

JOURNAL OF THE FACULTY SENATE  
The University of Oklahoma (Norman campus)  
Regular session - February 8, 1988 - 3:30 p.m.  
Conoco Auditorium, Neustadt Wing, Bizzell Memorial Library

The Faculty Senate was called to order by Professor Larry Canter, Chair.

PRESENT: Baker, Barker, Bell, Bergey, Bert, Brock, Brown, Canter, Carr, Cohen, Cook, Curtis, Dietrich, Economou, Eisenhart, Fagan, Faibisoff, Farmer, Harris, Herstand, Hill, Johnson, Kenderdine, Knehans, Knox, Kondonassis, Kutner, Lewis, Livesey, Magid, Nicewander, Ray, Rogers, Ryan, Shambaugh, Smith, Snell, Spaeth, Tepker, Vestal, Wallace, Weaver-Meyers, Wiggins, Williams, Zelby  
Provost's office representative: Joan Wadlow, Kirby Gilliland  
PSA representatives: Bette Scott  
Liaison, ABP: Lee Morris

ABSENT: McManus, Mennig, Rideout, Robertson, Taylor, Turk, Zonana

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APPROVAL OF MINUTES

The minutes of the regular session of January 11, 1988, were approved.

## ANNOUNCEMENTS

The second annual faculty awards luncheon will be held Thursday, April 7, 1988, 11:30 am - 1:30 pm in the Union Ballroom. Invitations will be sent to the faculty in the near future.

The Spring General Faculty meeting will be held Thursday, April 21, 1988, at 3:30 p.m. in Adams Hall 150.

A compilation of the Fall 1987 semester reports of the University Councils and Publications Board was mailed to Faculty Senate members, chairs, directors and deans on February 16. They were asked to make it available to the general faculty.

PROGRESS REPORT ON RECRUITING NATIONAL MERIT/ACHIEVEMENT SCHOLARS BY  
DR. STEPHEN SUTHERLAND, CHAIR OF SCHOLARS PROGRAM

Dr. Sutherland reported that for fall 1987 OU had 34 freshmen National Merit Scholars, which placed the University second in the Big 8 and 47th in the nation for public and private institutions. With 4 freshmen on National Achievement Scholarships for Outstanding Negro Students (NASPONS) OU was first in the Big 8 and 47th in the nation.

There are three types of merit scholarships: national, corporate, or college-sponsored. Most of the scholars who come to OU receive college-sponsored scholarships of about \$10,000-11,000, which comes close to covering the estimated cost of \$16,000 to attend OU for four years. Recruiting is taking place in nine states, mainly those adjacent to Oklahoma, and a new 800 number has been put in place to aid in the effort. Half of the semi-finalists in Oklahoma come from 22 high schools in the state, and 25% come from 4 high schools. Dr. Sutherland reminded the group that a list of national merit scholars had been sent to each OU department to encourage the faculty to take an active part in recruiting the scholars.

Answering questions from the floor, Dr. Sutherland said the scholars' average g.p.a. at OU is 3.5, half of the students are would-be engineers, and retention is good. It is hard to predict how many national merit scholars OU will have by 1995, because there's a finite number. He didn't have figures on the cost per student to recruit NMS and NASPONS. He said he is hoping to increase the number of corporate-sponsored scholarships in the future. Dr. Sutherland mentioned two bills currently being considered by the state legislature which could help increase the number of merit and achievement scholars at the University; he encouraged the university and/or Faculty Senate to go on record as supporting these bills.

## SENATE EXECUTIVE COMMITTEE REPORT

Prof. Canter reminded the Senate that the call for nominations to councils, committees, and boards had been sent out. He encouraged the faculty to make nominations for the various positions.

The printed budget book for 1987-88 for the Norman campus, which was delayed due to the late approval of the salary increases, will be available in the Senate office in mid-February. [Note: The Senate office has since received the budget.]

The agreement between the Summer Institute of Linguistics and the University has been terminated. As of summer 1988 the Institute will no longer operate at OU. This resulted in part from an action taken by the Senate in May 1986.

The ad hoc committee charged with updating the 1977 program discontinuance policy expects to make a report at the March or April Senate meeting. The committee is chaired by Prof. Roger Frech (Chemistry); other members include Professor Steven Curtis (Music) and Ben Taylor (Economics).

The Research Council, chaired by Prof. Michael Morrison (Physics) sent a survey to the faculty in November 1987 asking for opinions with regard to research on campus, services, etc. The council's report summarizing the responses will be sent by the Faculty Senate office to the general faculty in mid-February.

For Spring 1989 classes are scheduled to begin January 9. Some faculty have asked that more time be given between semesters to do research. The Senate Executive Committee will work with the Class Schedule Committee to try to get greater input into future decisions on the academic calendar.

Interviews with candidates for the Chief Legal Counsel position will begin February 9, so a permanent Chief Legal Counsel will be in place soon. The Senate Executive Committee will be meeting with each candidate.

President Horton is making plans for program reviews for non-academic areas. A draft policy statement on the procedures that will be used in the non-academic areas has been prepared.

Two of the OU Regents have sent letters to the Faculty Senate Chair in response to the October 22 statement of the general faculty on academic misconduct. Prof. Canter said he considers these as letters from individual Regents, neither representing a response of the Board of Regents. In connection with point #2 of the statement, the Senate Executive Committee, in cooperation with Student Congress, continues to work on recommendations for amendments to the academic misconduct code. Prof. Zelby suggested that the revisions include a provision establishing a time table to limit the maximum time for the hearings and disposition. Prof. Canter said he would check into whether those kinds of limits were already in place. Prof. Cohen pointed out that one of the issues is the OU Regents' procedures for when they hear a hearing, and modifying their procedures will require thoughtful work and dialog with the Regents over some period of time.

Regarding the resolution adopted by the Senate at its November 1987 meeting (see 11/87 Journal, pages 6-7), requesting that academic misconduct statistics be published, the President has agreed to do that but is trying to decide where and when to publish the statistics. Provost Wadlow said she is thinking of publishing the statistics once a year at the beginning of the Fall semester when it would have more impact, unless the Senate believes it should be done each semester. (Note: The resolution states "no less frequently than once a year.")

The OU Regents are proceeding with trying to fill the position of financial and budget analyst. They plan to meet with the search committee on February 10 to discuss the candidates. The salary for this position is listed at \$50,000-75,000 annually. A copy of the job description is available in the Senate office.

#### FOCUS ON EXCELLENCE

Prof. Cohen honored Prof. Fred Miller, Professor of Law, whose writing in the areas of consumer protection, consumer credit law, general commercial law, and the law of commercial paper, bank transfers, and electronic transfers has made him one of the pre-eminent national authorities in this rapidly changing field. He has been advising the Oklahoma legislative staff on the development of the Uniform Consumer Credit Code in the state, and has been working with various national groups revising the Uniform Consumer Credit Code and drafting

the Equal Credit Opportunity Act. His recent research has been on the powers of the FDIC and other insurance regulatory agencies. Prof. Miller has published 40 journal articles and co-authored five books. In spring 1987 he received OU's Merrick Foundation Teaching Award.

**ISSUE FOR DISCUSSION - CONTINUATION OF DISCUSSION CONCERNING THE FACULTY'S NEED FOR LEGAL ADVICE/PROTECTION**

At last month's meeting the Senate discussed academic-related litigation involving faculty. Mr. Kurt Ockershauser, Interim Chief Legal Counsel, was invited to attend this meeting to describe the function of the Legal Counsel's office and to answer questions. He said the office currently has two attorneys and will have three once the Chief Legal Counsel is hired. The OU attorneys are generalists, so there are times when they must seek the expertise of lawyers off campus. The function of the office is to render counsel and advice regarding anything that officially affects the University of Oklahoma, including academic misconduct and academic appeals.

Generally in internal hearings, the Legal Counsel will represent the faculty if the other side has an attorney, according to Mr. Ockershauser. For an informal process, the Legal Counsel recommends no lawyers for either party. A possible conflict of interest can arise when there are differences between faculty and the administration, because the Legal Counsel's first priority is to represent the administration and Regents. In such cases, the Legal Counsel may appear on behalf of the administration and usually can only give some general advice to the faculty member.

