



PROVIDENCE
COLLEGE

SPECIAL EDITION

PROVIDENCE COLLEGE, PROVIDENCE, R. I., MAY 1, 1969

FOUR PAGES

Senior Students Propose Reform of Providence College Structure

Following is the complete text of the Senior Proposal:

(Editorial Note! The following article is concerned 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 reorientation in the hope of 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, as 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 (10), 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 of the corporation.

4 That the graduating Senior Class of Students of the College shall, by election, choose two (2) faculty members to serve for a one year term as their representatives as members of the Corporation.

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.

7 That all Corporation members shall spend at least fourteen days of each academic year on the campus of

the College re-acquainting themselves with the realities of and changes in the everyday life of the College.

8 That, excepting the members to be chosen yearly under item 4, all members of The Corporation shall serve for a term of four years.

9 That the members of the Corporation shall choose from their number, by election, the Office and Executive Committee of the Corporation, excepting only that the President of the College shall be a member of both.

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:

—Purchase of the Elmhurst property.

—Establishment of a \$23 million Capital Fund Drive.

—Approved the Construction, design and financing of the new library.

—Authorized an independent study of Providence College's fund raising potential.

—Established the Committee on Rank and Tenure and the procedure governing the promotion of faculty members.

—Raised the tuition rates.

—Approved the establishment of a Psychology Department.

—Authorized the construction of the new 11-story dormitory and the Student Union.

—Established the required retirement age for faculty members at age sixty-five.

—Formed a Committee on Investments for the purpose of increasing the College's endowment.

MEMBERS OF THE CORPORATION

Joseph U. Bergkamp, O.P.
John J. Cummings, Jr.
William J. Dillon, O.P.
Vincent C. Dore, O.P.
Robert L. Every, O.P.
Charles V. Fennell, O.P.
Thomas R. Gallagher, O.P.
Royal J. Gardner, O.P.
Walter F. Gibbons
William P. Haas, O.P.
Edward B. Halton, O.P.
J. Joseph Hanley
Ernest A. Hogan, O.P.
Francis A. Howley, O.P., Emeritus
Louis F. Kelly, O.P.
Joseph L. Lennon, O.P.
James R. Maloney, O.P., Emeritus
William D. Marrin, O.P.
Edwin I. Masterson, O.P.
Justin P. McCarthy
Edward A. McDermott, O.P.
Frank J. McGee
James L. McKenney, O.P.
Bishop Russell J. McVinney, D.D.
Robert A. Morris, O.P.
James M. Murphy, O.P.
William T. O'Shaughnessy, O.P.
Paul C. Perrotta, O.P., Emeritus
Kenneth C. Sullivan, O.P.
Paul van K. Thomson
William A. Wallace, O.P.

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 polemical.

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 discreditation throughout the academic world. Aside from that, its time has come." We agree.

JOSEPH McALEER
PAUL MCGOWAN
MARTIN McNAMARA
JAMES MONTAGUE

Revised Corporation To Be Democratized To Insure Mobility

It should be clearly known that the basic thrust of the Item 2 Corporation segment of the present reform proposal is toward the establishment of what might, perhaps, best be called a constituent Corporation board.

By the term constituent it is meant that the board will reflect in its proposed make-up the influence of three separate and, we contend, complementary groups.

The first of these groups is the College Administration. As administrators, these men are by vocation professional educators. Thus, as competent professionals, they should by their presence offer the Corporation the best possible immediate access to both the current theory

(Continued on Page 2)

Editorial

Positive, Constructive Proposals

The importance of the proposals that are described within the pages of this special issue cannot be overemphasized. They are positive proposals, they are constructive proposals, and they can serve as the tools which will vault Providence College from its present anachronistic state into an era in which the prevailing attitude will be that of inventive changes and refinement of ideas.

Perhaps the most significant aspect of these proposals is that they will facilitate a meaningful change of attitude within this institution. No longer will the prevailing tendency be to wait five years and see how a new method works at some school before it begins to be discussed here. Education has to change with the times and Providence College cannot afford to remain behind the times any longer.

