nation.

The second constituent group of this structure is the faculty. The faculty, in the classroom and in the hall, room experience and personal confrontation with considerable numbers of the young people who come to Providence College the best immediate access is on the campus and the specific academic character of Providence College as it is an individual, and hence something unique, institution.

The third constituent element of the proposed Corporation is the outside community. Through careful selection by the twenty Corporation Members from the faculty and administrative constituencies, the nine outside community members may be so chosen as to provide for the Corporation liaison with the community outside the College, expert financial and legal advice, and, most importantly, detached but interested and intelligent opinion on College affairs.

In addition to the special contribution which each of these constituent groups brings to the Corporation, we believe that the presence of all three within the Corporation will provide a system of balances which would effectively serve to neutralize the powers of any established group. It is here that one sees corporately as the voices of each of the three in the relationship role. Faculty as trustees are criticized for being overly protective and as a result, very professional interests. Administrators often have an unhealthy interest in defending the traditional conduct of the institution (since they themselves are conductors and are often insensitive to the needs of the faculty). The students, on the other hand, need for the interest of the institution's financial well-being, yet frequently are outside or "lay" trustees are open to the risks of arbitrary, lack of educational expertise, and lack of interest in knowing the institution they govern. Thus, absolute control of the Corporation by any one of these three groups is definitely not desirable. To our view, it appears that these groups can function with acceptable effectiveness as trustees only when they share the power of governance in roughly equal portions.

The second major thrust of the Item 3 Corporation segment of the proposal is toward the insurance of mobility in the Corporation. By mobility, is meant an openness to constructive change in the College. This openness would be the result of the periodic forced upsurge of the things and the personnel of the Corporation. The most crucial change for its Membership, draw on different and distinctive consti tuencies has even been made for the introduction of the highest level, while yet attempting to insure that thought shall be responsibly presented by having it filtered first through the eyes of senior students and then through their elected faculty representatives.

Further, by reconstituting the Corporation Membership every four years, the communication between the Corporation, in whose name the President does and the student body is assured. Thus, democratization is intended to be continuous, and the body of the Board of Trustees shall consist of two members: the President, and the three groups are appointed for four-year terms, and the tenured group shall be renewed every four years.

Finally, it is the Corporation which has the final decisive voice in the operation of this College. It is the Corporation which was voted by the students to be the 85% of supplementary powers which the Corporation is not by the laws or structure can be modified or enlarged only by itself to exercise.

In practice the Executive Committee does much of the routine work which arises through the year. However, the Executive Committee is not required to handle any administrative decisions from the policy of delegated authority has exists to guide the arrangement whereby lesser administrative officials may handle many of the routine problems.

But any "major policy decisions," requires the sanction of the entire corporate body. Thus the establishment of a Faculty Committee for the approval of the entire Corporation. Any significant change or modification of the objectives, policies or conduct of Providence College must be put to a vote of the Corporation. One administrative action: College were to become co-educational or acquire the status of a graduate school, or by majority vote of the faculty body that these changes be made policy decisions and therefore require the approval of the Corporation.

 Authorities' Views

On Board of Trustees

In her essay "Changes Within the Liberal Arts Colleges," Mary Baker Eddy, Dean of the Faculty at Mills College, wrote in 1965, "For the liberal arts colleges, the challenge of the new era is not automatic, the resultant decay of spirit and tragic: witness Providence College's governing body must meet, rather it is the de- sign of the faculty committee as to whom they nominate. Also the rules governing the tenure of a professor's period of service or required retirement age, the custom has developed in the Corporation. The Corporation hold office for life or until age if the student body may, however, remove any member from the Board at such time an age of retirement be rendered in capable by age or if he neglects or refuses to perform his duties as a member. The governing body must meet at least once a year during the last week of May. Although meetings may be called by the President, Treasurer or any other member of the Corporation, the College does not usually meet many times other than the annual May meeting.

In the absence of the entire corporate body, the Board of Trustees of the Corporation composed of Fr. Haas, Fr. Fenner, Sr. Alphonsa, and the President of the Corporation, to consider any proposals, then they should make their sup- ports known.

Then the Executive Committee may (Continued on Page 3)
Toward Trustee Laicization

In a recent report on boards of trustees, prepared by Earl McGrath, director of the Institute of Higher Education at Columbia University, it was predicted that soon most Catholic boards of trustees will have over half their membership made up of persons not of the clergy.

The report entitled, "The Future of the Catholic University" Higher Education in the United States," dealt with controversy surrounding the efforts to diminish the predominance of clergy on boards of trustees of Catholic colleges.