Prof. Magid asked whether a lawsuit is usually brought directly to the faculty member or through the Legal Counsel. Mr. Ockershauser replied that usually they are notified by the faculty member, unless a lawsuit is filed against the Board of Regents and it names faculty/staff members as well. Prof. Johnson asked whether the Legal Counsel took an active or passive role in aiding and assisting the faculty when the faculty member faces someone with counsel. Mr. Ockershauser said, "If there is a lawyer on the other side, the Legal Counsel actively represents the faculty member in these cases in faculty appeals board hearings, academic appeals board hearings, and in District and Federal Court." Prof. Ryan commented that there is a potential conflict of interest concerning the University patent policy. The advice from the Legal Counsel seems to be biased toward the administration. Mr. Ockershauser acknowledged that there might be some situations in which faculty would fare better if they had their own lawyer just to represent their interests. He pointed out that in some cases law professors have assisted, or outside counsel has been hired.

Prof. Cohen reported on professional liability insurance options. According to Oklahoma statutes, any state employee who is subject to a tort claim, while acting in good faith within the scope of employment, will be provided legal defense from the state, except in cases of discrimination. (The complete text of the Oklahoma Statute is available in the Senate office.) There is some exposure while acting outside the scope of employment; however, that can be covered by certain types of umbrella liability insurance, costing \$6-200/year depending on the level of coverage. Answering a question from Prof. Bergey, Prof. Cohen said OU, as a state agency, falls under different provisions from school boards. He explained that certain University employees (e.g. Goddard employees) are provided liability insurance because of their exposure in their daily work. Prof. Tepker pointed out that the exposure may be limited, but the legal cost of the suit can be high if the Legal Counsel doesn't represent the faculty, and sometimes insurance companies will want to settle a case instead of going to court. Prof. Canter noted that the Senate office has some information about a legal network program.

**REVIEW OF THE NEW SMOKING POLICY FOR THE NORMAN CAMPUS**

(See 12/87 Journal, page 2 and Appendix I.) Capt. Richard Hamilton, University Safety Officer, explained that the law adopted by the state last fall (Smoking in Public Place Act) is designed to provide a standard policy throughout the state, and stipulates that the University cannot modify or be more strict than the law. Therefore, the OU policy is one of implementation, of applying the state law to OU. The current policy prohibits smoking in any area of a building except where smoking permitted is designated. "No Smoking" signs will be installed at the entrance to each building. There must be at least one smoking-permitted area for each building (not for each department). The units in the building will be responsible for determining where smoking will be allowed, and they will be responsible for installing signs in those areas. Signs for the building entrances will be installed by the Physical Plant; signs for the interior will be available from the Storeroom in a few weeks at a cost of about \$8 each.

Capt. Hamilton answered several questions concerning the places where smoking is/is not permitted. The policy allows smoking in private, enclosed rooms, but that means the door must be closed, and visible smoke cannot go out of the private room. If the smoke is not visible, but still bothers someone, an inspector can check to see if there's a ventilation problem, or the Physical Plant can do some formal testing. Responding to questions about the areas that had already been designated as smoking permitted, Capt. Hamilton said the University Safety Office (USO) can be asked to visit areas that appear to be in conflict with the law. He pointed out that units need to avoid designating smoking where smoke detectors are located. Once more places are identified, the USO will probably start visiting these areas. The policy does not cover chewing tobacco. Prof. Zelby asked if the signs on certain classrooms, such as Botany-Microbiology 123, that state "No Smoking, Drinking or Eating" represent a local or campus-wide prohibition. Capt. Hamilton said he didn't know about any campus-wide policy in classroom areas. He said the USO can help department chairs determine the area(s) to be designated as smoking permitted, especially when there's more than one department in a building.

**PROGRESS REPORT OF THE AD HOC COMMITTEE OF THE FACULTY SENATE AND UOSA**

Prof. Baker, a member of the joint Faculty Senate/UOSA committee, reported that the charge to the committee was to study the feasibility of (1) limiting exams during the last week of classes, and (2) providing a longer break between the last day of class and final exams. Regarding (2), because the academic calendar is established by the State Regents for Higher Education, there's little flexibility unless holidays are deleted. The students on the committee were not in favor of doing that, so the schedule will be left as is. Student Congress is polling the students on (1); Prof. Baker will report on the results at a future Senate meeting.

## RESOLUTION REGARDING AIR FORCE ROTC CLOSING

Prof. Marvin Baker, Chair of the ROTC Advisory Committee, presented the following resolution for consideration by the Senate:

The Faculty Senate strongly supports the current efforts being made by President Horton to reverse the decision of the United States Air Force to terminate the operation of the O.U. Air Force ROTC Unit in 1989. This unit has produced numerous distinguished officers in its forty-one years of existence and has attracted many students seeking careers in the Aerospace field to our campus.

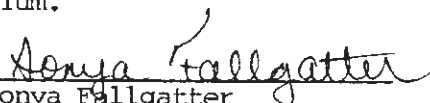
Prof. Baker noted that the Air Force ROTC unit has been at OU for 41 years. He commented that OU is one of the few institutions in the country with ROTC programs for all four branches of the military, and that the only Air Force ROTC in the state would be at OSU if OU's unit closed. The Air Force ROTC units at Kansas State University and the University of Nebraska at Lincoln are also scheduled to be closed. He said President Horton is working on trying to retain the program.

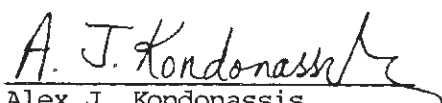
During the discussion questions were raised about the ratings the unit had received from the Air Force, the scholarships provided by ROTC, OU's financial responsibility to the program, and the number of women and minorities in the unit. Prof. Baker acknowledged that OU's unit was in the marginal situation in about half of the rankings and had an overall rank of 106 out of the 152 units ranked, but the unit was 64th in terms of serving the market, 67th in the academic quality of the commissionees, and 76th in engineer production. He pointed out that the program is valuable to OU in terms of the scholarships awarded to students (there are over 100 students and most are on scholarships) and the caliber of students in the program, most of whom major in science and technology fields. Prof. Baker explained that the University already undertakes some of the costs of the unit according to the contract signed between OU and the Air Force. Prof. Baker said he would have to check on the statistics as to the number of women and minorities in the program.


Several senators said they did not want to vote on the resolution at this meeting, because the item was not on the agenda and because there were still unanswered questions. Prof. Baker said he had not asked Col. Blaine Jones, commander of the unit, to come to the meeting to answer questions because he thought it would be awkward for him. The Senate agreed to postpone action on the resolution until more information could be gathered.

## ADJOURNMENT

The Faculty Senate adjourned at 5:25 p.m. The next regular session of the Senate will be held at 3:30 p.m. on Monday, March 14, 1988 in the Conoco Auditorium.

  
Sonya Fallgatter  
Administrative Coordinator

  
Alex J. Kondonassis  
Secretary



THE POLITICAL SUB DIVISIONS TORT CLAIMS ACT  
TITLE 51 OKLAHOMA STATUTES SUPPLEMENT 1986  
SECTION 151 ET SEQ.

Section 151. Short title

This act shall be known and may be cited as "The Governmental Tort Claims Act."

Section 152. Definitions

As used in this act:

1. "Action" means a proceeding in a court of competent jurisdiction by which one party brings a suit against another.
2. "Agency" means any board, commission, committee, department or other instrumentality or entity designated to act in behalf of the state or a political subdivision.
3. "Claim" means any written demand presented by a claimant or his authorized representative in accordance with this act to recover money from the state or political subdivision as compensation for an act or omission of a political subdivision or the state or an employee.
4. "Claimant" means the person or his authorized representative who files notice of a claim in accordance with this act. Only the following persons and no others may be claimants:
  - a. any person holding an interest in real or personal property which suffers a loss, provided that the claim of said person shall be aggregated with claims of all other persons holding an interest in the property and the claims of all other persons which are derivative of the loss, and that multiple claimants shall be considered a single claimant,

act shall be construed to authorize the state or political subdivision to pay for any punitive or exemplary damages rendered against an employee.

#### Section 161.1. Defense of action

When the state has a duty to defend any action pursuant to the provisions of this act, it shall be the duty of the Attorney General to defend all such actions, unless an agency of the state is authorized by law to employ its own attorneys, in which case said attorneys may defend such actions against the agency or the agency may request that the Attorney General defend such actions. If such a request is made, the Attorney General shall defend any such action.