A close examination of these measures will show that the concepts of powersharing and the need to develop new ideas comprise their essential elements. Neither of these concepts is a new idea, except at Providence College.

Sharing the power to make policy decisions among all three segments of the college community — the administration, the faculty, and the students — has long been an accepted practice in the major universities throughout the country. All three segments of the College have a stake in its management and all three should have a voice in its management.

The proposals for the restructuring of the Corporation and the creation of

the bi-cameral legislature are the main organs of instilling new ideas into the College. Both of these measures deal with elected bodies and the significance of this is that a system of periodic change of personnel is created. Different men with different ideas will be infused into the system and this will allow Providence College to gain a much broader perspective than it has now. This is not a new principle, for the giant corporations that run the industries of our country have long practiced it. They do it because they need new ideas to survive in the world of competition, just as PC needs new ideas to survive in the world of education.

The total revampment of the power structure of this College, which is the aim of these proposals, is a very serious matter. It requires thought, yes, but more importantly it requires questioning — questioning as to what Providence College is now and what it should be. This question, ultimately, can only be asked, and answered, by the Corporation. The students, the faculty, and the members of the administration, however, can also ask this question and if the individuals within these groups support the Senior Class and their proposals, then they should make their support known.

We support these proposals and we call upon all segments of the Providence College community to voice their support for them.

THE COWL EDITORIAL BOARD

Revision of Governing Body . . .

(Continued from Page 1)
and practices of higher education across the nation.

The second constituent group of the proposed Corporation structure is the faculty. The faculty, from their daily classroom experience and personal confrontation with considerable numbers of students, offer the Corporation the best immediate access to the concrete reality and specific academic character of Providence College as it is an individual, and hence somewhat 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 administration 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 has to offer the Corporation, we believe that the presence of all three within the Corporation would provide a system of balances which would effectively serve to neutralize what have been seen traditionally as the vices of each of the three in the trusteeship role. Faculty as trustees are criticized for being overly protective of their narrowly professional interests. Ad-

ministrators often have an unhealthy vested interest in defending the traditional conduct of the institution (since they shaped that conduct) and are often insensitive to the needs of students and faculty when those needs conflict with the interest of the institution's financial sources. Finally, of course, outside or "lay" trustees are open variously to charges of absenteeism, lack of educational expertise, and lack of interest in and knowledge of 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 2 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 updating of the thinking and/or personnel of the Corporation. Thus, the Corporation would, for its Membership, draw on different and distinctive constituent elements. Allowance has even been made for the infusion of student thought at this highest level, while yet attempting to insure that that thought shall be responsibly presented by having it filtered first through the graduating senior students and then

through their elected faculty representatives.

Further, by reconstituting the Corporation Membership every four years, a continuing communication between the Corporation Members and their constituency is assured. Thus, democratization is intended to breed openness to change and a meritocratic tradition in Corporation decision-making.

Thirdly, it should be noted that by changing the STRUCTURE of the Corporation Membership itself, it is hoped that the Corporation will be made directly responsive to change in the community of the institution it serves. As long as the Corporation Membership is appointive, its make-up will be arbitrary. It is reasonable to suspect that such internal appointments would tend to be dominated by some one power figure or small group of power figures within the Corporation. Thus, the whole Corporation would tend to reflect the image of its controlling power figure rather than reflect either the ideals or present reality of the larger community of the institution itself. Without the provisions for direct election, a term of office, and a maximum age limit, change in the Corporation Membership would, as at present, necessarily have to come through the painful and time consuming process of attrition. The Corporation would necessarily reflect changes in the larger College community only if and when an agent of that changed community should become the dominant power

Function & Organization of College Corporation

The Corporation of Providence College is the legal governing body of this institution. By the Act of Incorporation passed by the State's General Assembly in 1917 it is the corporation which possesses the full power and authority of the College.