Catholic colleges have already significantly increased lay representation on their governing bodies. St. Louis University restructured its board to comprise 18 laymen and 10 clergy with the proviso that the chairman of the board must be a layman and the four presidents of the Congregations of the Jesuits must not be a member of the Jesuit order. Moreover, the university has decided to include 50% lay representation. The University of Portland has conducted one of the most sweeping re-organizations in which the board of trustees has a membership of 35 laymen and 5 clergy. In addition, such schools as Loyola University of Chicago, Catholic University of America, University of Detroit and Fordham University have all drastically revised their boards of trustees to increase lay control of the institutions.

The report cited many reasons for the necessity to increase Catholic institutions and among these—

- The need for the layman's specialized knowledge in conducting the increasingly complex institutions of higher learning.

- The desire to avoid an overly parochial outlook towards the secular world.

- The opportunity to bring money to the college by apportioning wealthy businessmen who are themselves potential donors and who are in a position to give large sums which the clergy might not have as easy access.

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Mr. McGeorge Bundy, president of the Ford Foundation and former political science professor at Harvard, has depicted the faculty as the center of gravity in the university.

Writing in "The Atlantic Monthly" Mr. Bundy expressed the opinion that the position of the faculty should be dominant in almost all matters but especially in determining the quality of education and the "character of the institution as a whole."

He dealt with the inherent temptation on the part of the board of trustees to "organize" and conclude that "Nobel institutions in which the board of the institution can outweigh the pre-eminent requirement that its teachers and scholars should be free to do their own work as they themselves determine."

Mr. Bundy stressed the importance of a strong faculty as a necessary pre-requisite for a good college and stated that "in our foremost universities today it is the faculty which is central."

He stated that "it is historic and not sound policy which has made the average faculty of the university and not the faculty the prime questions of controversy."

Because the president is the agent of the faculty, in Bundy's view, the board of trustees may be overthrown by the faculty with a minimum of ill will and that the organization and the structure of the faculty is too important to be left entirely to the faculty and administration.

"My philosophy is that it is the responsibility of the board of trustees, not the faculty, to guide the school's administration."

The author did not however believe that a destruction of the board of trustees was feasible or desirable. He saw as a possible solution the notion proposed by John Kenneth Galbraith, another Harvard professor, that the board of trustees represent the interests of the donors and that the trustees must be a wise resolution of the dilemma.

**Authors' Views**

(Continued from Page 2)

Effectiveness, as well as the by-laws of the board.

In the discussion of what is to be done, Mr. Yuill, the former dean of governance at the University of Chicago, offers, "One of the main reasons advanced for the separation of the faculty from the administration, in early American institutions was the absence of numerous, well-educated faculty members; a situation without parallel in Europe."

ButBurns' observation, however, must be added that of Jenecks and Borrus to the effect that, "Nonetheless, the character of most faculties has changed dramatically over the past hundred years but even over the most faculty ratio permits faculty members to maintain more intimate student relations."

There exist faculty exercises greater voice in student affairs.

Alden G. Henderson, in a study published by the Association of Colleges and Universities and Colleges entitled The Role of the Governing Board and Board of Trustees, "The composition of boards becomes skewed in the absence of numerous, well-educated men and the economic segments of society."

Mr. T. Carlson and H. Robb, of the American practice of using exclusively lay boards and of the common consent that it has been said that trustees do not understand higher education and that many members are not even well educated. The criticism continues along several lines: membership is biased strongly in favor of business, men, lawyers, persons of wealth, and older people; boards, whose dealings are with problems that affect young people, have members who are too far removed from the younger generation and are not well educated. The criticism that another dimension: membership is biased strongly in favor of business, men, lawyers, persons of wealth, and older people; boards, whose dealings are with problems that affect young people, have members who are too far removed from the younger generation and are not well educated. The criticism that another dimension: membership is biased strongly in favor of business, men, lawyers, persons of wealth, and older people; boards, whose dealings are with problems that affect young people, have members who are too far removed from the younger generation and are not well educated.

The forward went on to cite specific instances in which the trustees were said to have ignored or wasted the services of the religious community. It seems that, in the Catholic colleges, authors made the observation that the board of trustees has a membership of the Ford Foundation and the Carnegie Corporation, came to the conclusion that its teachers and scholars are more involved in the university.

Mr. Bundy was later asked what was the chairmanship of the Board of Higher Education of the Commonwealth:

"Basic policy decisions must be made with academic voices in mind and not by boards of trustees" (Harvard Ed. Review, Fall 1967, p. 62). Meanwhile, Gerald L. Burns of New York University, the Independent College Funds of America, and others—awa children—illustrated by Felix C. Robb and others—a low faculty ratio permits faculty members to maintain more intimate student relations.