#### Section 162. Defense of employees - Costs - Indemnification of employees - Punitive or exemplary damages - Privileges and immunities not waived

- A. The state or any political subdivision, subject to procedural requirements imposed by this section, other applicable statute, ordinance, resolution or written policy, shall:
1. Provide a defense for any employee as defined in Section 152 of this title when liability is sought for any violation of property rights or any rights, privileges or immunities secured by the Constitution or laws of the United States when alleged to have been committed by the employee while acting within the scope of employment; and
  2. Pay or cause to be paid any judgment entered in the courts of the United States, the State of Oklahoma or any other state against any employee and/or political subdivision or settlement agreed to by the political subdivision entered against any employee, and any costs or fees, for a violation of property rights or any rights, privileges or immunities secured by the Constitution or laws of the United States which occurred while the employee was acting within the scope of employment. The maximum aggregate amount of indemnification paid directly from funds of the state or any political subdivision to or on behalf of any employee pursuant to this section shall not exceed the maximum figures authorized by the provisions of Section 154 of this title, regardless of the number of persons who suffer damage, injury or death as a result of the occurrence.
- B. 1. The state shall not be required to indemnify any employee of the state under the provisions of this section, unless the employee is judicially determined to be entitled to such indemnification and a final judgment therefor is entered. The exclusive means of recovering indemnification from the state shall be by filing an application for indemnification in the district court of the county where venue is proper as provided for in paragraph 2 of this



subsection. Actions to determine entitlement to indemnification shall be tried to the court, sitting without a jury.

2. Venue for actions to determine entitlement to indemnification shall be in Oklahoma County, except that a constitutional state agency, board or commission may, upon a resolution being filed with the Secretary of State, designate another situs for venue in lieu of Oklahoma County.
3. All applications for indemnification from the state shall be filed in the name of the real party or parties in interest, and in no event shall any application be presented nor recovery made under the right of subrogation. Indemnification as provided for in this subsection shall extend only to acts or omissions occurring on or after October 1, 1984. In every instance in which the act or omission upon which a civil rights judgment has been awarded occurs after the effective date of this section, the employee must file his application for indemnification within thirty (30) days of final judgment, or the right to seek indemnification shall be lost forever.
4. In order to recover indemnification from the state pursuant to this subsection, the court shall determine by a preponderance of the evidence that:
  - a. the employee reasonably cooperated in good faith in the defense of the action upon which the judgment or settlement was awarded and for which indemnification is sought;
  - b. the actions or omissions upon which such a judgment or settlement has been rendered were not the result of fraudulent conduct or corruption by the employee;
  - c. the employee, in committing the acts or omissions upon which such a judgment or settlement has been rendered was acting in good faith and within any applicable written administrative policies known to the employee at the time of the omissions or acts complained of;
  - d. the employee was acting with the scope of his employment at the time that the acts or omissions upon which a judgment or settlement has been rendered were committed by the employee; and

- e. the acts or omissions of the employee upon which a judgment or settlement has been rendered were not motivated by invidious discriminatory animus directed toward race, sex or national origin.
- 5.
- a. Any indemnification judgment against the state under this section shall be an encumbrance against otherwise available unencumbered monies and unallocated unencumbered monies in the appropriations of the agency on whose behalf the employee to be indemnified was acting at the time of the act or omission upon which the judgment or settlement was awarded and for which indemnification was sought.
  - b. If sufficient unencumbered monies or unallocated unencumbered monies do not exist in the agency's appropriations to pay the indemnification, the agency shall make application to the Risk Management Division of the Office of Public Affairs for full payment of the indemnification out of the Tort Claims Liability Revolving Fund established pursuant to Section 85.35 of Title 74 of the Oklahoma Statutes. Payment out of this fund shall be authorized if there are sufficient monies greater than the sum total of the then pending fund indemnification judgment requests, and the reserves for future tort claims as certified by the Director of Risk Management.
  - c. If sufficient monies do not exist in the Tort Claims Liability Revolving Fund, the agency shall request the Legislature to make an appropriation sufficient to pay the indemnification.
- C. The state or political subdivision shall have the right to recover from an employee the amount expended by the state or political subdivision to provide a defense, or pay a settlement agreed to by the employee and the state or political subdivision, or pay the final judgment, if it is shown that the employee's conduct which gave rise to the action was fraudulent or corrupt or if the employee fails to reasonable cooperate in good faith in defense of the action.
- D. The state or a political subdivision shall not, under any circumstances, be responsible to pay or indemnify any employee for any punitive or exemplary damages rendered against the employee, nor to pay for any defense, judgment, settlement, costs or fees which are paid or covered by any applicable policy or contract of insurance. Where any civil rights judgment upon which indemnification under subsection B of this section is applied for by an employee of the state includes an award for both actual and punitive or exemplary damages, the total amount of fees and costs for which indemnification may be allowed shall be limited to the percentage of fees and costs in the total

award that the percentage of the award of actual damages bears to the total judgment awarded.

- E. Nothing in this section shall be construed to waive any immunities available to the state under the terms of the Eleventh Amendment to the Constitution of the United States. Any immunity or other bar to a civil lawsuit under state or federal law shall remain in effect. The fact that the state or a political subdivision may relieve an employee from all judgments, settlements, costs or fees arising from the civil lawsuit shall not, under any circumstances, be communicated to any trier of fact in the case of any trial by jury.

Section 163. Venue - Parties - Real party in interest - Service of process

- A. Venue for actions against the state within the scope of this act shall be either the county in which the cause of action arose or Oklahoma County, except that a constitutional state agency, board or commission may, upon resolution filed with the Secretary of State, designate another situs for venue in lieu of Oklahoma County.
- B. Actions against all political subdivisions within the scope of this act shall be brought in the county in which the situs of the political subdivision is located or in the county in which the cause of action arose.
- C. Suits instituted pursuant to the provisions of this act shall name as defendant the state or the political subdivision against which liability is sought to be established. In no instance shall an employee of the state or political subdivision acting within the scope of his employment be named as defendant with the exception that suits based on the conduct of resident physicians and interns shall be made against the individual consistent with the provisions of Title 12 of the Oklahoma Statutes.
- D. All actions against the state or political subdivision shall be filed in the name of the real party or parties in interest, and in no event shall any claim be presented nor recovery be made under the right of subrogation.
- E. In all actions against the state, service shall be perfected by mailing, by certified mail, return receipt requested, a summons and a copy of the petition to the Attorney General. Claimant shall also mail, by certified mail, return receipt requested, a copy of the summons and a copy of the petition to the administrative head of the state agency or agencies involved and a copy of the summons and a copy of the petition to the Risk Management Administrator of the Purchasing Division of the Office of Public Affairs.

- F. In suits against political subdivisions the petition and summons shall be served in the manner prescribed by law for civil cases generally. If no method is prescribed by law, then service may be had on the administrative head of the political subdivision being sued, if available, and if not, the court in which the suit is pending may authorize service in such manner as may be calculated to afford the political subdivision a fair opportunity to answer and defend the suit.
- G. No attempt shall be made in the trial of any action brought against the state or any political subdivision or employee within the scope of this act to suggest the existence of any insurance which covers in whole or in part any judgment or award which may be rendered in favor of the plaintiff.

Section 171. Existing remedies, causes of action or claims not affected.

Nothing in this act shall abrogate or amend in any way presently existing remedies, causes of actions or claims presently existing on behalf of individuals or citizens. This act does not apply to any claim against the state or political subdivision arising before the effective date of this act.

Effective, October 1, 1985

# SEMESTER REPORTS

FALL 1987

ACADEMIC PROGRAMS COUNCIL (Norman)

ATHLETICS COUNCIL (University)

BUDGET COUNCIL (Norman)

CAMPUS PLANNING COUNCIL (Norman)

COUNCIL ON CONTINUING EDUCATION AND PUBLIC SERVICE (Norman)

COUNCIL ON FACULTY AWARDS AND HONORS (University)

PUBLICATIONS BOARD (University)

RESEARCH COUNCIL (Norman)

Distributed by the Faculty Senate Office  
University of Oklahoma (Norman campus)

February 1988

ACADEMIC PROGRAMS COUNCIL REPORT  
FALL 1987

The Academic Programs Council met three times during the Fall 1987 semester (September 21, October 19, November 16). Members of the Council, broken into the appropriate subcommittees are:

Subcommittee on courses - Frances Ayres, Joakim Laguros, Ehren Erdener,  
Judy Turk, Brian Hunt, Chris Moon

Subcommittee on curriculum - Helga Madland, Gordon Uno (Chair), M' Lou  
Kimpel, Lauren Key

Subcommittee on Instruction - Thomas Gallaher (Chair), James Faulconer,  
John Manning, Imtiaz

Also meeting regularly with the Council to provide advice, information, and staff support are Dr. Jerome Weber, Dean of University College; Dr. Milford Messer, Registrar; and Connie Boehme, Editor of Academic Bulletins. Robert Petry served as Chair of the Council.