All power which this College possesses is legally in the hands of the Corporation. Any authority which the Faculty Senate or the Dean or any other College official exercises is only delegated authority from the Corporation, and that delegated power may be rescinded at any time by the majority will of the corporate members.

Thus the importance of this body can hardly be minimized. It has among its powers: the election of the President, the choice of the faculty, the control of salaries and tenure, the care and development of the physical plant and the establishment of curriculum and degree requirements. The power of the Corporation can be further illustrated when we consider the important area of the contracts and status of the faculty. All new appointments, promotions, and grants of tenure, are made by the President according to norms and standards approved by the Corporation, in whose name the President acts. Although there is a faculty committee on Academic Rank and Tenure its recommendations, unlike the Corporation's, are not binding on the President. It is the Corporation which has the final decisive voice in the hiring and promotion of the faculty.

Presently Providence College's governing body is comprised of 31 members: 24 are Dominican Fathers, 6 are laymen and the final member is the Bishop of the Diocese.

The procedure for election to the Corporate body of Providence College is somewhat vague. After examining the By-Laws of the College and interviewing College officials it seems that no formal procedure has ever been established. However, it is traditional that a sub-committee of the Corporation be established to nominate individuals for election. There is no standard set of criteria established which a nominee for membership on the Corporation

must meet, rather it is the discretion of the sub-committee as to whom they nominate.

Also the rules governing the tenure of office on this body are undefined. In the absence of any established term of office or required retirement age, the custom has developed in which members of the Corporation hold office for life or until they voluntarily retire. The corporate body may, however, remove any member from the corporation if in their judgement he shall be rendered incapable 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 latter part of May. Although meetings may be called by the President, Treasurer or any seven members at any time, the Corporation does not usually meet many times other than the annual May meeting.

In the absence of the entire corporate body the Executive Committee of the Corporation composed of Fr. Haas, Fr. Fennell and Mr. McGee, legal advisor to the college, possesses and may exercise all the corporate powers which the Corporation is not by the laws or this state or of the United States itself to exercise.

In practice the Executive Committee does much of the routine work which arises throughout the year. Even this Executive Committee is not required to handle many administrative decisions for the policy of delegated authority has established a decision-making arrangement whereby lesser administrative officials may handle many of the routine problems.

But any "major policy decision," requires the sanction of the entire corporate body. Thus the establishment of a Faculty Senate required the majority approval of the entire Corporation. Any significant change or modification of the objectives, policies or conduct of Providence College must meet with the approval of the Corporation. One administration official felt that if the College were to become co-educational or acquire the adjacent Chapin Hospital property that these would be major 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 Bennett Woods, Dean of the Faculty at Mills College, wrote in 1965, "For the liberal arts college, especially the in-

dependent college, the organizational capacity to effect drastic changes may well be the key to survival when such changes are required to keep an institution both educationally stimulating and financially solvent." Dean Woods depicts the general character of the climate of change by saying:

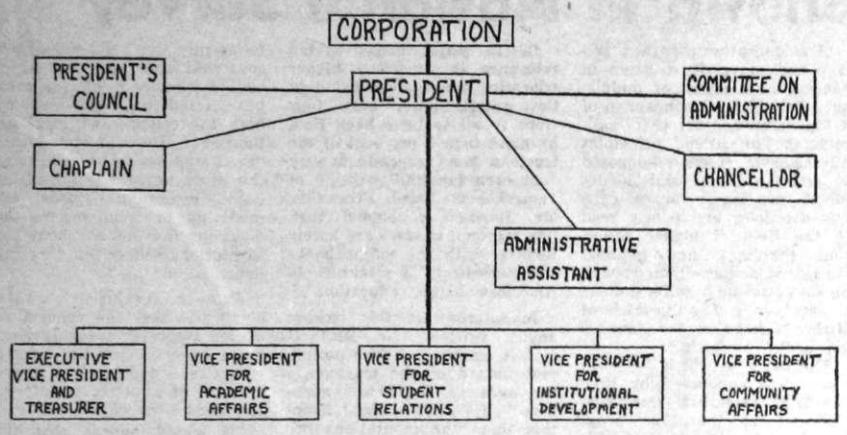
Presently there is much concern about administrative efficiency in colleges, the several strands of the argument indicating the principal types of current organization. In the absence of unequivocal answers from the realm of management as to optimal structure and procedure for getting the business of the college done, spokesmen for all interested parties, within the college and outside