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Legislature, Appointments Concern of Other Points

The segment of the three point proposal that deals with the restructuring of the corporation will be the only topic of discussion at tomorrow's meeting of the corporation sub-committee. However, although, initially, only the reform program was over-shadowing the other two points, these three do form an integral whole. The factors sponsoring the proposal are most emphatic about the importance of all points and each of the sponsors expressed concern over the possibility that the bicameral student-faculty legislature and the power of administrative appointments might be forgotten in this intensive concern over the most basic structural change.

The suggested bicameral legislature would be in its present form. When questioned about this Joe McAleer explained that this was done purposefully in order to allow for adequate representation of the extreme needs of the various members of the college community. We felt that the expression of faculty interest and the opportunity to voice power between students and faculty we would be providing a strong mechanism of mutual cooperation and trust. Mr. Hartnett went on to say that bicameral legislature would have an inherent system of checks and balances within its structure by requiring both branches to approve any legislation passed. There would, however, be instances where approval may be required only one branch when only that group had an interest in the proposed legislation.

Another aspect of the power structure within this system is the veto power of the college president over any legislation. All bills requiring new emphasis in their support of this administrative check. However, they felt that a veto could be overruled by a two-thirds majority of both branches. Martin McNamara explained the effectiveness of this proposal, "a shift in emphasis toward administrators who would be responsible for a legislative body which would have the real power of veto in the college."

This is a significant and necessary step away from the responsibilities of both the Faculty Senate and the Student Congress. He continued with the others in their view that the adoption of such a system would require much detailed planning in order to meet every possible situation.

"It is hopeful that the Faculty Senate could work with an official committee of students and faculty representatives in an at
tempt to evaluate the advantages and disadvantages inherent in such a system. Paul McGowan over-keen to the serious consideration of the corporation, the bicameral legislature might show strong support for a two-question formula. It is, therefore, apparent that the success of this proposal will depend greatly upon the reaction of the Faculty Senate to the principle embodied therein.

The final point, concerning administrative appointments, is somewhat more precise in the area of implementation. The intent is to establish norms for positions of administrative importance. The first suggestion involves selection from within the college if at all possible. This is an important consideration since very often someone who has lived through experience with our unique problems and, to some extent, experienced students and faculty can be of great value.

The second suggestion is to approach the question negatively by eliminating the consideration of an individual's status. The sponsors were agreed that in no case should a lay member be over-ruled for any reason other than the availability of a more qualified person with their feeling that the tradition of a Dominican in any position on the administration is not tenable when the first consideration is his status. Of course, may also apply in re-tation to the traditional lay appointments which can be filled by a better qualified clerical member.

The final suggestion within this item depends upon the ac-ceptance of the proposed legislature. The approval of both branches for any appointment is an important step which would ensure cooperation and mutuality in the meeting of the needs of all concerned. It would also provide an additional check on the careful and effec-tiveness of any appointee.

Of 15 major books having relevance to American higher education which were listed in the questionnaire, only four were found to have been read by more than 5 percent of the trustees. The respondents were "not even familiar" with 10 of 11 periodicals listed. Mr. Hartnett concluded that, "As a group, trustees are barely familiar with the major books and periodicals of relevance to American higher education." In interpreting this lacking among trustees, Mr. Hartnett said it emphasized "the superficial nature of the trust in most of the board members. He also reasoned that from this that the institutions are not doing enough in the way of keeping their trustees abreast of current thinking."

Generally, Mr. Hartnett commented, "the trustees, by and large, are somewhat re Active in the field of academic freedom." Mr. Hartnett explained: "This was done purely in order to allow for the restructuring of the corporation had to be prepared for any legislation passed by the other two points, thus:

The corpor-ation, a sphere of education which were listed. From this, we can conclude that "the trustee, by and large, are reluctant to accept a wider notion of keeping abreast of current thinking." Mr. Hartnett said it emphasized "the peripher­al role that the Corporation has to play in the college's structure and because as a result, the trustees are not even familiar with the college if at all possible."

The grading system now in use needs to be changed. Students who actively dispute the functioning of a body of their choosing, or who, otherwise refusing to obey the rules should be expelled.

Atmosphere at this institution is a privilege not a right

Senior Class President and another sponsor of the proposal, said that the program has been appointed by that body earlier in the year. After a number of these meetings, there are not enough specific decisions they make about the courses cure.

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Tomorrow evening a special sub-committee of the Corporation will meet to consider a student-sponsored proposal to redesign the corporation structure.

The proposal is part of a three-point package presented to the corporation's body which calls for a thorough going and basic re-organization of the College's power structure.

The entire plan was formulated by students in the Class of 1969. Mr. Martin McNamara, one of the originators of the group, stated that after four years of study and research, "we continued to the conclusion that something had to be done to end the crisis. We felt that the school was not growing, academic life was not.

He related that this group began informal meetings early in the second semester and began to examine the possible types of changes needed. Jim Montague,