After consideration by the appropriate subcommittee and after a vote of the Council, the following recommendations have been forwarded to and have received action from the Provost:

- 1) That proposed changes in the admission and retention requirements of the College of Education be approved. The new requirements represent a strengthening of the College's standards and brings the College into line with new requirements of the State Department of Education.
- 2) That the proposal to combine the Medical Technology programs on the Norman and Health Science Center campuses be approved.
- 3) That a proposal for the deletion of the degree Bachelor of Arts in Recreation be approved. The purpose of this discontinuance is to allow the HPER Department to concentrate on providing quality education in a narrower range of programs. Budget reductions are the primary reason for this action.
- 4) That minor curricular changes for Communications majors be approved.
- 5) That proposed changes in the M.A. and Ph.D. programs in Communication be approved. The proposed changes will add core course requirements with the purpose of placing more emphasis on research methodology.
- 6) That proposed changes in the M.S. degree in Petroleum and Geological Engineering approved. These changes involve an increase in the number of specified core courses and the introduction of a 36-hour non-thesis option for the M.S. degrees.
- 7) That the proposed changes in the College of Arts and Sciences general education requirements be approved. This represents a major upgrading of general education requirements in the College, including a reinstatement of the foreign language requirement.
- 8) That the College of Business Administration admission management proposal be approved. This approval was conditional on the College's considering for class admission students in other colleges who meet the College's admission standards and who need the courses for their degree programs. As a long-term solution to the problem the Council encourages the development of a structured minor in business.

Two other recommendations, one dealing with changes in the course requirements for English majors and on dealing with the slash-listing of 4000- and 5000-level courses, await action by the Provost.

R.F. Petry, Chair

ATHLETICS COUNCIL REPORT  
 FALL 1987  
 Submitted by Greg Kunesch, Chair

The O.U. Athletics Council has met, at least monthly, throughout the Fall Semester.

The Council has discussed and made recommendations on several issues including, but not limited to:

1. Scheduling of all athletic events, except football, for the current year,
2. Review of current year's athletic budget
3. Review of academic progress (grades) of athletic program(s) by each sport,
4. Creation of a new "Spirit Squad."
5. Big 7 and NCAA proposals and recommendations
6. Athletic ticket prices for 1988-89
7. Athletic awards for Fall, 1987

In addition to the above, the Council specifically discussed the Joe Reynold's case as well as general Departmental policies related to same. Other matters of discussion include:

1. Athletic budget
2. Post Season Revenues
3. Bidg Eight Championship events scheduled during Spring Semester
4. Athletic Department Image
5. Need to review entire Athletic Council Policy Manual including such items as Charge, Academic Advisory, Scheduling, etc.

During the Spring we hope to complete review and make recommendations on several of the above items.

Members of the Council are:

<u>Name</u>	<u>Nominated By</u>	<u>Term**</u>
Gregory Kunesch, Chr. (Drama)	Faculty Senate	1985-88
William Ray (Mathematics)	Faculty Senate	1985-88
Steve Ballard (Political Science)	Faculty Senate	1986-89
Joanna Rapf (English)	Faculty Senate	1986-89
George Henderson (Human Relations)	Faculty Senate	1987-90
John Skvarla (Botany/Micro Alternate)	Faculty Senate	1987-90
Jerry Purswell (Indus. Engin. (Alternate)	Faculty Senate	1987-90
Joseph Ferretti (Medicine)	Faculty Senate	1987-90
Richard Clover (Medicine (Alternate)	Faculty Senate	1987-90
Lanny Ross (Alumnus)	Alumni Association	1986-88
Donald Stehr (Alumnus)	Alumni Association	1986-88
James Morrison (Alumnus (Alternate)	Alumni Association	1987-89
Pat Corley (Physical Plant)	EEC	1987-89
Helen Dethrow (Telecommunications (Alternate)	EEC	1987-89
Karl Means (Student)	UOSA	1986-88
John Lambeth (Student (Alternate)	OUSAHSC	1986-88
Jeff Powell (Student)	UOSA	1987-89
Donnie Duncan (Athletic Director)	Ex Officio, non voting	
Robert E. Smith (Asst. Athletic Director)	Ex Officio, non voting	
Daniel Gibbens (Faculty Representative to the Big 8)	Ex Officio, non voting	

REPORT OF THE BUDGET COUNCIL  
FOR FALL SEMESTER 1987  
Submitted by E. L. Lancaster, Chair

The Budget Council met four times during the semester for regular monthly meetings. In addition, members served on various subcommittees of the Council that had other meeting times.

The fall semester regular meetings were spent primarily gathering information about budget issues and priorities from OU administrators who were invited to attend regular meetings and speak on this topic. A list of the monthly meetings and the guest speakers follows: September - Art Elbert; October - Frank Horton; November - Joan Wadlow; December - Robert Hemenway, Jeff Kimpel. The Council will conclude this form of information gathering in January when two department chairmen will address the meeting.

Three subcommittees were established at the October meeting. A subcommittee to develop Criteria for Allocating Funds Not Considered During the Regular Budget Process is chaired by James Kudrna. A subcommittee to develop a List of One-time and Continuing Projects to be Addressed by the Above Criteria is chaired by Jon Bredeson. The work of these two subcommittees continues as of this writing.

The third subcommittee on Budget Hearings was chaired by Michal Gray. As a result of the work of this subcommittee, a motion was made and passed at the November meeting to invite each Vice President and Provost, or designee, to attend a Budget council monthly meeting to discuss any significant budgetary issues in their area of responsibility for the 1988-89 fiscal year. This process will begin in February 1988.

The Council appreciates the work of the Budget Office and Budget Director Jan Jackson in supporting the activities of the Council.

COUNCIL MEMBERS

Faculty Senate: E. L. Lancaster, Chair (Music); Larry Canter (CEES); Jay Smith (Education); Jon Bredeson (EECS); Lenore Clark (Library); Andy Magid (Mathematics); Victor Hutchison (Zoology); N. Jack Kanak (Psychology); James Kudrna (Architecture)

EEC: Michal Gray (Law Center); Don Kunz (University Press); Don Huntington (Accounting, Physical Plant); Linda Berardo (Financial Services OCCE)

UOSA: Terry Carr, John Conwell, Anrea Kucirek, David Roy

Ex-Officio, Non-Voting: Joan Wadlow (Provost); Arthur Elbert (VP, Administrative Affairs)





# The University of Oklahoma

CAMPUS PLANNING COUNCIL—NORMAN

## Report of the Campus Planning Council

Fall 1987

Submitted by: Gary D. Schnell, Chair

The Council met in July, September, October, and November. Discussion involved a number of topics, the most prevalent of which concerned innovations and modifications introduced at the start of the semester in parking procedures and policies.

At the 23 July meeting, the Council considered proposals for the siting of two facilities on South Campus: (1) the Oklahoma Fishery Research Laboratory and Natural Sciences Research Complex; and a warehouse for the University of Oklahoma Press. We supported the development of a 15-acre site for construction of a new facility for the Oklahoma Fishery Research Laboratory and to enter into an agreement with the Oklahoma Department of Wildlife Conservation for joint administration of the facility with the University (through the Oklahoma Biological Survey). We also endorsed the proposed general plan for placing the University of Oklahoma Press Warehouse on the South Campus.

The 24 September meeting was devoted to a proposal concerning the naming of the varsity tennis complex, as well as to traffic and parking issues. The Council approved a motion to recommend that the varsity tennis courts be named the "Gerald F. Keen Varsity Tennis Complex." We also approved a motion that the University's policies include the issuance of parking permits, when requested, to widows and widowers of emeritus professors and staff. A general discussion and report followed concerning problems and benefits that had resulted from the switch to a new style and system of parking permits. In general, while some problems developed, the new policies have resulted in a significant decrease in problems associated with parking for staff, faculty, and selected graduate students.

The Council met on 28 October. We appointed a Subcommittee on Parking and Transportation (S. Neely, B. Gallagher, L. Sharpe) to serve as an advisory committee to the Office of Parking and Transportation Systems. This group will not set policy per se, but will assist the office in formulating policy proposals and by providing suggestions and advice concerning current or proposed policies. In addition, discussion was begun concerning a proposal for a Centennial Walkway to extend from the Music Building to the Energy Center. Historical and other information were presented and considerable discussion ensued.