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ORGANIZATIONAL CHART



Trend In Catholic Colleges Towards Trustee Laicization

In a recent report on boards of trustees of Catholic colleges, prepared by Earl McGrath, director of the Institute of Higher Education, Teacher's College, Columbia University, it was predicted that soon most Catholic boards of trustees will have over half their membership composed of laymen.

The report entitled, "The Future Governance of Catholic Higher Education in the United States," dealt with controversy surrounding the increasing instances of laicization of college governing bodies. After surveying 168 Catholic colleges, Dr. McGrath and his co-author the Very Rev. Gerald DuPont, S.S.E., President of St. Michael's College, came to the conclusion that laicization was a firmly established trend and one which was necessary in view of the changing nature of these colleges and the new demands placed upon them.

In concluding their report the authors made the observation that, "The disproportion of lay teachers to religious in many Catholic colleges, . . . has raised the issue as to whether religious societies can continue to conduct colleges and universities simply as houses of their community. It seems that, in the interest of the public trust they carry, they must concede much more authority to laymen and give them a commanding voice in decisions that pertain to the college or the university."

They went on to state that, "an educational institution, even when under the sponsorship of a religious body, can no longer be a private preserve. . . . We have too long—to the detriment of higher education and to the purposes colleges professedly serve—ignored or wasted the talent of lay persons. It should be a matter of principle to have a fair presentation of lay men and women at the policy-making level of our privately controlled institutions."

The conclusions which Dr. McGrath and Rev. DuPont drew were based upon a survey of 168 Catholic colleges in which two-thirds of these schools expressed the intention of increasing the proportion of lay members of their boards of trustees in the near future.

The report went on to cite specific instances in which

Catholic colleges have already significantly increased lay representation on their governing bodies. St. Louis University restructured its boards so as to comprise 18 laymen and 10 clergy with the additional provisions that the chairman of the board must be a layman and the President of the university must not be a member of the Jesuit order. Notre Dame revised its corporation 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, University of Detroit and Fordham University have all drastically revised their boards in an effort to increase lay control of the institutions.

The report cited many reasons for the necessity to laicize Catholic institutions and among them were:

—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 appointing wealthy businessmen who are themselves potential donors and who are in a position to solicit others to whom the clergy might not have as easy access.

—Improve the relationship between the faculty and the administration by giving the faculty a greater involvement in the institution.

The question of lay control of Catholic colleges has been an increasingly controversial issue in recent years. Earlier this year Fordham University was the object of an intensive study, known as the Gellhorn Report. This report conducted by two law professors at Columbia University recommended that Fordham sever all ties to the Jesuit order to the point where the religious community must pay for its residency on campus and receive the normal salaries of lay professors. It also strongly recommended that the board of

trustees be revised to include laymen, but not on a nominal basis by which the Jesuit order remains in de facto control but a real and substantial change from religious to lay control.

McGeorge Bundy On Faculty Power

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 tension between the faculty and the board of trustees (corporation) and concluded that "Nothing in the corporate claim of the institution can outweigh the pre-eminent requirement that its teachers and scholars should be free to do their own best 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 accident and not sound policy which has made the trustees and not the faculty the prime movers in choosing presidents." Because the president is the agent of the faculty, in Bundy's opinion, it is only logical and worthwhile that they have the final voice in his selection.

The author did not however believe that a destruction of the corporation was feasible or even desirable. He saw as a possible solution the notion proposed by John Kenneth Galbraith, another Harvard professor, that strong faculty representation on the board of trustees might be a wise resolution of the dilemma.

Authorities' Views . . .