On 18 November, discussion continued concerning the proposed Centennial Walkway. The Council approved a motion to indicate that development of the Centennial Walkway would be consistent and compatible with overall plans for the Norman Campus.

The Chair appointed J. Wainner to the committee that oversees the cart system and, also, to the Energy Conservation Committee (Norman).

In the Spring of 1987, the Council recommended that a standing committee be appointed to oversee general classroom maintenance. This fall Provost Wadlow appointed such a committee.

Current members of the Council are as follows: *Faculty and Staff*, D. Annis, K. Bystrom, F. Carr, W. Chess, B. Gallagher, E. Hilliard, L. Korhonen, S. Neely, G. Schnell, W. Varley, J. Wainner, P. Weaver-Meyers, and G. Williamson; *Students*, L. Sharpe, R. McDaniel, L. Torcom, and K. Fuselier; *Ex-Officio*, F. Horton, A. Elbert, M. Messer, and J. Wadlow; *Architectural & Engineering Services*, A. Tuttle, M. Moorman, and Y. Evans (Secretary).

## Report of The Council on Continuing Education and Public Service

Fall Semester, 1987

Submitted by Roger L. Mellgren, Chair

The fall semester for The Council on Continuing Education and Public Service began in late September in order to allow the new Vice Provost for Continuing Education and Public Service, Dr. James Pappas, to assume his position, and include him in the Council's meetings. The Council began the semester by trying to define its role and the kinds of issues to be addressed. A review of the faculty senate discussions and position papers on the establishment of the Council was undertaken. These deliberations revealed a number of issues that could be part of the CE&PS Council's function. Clearly, the lack of communication and understanding between the "regular campus," north of Lindsey Street and the CE&PS unit south of Lindsey Street is an ongoing problem in need of solution through better lines of communication between the units. An important function of the Council in the near future will be to facilitate the communication between the regular campus and OCCE and related programs. Toward this end a newsletter produced by CE&PS is planned to be available in the Spring semester with input from the Council being included.

The CE&PS Council met with President Horton and Provost Wadlow to receive input and advice as to how and what the Council might do to provide the best service to the University. Several issues and concerns were raised by President Horton. Among those most relevant to what the Council could deal with were the definition of what constitutes "continuing education" and what constitutes "public service," how these entities are currently regarded within the University and how they should be defined in the future. Vice Provost Pappas provided the Council with a review of current definitions of CEPS in the Faculty Handbook and the Regents Policies, and from these documents it was clear that the definitions are not consistent either within the Handbook or the Regents guideline or between the two. The Council will work toward clarifying the definitions of what constitutes CE&PS activities, and the role such activities should play in the careers of regular faculty members.

The Council also had discussions of the importance of faculty from the Norman campus being available and in contact with state government leadership and the role the University could play in future economic development of the state. Creating open lines of communication between faculty and the legislature and other aspects of the state government are judged to be important by the Council.

Continuing Education/Public Service Council

James Burwell	Physics & Astronomy	1985-88
Sylvia Faibisoff	Library Science	1985-88
Roger Mellgren, Chair	Psychology	1985-88
Alan Covich	Zoology	1986-89
James Harp	CEES	1986-89
Wayne Rowe	Education	1986-89
William Carmack	Communication	1987-90
Bruce Hinson	Journalism/Mass. Comm.	1987-90
Roger Rideout	Music	1987-90
Ed Apple	Public Member	
Carolyn Smith	Public Member	
Leon Crowley	CE&PS	
Hugh Harris	CE&PS	
Ex Officio:	James Pappas, CE&PS Vice Provost and Joan Wadlow, Provost	

Report of the University Council  
on Faculty Awards and Honors

Fall 1987

Submitted by Lerner B. Hinshaw, Chair

The activities of the Council consisted of the following:

1. Recommendation to President Horton that William E. Brown, Jr. of the Health Sciences Center and Daniel G. Gibbens of the Norman campus be named Regents' professors.
2. Recommendations to Provost Wadlow for approval of nominations for the David Ross Boyd Professorship, Regents' Award for Superior Teaching, Regents' Award for Superior Research & Creative Ability, Regents' Award for Superior Professional & University Service, and the AMOCO Foundation Good Teaching Award.
3. George Letchworth (Education) was elected to Chair the Council for the 1988-89 academic year.
4. Members of the Council are:

<u>Name</u>		<u>Nominated by</u>	<u>Term**</u>
Lerner Hinshaw, Chair	(Medicine)	Faculty Senate	1985-88
Yoshi Sasaki (GLCR)	(Meteorology)	Faculty Senate	1985-88
Herbert Shillingburg	(Dentistry)	Faculty Senate	1985-88
Donald Counihan	(Allied Health)	Faculty Senate	1986-89
Susan Caldwell	(Art)	Faculty Senate	1986-89
George Letchworth	(Education)	Faculty Senate	1986-89
Richard Gipson	(Music)	Faculty Senate	1987-90
Tom Love	(AMNE)	Faculty Senate	1987-90
Rebecca Blackstock	(Medicine)	Faculty Senate	1987-90
Jan Kristic	(Nursing)	Faculty Senate	1987-90
Karen Waddell	(Alumnus)	President	1986-88
Marc Bell	(Student)	UOSA	1987-88

\*\*Terms run through August of the last year

5. Suggestions for improvement of recognition and evaluation process of faculty awards and honors:

(a) - Letter of nomination:

- (1) The criteria for the honor/award, together with a statement indicating how the candidate meets the criteria, should be placed at the beginning of the application in the form of a one page abstract. (This will aid the reviewing process immeasurably).
- (2) Better documentation should be provided by some departments who fail to adequately support the candidates because of poor presentations.

(b) - Reviewing time and place for the applications:

- (1) More lead time is needed for optimal review of applications. Receipt of applications at least one week earlier is suggested, together with notification when final reports of Councils' review are required by the University and to whom they should be sent.
- (2) A better room for reviewing applications on the Norman Campus is requested. The present designated area is crowded and lacks privacy.

It is requested that different containers be used to hold the separate categories of applications so that mixing between categories will not occur during the review process.

(c) - Length of applications and deadlines:

- (1) It is suggested that the lengths of applications be limited to 70 pages, including supporting documents. There is a need to emphasize deadlines for receipt of applications. The reviewing process is seriously flawed when the reviewers are given only short periods for review (It is understood however, that occasionally exceptions for meeting a strict deadline may occur).

(d) - Applications for minorities and women:

These should be encouraged.

(e) - Department role for participation in obtaining candidates:

This should be broadened to include all departments.

(f) - Examples of excellent applications:

One of each category should be placed on file on each campus.

Publications Board Report for Fall Semester 1987.  
Submitted by Ed Carter, chair.

The continuing poor economic conditions in the state caused advertising lineage in The Oklahoma Daily to be down 5 percent for the first six months of the fiscal year. However, the Oklahoma Daily has outperformed the Oklahoma economy the past two years. While all Oklahoma newspapers were reporting advertising losses, the Oklahoma Daily showed steady, small gains.

The Oklahoma Daily advertising staff won two firsts and a second in three advertising competition areas sponsored by the College Media Advisers organization. First place awards were won for best single advertisement and best promotional advertisement. Second place was won for best advertising campaign.

Printing for the Journalism Press has remained stable. The typesetter was modified in December to accept the Hewlett Packard PCL protocol, and a graphics interface was installed. The HP protocol will allow Journalism Press to output any file with Laser Jet printer commands at 1,000-dot resolution rather than the 300-dot the HP offers without making any coding changes. The graphics interface will accept output from a 1,600-DPI graphics scanner. Continuous tone photographs and line art can then be output with text to produce camera ready ads and pages.

Fifteen hundred and thirty Sooner yearbooks have been sold. This is about 150 less than were sold last year at this time.

The Sooner yearbook staff assumed responsibility for producing the Freshman record this year. Sixteen pages of articles, to acquaint new students to the university, were added to the book. Eleven hundred books were sold, compared with 900 last year.

Members of the Board: (Norman campus membership)

L. Edward Carter, chair	Journalism faculty (retired Dec. 31, 1987)
Chip Stuart	Education faculty
Elaine Kumin	Administrative staff
Sherry Glenn	Employees' Executive Council
Position vacant	Alumni-Working Press
Molly Ward	Oklahoma Daily representative
Kerry West	Sooner yearbook representative
Tanja Clevenger	Publications-at-large member
Thomas Lewis	UOSA appointed
Position vacant	Student body election
Elizabeth Yamashita	Director, School of Journalism and Mass Communication
Fred Weddle	Director, Student Publications
Charles House	Editorial Supervisor, Oklahoma Daily
Twila Smith	Supervisor, Sooner yearbook
Elizabeth Lowry	Editor, Oklahoma Daily
Staci Sarff and Debbie Bunton	Co-editors, the Sooner yearbook

**Report of The Research Council (Norman Campus)  
for Fall Semester 1987**

Submitted by Michael A. Morrison, Chair

**Proposal Review**

During the monthly meetings of the Fall Semester 1987, the Research Council regularly reviewed proposals for internal support of research (including several resubmissions). Of these, 10% came from the Physical Sciences, 25% from Engineering, 5% from the Life Sciences, and 60% from the Arts, Humanities, and other Departments.

In addition, aided by other faculty members who agreed to serve on subcommittees, one or more members of the Council reviewed proposals for the following programs:

- [1] OU Associates Research/ Creative Activity Program;
- [2] Quality Unfunded Proposals Program;
- [3] Interdisciplinary Research Support Program (preliminary proposals only—review of full proposals for eligible applicants will be carried out during February, 1988);
- [4] Provost's Faculty Development Awards;
- [5] Centennial Research Assistantships;
- [6] George Lynn Cross (GLC) Research Professorships (the first of two discussions of nominees was held at the December meeting, to be concluded with votes in January 1988).

**Policy Issues**

The Council discussed the following major issues and raised them in communications to President Horton and/or Provost Wadlow:

- [1] Continuation of the OU Associates Research/Creative Activity Program: A report prepared by Dean Smith concerning the major impact of this program on scholarship at OU was sent to President Horton along with a letter urging continuation of this program at a higher level of support than has been available for the past two years and discussing the need for increased publicity among the OU Associates.
- [2] Distribution of funds made available by passage of HB 1337 (indirect costs return).
- [3] Awarding and distribution of Research Assistantships.
- [4] The criteria for selection of GLC Professors and the nature of the award given to successful candidates for this honor.

**Other Activities**

- [1] A subcommittee of the Council designed a questionnaire that was distributed to all faculty concerning faculty perceptions of the research climate on campus. During the Spring semester, a report based on the returned questionnaires will be prepared.
- [2] Carolyn Thompson, State Representative, District 44, met with the Council to discuss the situation at the Capitol as it affects research on campus and what kinds of input the Council and other research faculty could provide to the legislature in the future.
- [3] The Council discussed and clarified its policy concerning resubmissions, and a memo concerning this issue was sent to the faculty.

Membership of the Council

The membership of the Council has changed considerably since Spring 1987: of the 12 current members, 7 joined the Council at the beginning of or during the Fall semester of 1988. The current membership of the Council is:

Faculty:

Michael A. Morrison (Physics & Astronomy), Chair  
Paul Bell (Zoology)  
George England (Center for Economic & Management Research)  
Kirby Gilliland (Psychology)  
Jeffrey H. Harwell (Chemical Engineering & Materials Science)  
Jane Magrath (Music)  
Darryl J. McCullough (Mathematics)  
Michael J. McInerney (Botany & Microbiology)  
Ronald Schleifer (English)  
Patricia A. Self (Human Development)  
Courtney Vaughn-Robertson (Education)

Graduate Students:

Nancy Hanks (Economics)  
Sam Whitney (Petroleum Engineering)

Ex-Officio Members:

Kenneth L. Hoving (VPRA & Dean, Graduate College)  
Eddie C. Smith (Associate Dean, Graduate College)  
William L. Varley (Director, ORA)

The secretary to the Council is Connie White.





# *The* University of Oklahoma

DEPARTMENT OF  
PHYSICS AND ASTRONOMY  
440 West Brooks, Room 131  
Norman, Oklahoma 73019  
(405) 325-3961

February 9, 1988

To: All Faculty

From: Michael A. Morrison, Chair, Research Council *M<sup>2</sup>*

Subject: Report of Faculty Survey, Fall 1987

The attached report, "The Research Environment at the University of Oklahoma," is based on your responses to the questionnaire we sent you in mid-November of last year. It summarizes your assessment of existing resources and programs for support of research and creative activity and your thoughts on how the research environment on campus could be improved. We have sent copies of this report to President Horton, Provost Wadlow, all Deans, and the Faculty Senate. (The returned questionnaires, of course, are and will remain confidential.)

We are most grateful to each of you who took the time to respond to "yet another questionnaire." Your responses have raised a number of issues—some of considerable breadth and importance. If reading this report stimulates further comments, ideas, or suggestions about these or related issues, please pass your thoughts along to me or to other members of the Council. We want to know what you think.

In any case, we hope this report will serve as a springboard for future discussions by the faculty, Administration, and the Research Council of the problems and potential of the research environment at OU as the University continues to move forward.

THE RESEARCH ENVIRONMENT  
AT  
THE UNIVERSITY OF OKLAHOMA

A White Paper  
for  
The Research Council  
1987-1988

This report is based on questionnaires filled out by faculty at the Norman Campus during late Fall 1987. The questionnaire and this report were prepared by a subcommittee of the Research Council consisting of Michael A. Morrison (chair), Jane Magrath (Music), Douglas Mock (Zoology), Darryl McCullough (Mathematics), and Courtney Vaughn-Roberson (Education). An initial statistical analysis and synthesis of responses was provided by Theresa Smith of Institutional Research, to whom we are most grateful.

**The Research Environment at OU: Faculty Perceptions**  
**A White Paper by the Research Council**  
**1987-1988**

In mid-November 1987 the Research Council sent to all faculty on the Norman campus a questionnaire. We sought to find out how the faculty perceive the environment in which they carry out their creative activities. This report summarizes their responses. Nearly all who responded (roughly one-third of the on-campus faculty) are active scholars who place considerable emphasis on their research. The great majority publish (or otherwise present) their work. Many have for years held external grants or contracts.

The first three sections of the questionnaire dealt with specifics: the support infrastructure, programs for internal support of scholarship, and priorities. The fourth and fifth sections, however, addressed more general concerns: needs of the faculty, and their perception of the attitude of the University towards research.

This report is thus divided into two parts. In each we summarize the responses of the faculty and note specific problems and suggestions. To illustrate recurring comments and to convey the tone of the responses, we have included extensive (unattributed) quotations from the returned questionnaires. (Emphasis, indicated by italics, is that of the faculty member who wrote the quoted passage. Minor editorial modifications are enclosed in square brackets.) Because the questions in Part II (Needs and Attitudes) are more subjective and the responses more diverse, we have used many such quotations in this part.

Among other things, this survey demonstrates (yet again) that unanimity among faculty is a rare thing. Many contradictory statements appear throughout. This is as it should be, for this document is but a sketch of the mosaic of attitudes expressed by those of OU's scholars who responded—a kind of "internal conditions" document on the environment at OU for performing research and other creative activity. It is in this spirit that we hope it will be read.

**An Overview**

The responses we received portray a faculty dedicated to research and, in many cases, to the University of Oklahoma. They also depict a faculty stretched to the absolute limits of their abilities by a combination of forces: heavy teaching loads, made worse by massive retirements; overwhelming administrative and clerical duties, exacerbated by staff reductions; inadequate operating and equipment budgets; a seemingly uncontrollable proliferation of committees and task forces; and growing expectations by the Administration that they carry out scholarly activity, publish, and—especially—secure external grants. While these responses don't display widespread resentment at the (current) Administration, they're filled with frustration at OU's (and Oklahoma's) inability to provide its faculty with sufficient resources, incentives, and—most important—with *time* to do creative work.

**PART I: SPECIFICS**

**Support Resources**

**Support Programs**

**Priorities**

## 1. Support Resources.

### The main and branch libraries.

Because it is (or should be) the heart of creative scholarship on campus, the library drew comments from nearly all respondents. Their major concerns were first, the devastating impact on scholarship of the library's inadequate holdings—in journals, serials, new books, and reference materials—and, second, the growing number of missing books that are not being replaced. Faculty noted that many of the most important and prestigious journals in their disciplines are unavailable; one commented that “all primary source journals in my area have been cancelled during the past fifteen years,” making it “impossible to do Ph.D. research in my area.”