(Continued from Page 2)

it, offer their opinions. Underlying the presentations of the various points of view are a universal concern for doing the job well, and a common conviction that new methods will have to be found or old ones adapted to meet changed conditions. But there is no agreement as to means. One group of arguments is advanced in favor of strong board and presidential authority on the grounds that institutional self-study can be more searching, bold steps more readily undertaken, necessary cuts in program or personnel more easily effected, by a relatively detached administrative group concerned with the institution as a whole. The traditional conservatism of faculties, their understandable self-interest where their own departments are concerned, the undesirability of distracting them from the essential tasks of teaching and scholarship, and the cumbersomeness of the usual faculty committee apparatus are all cited as arguments in favor of authority vested in the president and his aides. Another group advocates as strongly the primacy of the faculty in college governance, pointing out the degree to which essentially academic decisions ramify into all aspects of college operations, and stressing the desirability of democratic organization within the college. As the first set of arguments may suggest a bypassing of the faculty on matters of legitimate concern to them in the interest of firmness and efficiency of action, the second set tends to attribute to the faculty wisdom in all things. It is hardly surprising that a third group of spokesmen considers the merits of a faculty-administration council to give continuing attention to long-term over-all plans for the college, and of other means of securing the maximum benefit of faculty advice and participation in academic administration without involving faculty members in excessive busywork, administrative officers in frustrating delays, and the institution itself in confusion bred of simple failure to divide the labor adequately and keep the channels of communication open.

Generally, two loud opinions predominate in most basic considerations of the shape which the structure of academic governance should assume. On the one hand, Richard M. Millard, Chancellor of the Board of Higher Education of the Commonwealth of Massachusetts, insists, "Basic policy decisions must be made with academic effectiveness in mind and by academically-oriented personnel." (*Harvard Ed. Review*, Fall '67, p. 692) Meanwhile, Gerald P. Burns, President of the Independent College Funds of America, states with equal force and clarity in his book *Trustees in Higher Education*: "My philosophy about boards of trustees may be stated by paraphrasing Clemenceau: education is too important to be left entirely to the faculty and administration. Outside, objective, detached perspectives are needed in any major undertaking, and the operation of a college is no exception." There is the strong presence of a tension here, and in resolving it Dean Woods suggests: "The traditions and present circumstances of the college, the character of the faculty, and the personality of the president will be as important in determining the course the organization will take, and its

effectiveness, as will the by-laws of the board."

In explaining the evolution of lay boards of trustees as the dominant form of governance in American higher education, Burns offers, "One of the main reasons advanced for the strength of boards of control in early American institutions was the absence of numerous, well-educated faculty members; a situation without parallel in Europe." To Burns' observation, however, must be added that of Jencks and Riesman to the effect that, "Nonetheless, the character of most faculties has changed, not only over the past hundred years but even over the past thirty."

Thus, in essaying the common situation of today, Harold W. Dodds collaborates with Felix C. Robb and R. Robb Taylor in *The Academic President—Educator or Caretaker?* to say:

"We noted earlier that trustees have in practice or by specific resolution delegated broad discretionary powers in educational matters to the administration and the faculty, retaining of course an ultimate but seldom-exercised legal authority. The result is a sort of bicameral system in which the upper house, the trustees, while taking many unilateral decisions in nonacademic affairs, approve much as a matter of course the decisions taken by the lower house, the faculty, in the area of its accepted professional discretion." Pertinent here is the comment made by John J. Corson in his *Governance of Colleges and Universities*: "In the smaller colleges—illustrated by Beloit, Carleton, Denison, Goucher, and others—a low student-faculty ratio permits faculty members to maintain more intimate student relations. There the faculty exercises a greater voice in student affairs."