Many faculty praised interlibrary loan as the only alternative to a quality research library: “without ILL it would be impossible for me to publish.” But many commented that interlibrary loan is a slow way to access vital literature for a short time, that it is “no substitute for a research library.”

Faculty perceive this issue—OU's inadequate holdings—as partly a problem of policy. One wrote that too small a fraction of the funds recently made available to the library went to the acquisition of books and periodicals: “the library does not need data-bases; it needs books. When I came here the library ranked 28th among research libraries in [the] US; several years ago it came in 56th.” Many faculty consider the library's administration as “not responsive to complaints about their service role in supporting research. Their answer is always, ‘We are professional librarians and we alone know how best to serve you.’” And several wondered why departmental faculty are not responsible for deciding which books should be purchased in their discipline. Many faculty leveled heavy criticism at policies concerning the purchase of new journals and their refusal to reinstate major cancelled journals, and at the “buying contracts,” which bring to OU “too many books that are of no use and are never taken out or looked at.”

The second most frequent comment concerned the policy of converting journals to microfilm or microfiche and then destroying the hard copy. Commented one faculty member, “microfiche is a horrible system for research. It makes terrible copies and strains the eyes to read at length.”

Some offered suggestions for improving the library, including updates (sent through the campus mail) to alert faculty to new holdings in their areas of interest (a common practice at many research universities); free computer searches, and subscriptions to *Current Contents*. Most faculty praised the library staff but noted that it was inadequate, leading to slow reshelving and other problems. Opinions were mixed about the usefulness of the branch library system; faculty uniformly felt that, as one put it, “the hours of operation are woefully inadequate for a research library.” But overwhelming these matters was the sense of near desperation concerning our increasingly inadequate holdings.

### University Computing Services.

Most respondents rated the computing environment on campus as good. Faculty consider the “present system of accounting [to be] one of the few pluses we enjoy in competition with other research institutions.” Another wrote,

*The single best feature of the OU research atmosphere is the “free” access to the mainframe. My students and I do many, many analyses of data—and get exciting results—that simply would not be done in any other kind of computer system. Our students leave OU with much greater familiarity and sophistication re computers than is normal for [students in this field]. That alone has led to professional success for several.*

The only urgent specific need identified by a large number of respondents is "a convenient way to communicate with our colleagues at other Universities." These faculty gave very high priority to ready access to a national network (most often mentioned was BITNET). One noted that "currently we are effectively cut off from the world."

The UCS staff, too, received praise for "their courtesy, efficiency, and speed." Several faculty, however, noted the need for more consultants, especially for the ever-growing number of personal computers on campus. Some faculty need University support for their software and (low-dollar) hardware items. But more need "local support," *e.g.*, training in the use of software, documentation and updating of data bases, advice on the purchase of software and hardware. The increasingly urgent need for these kinds of support stem from the incredible advances during the past decade in cheap, powerful individual computers.

### Proposal Services.

Most respondents had worked with Proposal Services and nearly all were enthusiastic about it, remarking that few other institutions they know of support such an organization. Wrote one: "[Proposal Services is] the best-run service organization on campus." Many identified as most useful the help they received in budget preparation, in photocopying, and in routing completed proposals through the University. All stressed the importance of efficiency in completing these chores.

Many, however, do not use Proposal Services because the deadline for turning in proposals—now one month in advance of the external due date—is unrealistically long. Often faculty don't learn of the existence of a competition until a month before that date (for Federal RFPs, the time can be as short as one week). Many think they and the University would be better served if they spent as much time as possible preparing the best possible proposal, rather have their draft sit around Proposal Services for weeks.

Some who noted this problem attributed it to understaffing; one wondered "why typist positions [were cut back recently] while indirect cost recovery and proposal activity was increasing." Proposal Services has also suffered in the last few years from rapid turnover of clerical staff and proposal specialists—a problem that, some suggested, could be addressed through more competitive salaries.

### Instructional Services.

Among those respondents who had used Instructional Services, most had sought help in preparation of figures or slides. Recognizing how vital to their reputations and productivity are graphic and pictorial presentations, they consider such a service organization "imperative" for their scholarship (and, in some cases, for their teaching). Many praised OU for supporting it (without charging the departments), although several consider the rules imposed by Instructional Services "arbitrary and inflexible" and a few complained that *some* of the staff are "not civil ... rude and offensive, especially to secretaries and grad students."

The most serious problems with Instructional Services are its down times—it closes when classes are not in session, such periods being precisely when faculty are free to devote their efforts to research and class preparation—and turnaround time. Nearly all who had had slides prepared considered the turnaround time (approximately 2 weeks) excessively long; one noted that "the time [required] for slide preparation has influenced me to stop using slides altogether." Other comments on the quality of figures and slides prepared by Instructional Services ranged from "uniformly high" to "sloppy" and worse.

Faced with work that is sometimes amateurish and long turnaround times, many faculty resort to hiring a professional artist outside the University to prepare their figures. Several think that OU

should either hire better trained staff for Instructional Services and supply them with up-to-date computer graphics capabilities and an imaging device or simply support a separate graphic arts department (a commonplace in many research universities) with a small staff of professional artists.

#### Office of Research Administration.

Those who are aware of ORA rated it highly. Many, curiously, expressed little knowledge of this office or what it does for OU. Many of these think that "[ORA] should be more visible and interactive" and "activist."

Respondents overwhelmingly praised the staff at ORA for their competence and willingness to do "key extra things that facilitate research." They describe the staff as being "extremely cooperative and facilitative—often under rushed and trying circumstances."

#### Other.

This "catch all" category includes resources unlikely to affect as many faculty as those previously listed.

- [•] **Machine Rental.** Faculty who have interacted with Machine Rental uniformly and vigorously praised them, especially for their support for microcomputers. One described this as "the finest, most professional service organization on campus," and many recommended its expansion to include other kinds of computer and electronics repair.
- [•] **Information Processing Center.** All respondents who commented on IPC rated them "excellent" and "invaluable." Several described their service as "outstanding." Wrote one: "the staff at IPC are very professional, courteous, and reliable." Most noted, however, that IPC is seriously understaffed and overworked.
- [•] **Grants and Contracts.** Most respondents to this survey had interacted with Grants and Contracts. Many faculty praised their policies, noting that this office often "leans over backwards to facilitate research." But, often in the same voice, they complained of uneven quality in the vital budgetary services this office provides, a consequence of a staff that is seen to be, as one said, "highly variable in competence." Faculty complained that some of the staff are slow in preparing and distributing budget reports, and even those who praised the staff complained that their reports are difficult to understand. Many faculty consider their budget reports to be so unreliable that they feel they must keep extensive fully documented records of their purchases and expenditures. Many of these faculty consider such uneven service "a major shortcoming of the system."
- [•] **Performance Facilities.** Performance facilities are vital to faculty in the Arts, and all who commented on them characterized them as seriously inadequate. One noted that existing facilities are "a big handicap to music programs." A faculty member who had traveled to universities around the country wrote, "ours is always the *worst* in comparison. Even in comparison to almost any of the other Oklahoma state colleges and universities, ours is the worst. We desperately need a recital hall and a major concert hall."
- [•] **Personnel Services.** Faculty who commented on personnel services did so in strongly negative terms. Wrote one: "Most of my appointments get lost or messed up and I spend much time trying to figure out which form they want and when they want it. Also, they never admit to an error, it's always my fault." Many think that Personnel Services regularly oversteps its bounds in telling them who they can and cannot hire (on a grant) and in screening candidates for such positions.

- [•] **Physical Plant.** Faculty who commented on the physical plant complained of uneven service, "depending on exactly which individual one deals with." Some problems, wrote one, are simply never fixed, because, "the Physical Plant typically blames A & E Services for poor design, while A & E Services blames the Physical Plant for incompetence." Faculty complained about excessive charges, slow service, inflexibility, insensitivity to the concerns of faculty, and unwillingness to cooperate with departments.
  
- [•] **Purchasing.** Faculty ratings of purchasing were the most uneven in this section; they ranged from "excellent" and "very helpful" to "a serious bottleneck." Several respondents mentioned specific problems:
  - (1) "At the most critical time of the year (early summer) when research programs are gearing up for an intensive effort, purchasing essentially closes up shop. This is deadly and should not be minimized."
  - (2) "Purchasing is *much, much* too slow in placing 'routine' orders."
  - (3) Lost purchase orders and errors on orders prepared by purchasing delay equipment purchases ("by as much as six months") and add to costs.
  - (4) The stockroom is inadequate and charges too much. (One faculty member wondered why OU pays significantly more for routine supplies than one pays at Buy-for-Less or Target.)