Aldo G. Henderson, in a study published by the Association of Governing Board of Universities and Colleges entitled *The Role of the Governing Board*, comments: "The composition of most boards becomes skewed in favor of the upper socioeconomic segments of society. This leads to criticisms of the American practice of using exclusively lay boards and of the composition of lay boards. 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 businessmen, lawyers, persons of wealth, and older people; boards, whose dealings are with problems that affect young people, have members who are too old and conservative when, instead, genuinely progressive leadership is required; large segments of the public—notably women, labor, and the lower socioeconomic classes—are not represented." Later, Henderson adds, "Our colleges and universities deserve to be governed by persons who have been selected on grounds other than sheer expediency."

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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 this initial thrust of the reform program is presently overshadowing the other two points, these three do form an integral whole. The seniors 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 policy of administrative appointments might be forgotten in this intensive concern over the most basic structural change.

The suggested bicameral legislature is very vague in its present form. When questioned about this Joe McAleer explained: "This was done purposefully in order to allow for adaptation to the particular needs of the various members of the college community. We felt that by allowing for the expression of faculty interest and an equitable distribution of power between students and faculty we would be providing a strong sense of mutual cooperation and trust." He went on to explain that the legislature would have an inherent system of checks and balances within its structure by requiring both branches to approve any legislation affecting both groups. There would, however, be instances where approval may be required of 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 the sponsors were very emphatic 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 effective power of legislation as "a shift in emphasis toward administrators who would administer and a legislative body which would have the very real power of legislation." He continued, "This is a significant and necessary step away from the advisory position of both the Faculty Senate and the advisory position of both the Faculty Senate and the Student Congress." He concurred 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.

The sponsors were extremely hopeful that the Faculty Senate could work with an official committee of the college and student representatives in an at-

tempt to evaluate the advantages and study the implementation of such a system. Paul McGowan stated, "In order for this approach to receive the serious consideration of the corporation, the students and faculty must show strong support for a mutually acceptable formula." It is, therefore, apparent that the success of this part of the proposal will depend heavily 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 familiar with the college through experience with our unique problems and, to some degree, with the students and faculty can be of great value.

The next criteria seems to approach the question negatively by eliminating the consideration of clerical or lay status. The sponsors were agreed that in no case should a lay member be overlooked for any reason other than the availability of a more qualified priest. It is their feeling that the tradition of a Dominican in any position on the administration is not tenable when the first consideration is his priestly vocation. This, of course, may also apply in relation to the traditional lay position which may be filled by a better qualified clerical member.

The final suggestion within this item depends upon the acceptance of the proposed legislature. The approval of both branches for any appointment is an important step which would ensure cooperation and mutual understanding of the needs of all concerned. It would also provide an additional check on the quality and effectiveness of any appointee.

Benefit of Internal Control Shown in National Survey

"For those who regard college and university trustees in general as a group of middle-aged Republican businessmen of a moderate-conservative cast, reluctant to accept principles of academic freedom, opposed to giving students and faculty members a major role in campus decisions, and poorly read in the field of higher education, there's a new national study that supports their views." So says Assistant Editor Robert L. Jacobson in *The Chronicle of Higher Education* for January 13, 1969.

The study to which Jacobson refers was conducted by Rodney T. Hartnett, a research psychologist at the Educational Testing Service. Hartnett's study, conducted in cooperation with the campus governance program of the American Association for Higher Education and with the Association of Governing Boards of Universities and Colleges, based its conclusions on replies to an eight-page questionnaire from some 5,200 trustees of 536 institutions.

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 per cent of the trustees. Most respondents were "not even familiar" with 10 of 11 periodicals listed. From this, 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 peripheral nature of the trusteeship for most of the board members." He also judged from this that "the institutions are not doing enough in the way of keeping their trustees abreast of current thinking."

Generally, Mr. Hartnett concluded that "the trustees, by and large, are somewhat reluctant to accept a wider notion of academic freedom." (69 per cent said all campus speakers should be officially screened, 53 per cent favored loyalty oaths

for faculty members, and 49 per cent said students involved in civil disobedience off the campus should be disciplined by both the college and local authorities.) He also stated that "there appears to be validity to the often heard claim that because governing boards are made up of businessmen, the decisions they make about the institutions will reflect this outlook."

Another conclusion of the study was that the concept of shared authority in institutional governance "clearly has a more receptive audience" among trustees of selective private institutions than elsewhere.

"It would appear that the greater the prestige of the institutional type, the more likely the trustees are to favor student and faculty involvement in decision-making," Mr. Hartnett said.

The following table shows the per cent breakdown of replies to several of the questions asked in this study:

Percentage of Trustees Who Agreed With the Following Statements:	Pub. Coll.	Pub. Uni.	Pri. Coll.	Pri. Uni.	Cath. C.&U.
All campus speakers should be subject to some official screening process	71%	68%	70%	58%	72%
There should be faculty representation on the governing board	30%	28%	49%	38%	63%
Faculty members should have the right to express their opinions about any issue they wish in various channels of college communication, including the classroom, student newspaper, etc., without fear of reprisal	64%	66%	68%	68%	67%
There should be more professional educators on the board of trustees	22%	16%	29%	20%	32%
The requirement that a professor sign a loyalty oath is reasonable	59%	52%	52%	49%	56%
Students involved in civil disobedience off campus should be subject to discipline by the college as well as by the local authorities	50%	46%	51%	42%	45%
The grading system now in use needs to be modified	35%	37%	25%	23%	34%
Students who actively disrupt the functioning of a college by demonstrating, sitting-in, or otherwise refusing to obey the rules should be expelled or suspended	83%	83%	79%	80%	81%
Attendance at this institution is a privilege not a right	77%	80%	95%	97%	92%

Student Group To Meet Sub-Committee; Present Reform Proposals at Hearing

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

The proposal is part of a three-point package presented to Fr. Haas last February which calls for a thorough going and basic redesign of the College power structure.

The entire plan was formulated by a group of students in the Class of 1969. Mr. Martin McNamara, a member of the group, stated that after four years of study at Providence, "we came to the conclusion that something had to be done to change this College. We felt that the school was not growing, academically speaking, and that to meet the rising demands of both the students and faculty some major revisions had to be enacted."

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

Senior Class President and another sponsor of the proposal, said that "we began by studying issues which later we felt were only on the periphery of the problem, "such as student representation on the Committee on Studies, more power for the Student-Faculty-Administration committees and enactment of the four course curriculum.

After discussions with students and faculty members the group began to formulate what they described as the "beginnings of a major program to democratize organization of this College." The final draft of the proposal was completed in February.

Joseph McAleer, one of the originators of the three-point program, remarked in an interview that the students sponsors "felt that the plan to change the Corporation had to be precise in order to clearly demonstrate the numerous revisions which we thought were necessary. One of the major problems with the present set up of the Corporation is that it lacks

any definite structure." He went on to say that "because there are not enough specific laws governing this body a number of practices have developed which we felt were detrimental to that body and the College as a whole."

When asked why the bi-cameral legislature was only stated in broad terms he said that the students "believed that the proposal was so new that it would be best to have the general concept of student-faculty power first accepted before we went into any specifics."

After Fr. Haas was informed of the three-point program the student organizers began to canvass the senior class for support. "We thought, said Mr. Montague, "that the seniors would be the logical starting point since they are somewhat better acquainted with the College's structure and because as seniors we would have greater contact with our classmates" and therefore could easily solicit their assistance.

Mr. McNamara explained that in the course of gathering support from the students, meetings were held between the student and Fr. Morris, Vice-President for Institutional Development, who had become the "middle-man" in making arrangements to bring the program before the Corporation. After a number of these meetings the May 2nd date was agreed upon.

The subcommittee of the Corporation which will study the student proposal was appointed by that body earlier in the year and will forward recommendations to the parent group. The sub-committee is composed of: Very Rev. Vincent Dore, Very Rev. William A. Wallace, Rev. Thomas R. Gallagher, Rev. Robert A. Morris, and Mr. Walter F. Gibbons.

The entire Corporation according to the student sponsors will possibly decide upon the recommendations late in May when they held their annual meeting.

Send
Letters
To
Box
1168