## 2. Internal Support Programs.

This section addresses existing programs for internal support of research and creative activity. Clearly, faculty appreciate these programs but consider them to be seriously underfunded. Although most think that the process whereby funding decisions are made is, on balance, fair, several questioned the competence of some reviewers, while others approve of the recent trend (in the Research Council) towards using "special panels of faculty with more expertise in specific fields" for reviewing.

Many respondents expressed strong concerns about perceived biases in the decision-making process for or against certain disciplines. Several, for example, thought that most internal support programs are "aimed at experimental sciences," putting the humanities "at a substantial disadvantage." Finally, some think there are just too many programs that consume too much faculty time in writing proposals. These faculty think the system should be simplified, centralized, and streamlined; several added that some funds for internal support of research should be distributed at the Departmental level.

In addition to making general comments along these lines, several faculty suggested new programs, such as Graduate Student Research, Travel to (Library) Collections, Replacement of Obsolete Equipment, Educational Research, specialized programs for humanities and social scientists, and special funding for faculty (with a proven research track record) who are not likely to be externally funded.

### The Faculty Research Fund.

Most respondents who consider the Faculty Research Fund somewhat or very important to them think that the program is "very important to research at OU (including recruitment of faculty)," noting at the same time that "the quantity of funds available [is] inadequate." Many said that support from the Faculty Research Fund was especially important to them in the years before they received external support. Several wrote that OU must either increase the funding level per request or increase the number of (higher dollar) grants available through the OU Associates Research/Creative Activity Competition.

Although most respondents consider "the [review] process [to be] quite fair and prompt," and several think that the quality of reviews has improved in recent years, others are strongly cynical about the process whereby funding decisions are made. Some consider these decisions to be politically motivated; others think that certain disciplines are "at a disadvantage" in internal competitions, either because of the highly specialized nature of their work (*e.g.*, mathematics) or because of "bias towards [an applicant's] prior funding record" (*e.g.*, humanities, social work, the social sciences, education). A few even think that funding decisions are biased (for political reasons) *against* faculty who have external grants. Several wrote that they were so discouraged by these perceptions that they have not sought funds through the FRF for several years.

Several respondents offered specific suggestions, such as a new, separate entity to evaluate Creative Activity Proposals, as distinct from Research Proposals and a program to defray page charges—a need that will reappear later in this report.

Finally, many faculty noted that requests to the Faculty Research Fund for release time are not permitted, that, as one wrote, "[we need] funding for time to do creative activity more than for equipment. There is no provision for this in [OU's] primary program—[the] Faculty Research Fund. Senior/Jr. Faculty grants are rare—the fund is not nearly large enough."

### Discretionary funds of the VPRA.

Many faculty were unaware of or unclear about these funds, echoing the remark that "I don't know who they go to or why. I've tried to obtain some, but no luck." Others were sharply critical, expressing a recurring opinion that "weak proposals were funded . . . in what looks a lot like 'Old Boy favoritism.'"

Still, the majority who commented on this program consider the VPRA most supportive. Among the discretionary funds that these faculty rate as highly important were international travel, unexpected repair costs, and equipment purchase costs, especially of computer equipment. And most faculty praised the whole internal support network, lumping these funds together with those in the Faculty Research Fund; one said that internal support "not only enhanced my own work but actually made [it] possible."

### Junior/Senior Faculty Summer Fellowship Competition.

Of all specific items in this part of the survey, summer support elicited the strongest comments. Respondents consider this competition of great importance. Several faculty who have (external) summer support (*e.g.*, external grants) consider it an "excellent program particularly for junior faculty" and "a plus for the University in recruiting faculty."

At the same time, many faculty wrote that this program is "in desperate need of expansion." (Indeed, some wrote that they or faculty they know won't even apply because the competition for these fellowships is so stiff.) This opinion pertains to all levels:

Without the support of these Fellowships, it would have been difficult to survive. It is important that the Administration and Research Council realize that a strongly voiced commitment to research by the University should be matched by summer financial support for *all* Junior faculty who are engaged in research. If the University is serious about building a reputation for O. U. as a *research* institution and concurrently benefitting from the external support which accompanies such efforts that are successful, it must be willing to "seed" the process by supporting the financial needs of all research faculty through adequate salaries and/or summer money.

This program is *badly* underfunded. Not to support faculty at critical points in their careers, especially junior faculty getting started, is a *disgrace!*

. . . the new program for Senior faculty should be expanded greatly. Most major research institutions offer far more support opportunities.

A recurring theme in faculty comments on this program is that

[OU] has not really addressed the fact that [faculty] are expected to allocate time and productivity on non-service activities 50-50 between teaching and research, but institutional support for research (beyond [the] library and computing) is lacking.

A few faculty wrote that the amount of these fellowship awards are too small. Others complained of insufficient lead time and lack of specific guidelines and lack of flexibility to handle unusual circumstances such as joint research projects or multiple research projects. But a large number complained at not receiving reviews when their application is not funded. These comments suggest that this may be partly responsible for the cynicism alluded to above; *e.g.*, "I was never informed *why* I was turned down. It seems very arbitrary and open to favoritism."

### Other Programs.

Listed in this category were: OU Associates Research/Creative Activity Competition, Quality Unfunded Proposals Competition, Interdisciplinary Research Support Program, Biomedical Research Support Grants, George Lynn Cross Research Professorships, Purchase of Reprints.

Faculty who have been supported by one or another of these programs consider them valuable. One wrote that they "should be summarized in a recruiting brochure to be given to faculty recruits during [their] interviews." Some faculty, while acknowledging the usefulness of these programs, said that unless proposals for them are of very high quality, they should be eliminated and the funds placed in "program[s] where proposal quality is high and funding is low," such as the summer fellowship program. This theme—too many programs too poorly funded—emerged strongly in Part II of the survey.

Several faculty complained about "lack of information [about these programs] and help in how to utilize [them]." Again several complained that they do not receive reviews when their proposals aren't funded; *e.g.*, "I've gotten no money out of many of these [programs], and feel that better guidelines and suggestions might have helped." Finally, the timing of some programs (*e.g.*, the Quality Unfunded Proposals Competition) was considered bad for some faculty members (*e.g.*, NIH applicants).

The George Lynn Cross Professorships are highly visible and highly sensitive. Faculty perceptions of these Professorships were mixed. For example, one wrote

The Cross Professorships, though I'm far from having one, have been helpful, I think, in setting the tone in my dept. and in serious departments in the university. Their existence says research is valued. I only wish they were really endowed chairs instead of one-time awards.

But another wrote that "we all know some of the persons who hold GL Cross Professorships do not publish very much; there ought to be a review of current holders and higher standards imposed."

Most widely praised of these programs was the OU Associates Program, which one typical respondent characterized as "*vital* to OU research; make every effort to maintain and increase this fund."

Also appreciated by many respondents are funds made available to purchase reprints of scholarly articles: "this small fund contributes to the dissemination of scholarship so vital to productive scholars." Many, however, consider the limit of \$100 per request (which "has been in force for at least 10 years") to be unrealistically small. Finally, and not for the last time, many complained that OU does not support page charges.

### 3. Priorities.

#### Discretionary Research Funds.

All faculty strongly endorsed discretionary research funds. While a few complained of a perceived disproportionate emphasis on sciences and engineering and of excessive paperwork and delays in getting even small grants, the most often noted problem is the familiar one: too little money. Many faculty wrote that the level of support per grant is consistently too low. Many others stressed the need for *ongoing* support for new *and existing* programs.

The need for funds to defray page charges re-emerged, as in this comment:

I recently applied for a small grant from a professional organization to pay page charges and was told that most large universities pay page charges for those authors who have no other support and that a university such as OU should be supporting their faculty in this way.

Also often mentioned was the importance of start-up funds for new faculty:

The administration is only slowly being made aware of the importance of start-up funds for new science faculty. This money gets repaid many times over if we can get the new people off to a flying start.

Finally, several faculty suggested that OU's discretionary research funds could be more cost-effectively used if they were decentralized—*e.g.*, made available to Department chairs. This is supposed to be the role of SRI funds, but (see § 3e below) these funds are too often used for repair, maintenance, and operation of the Department, rather than as research incentives.

#### Summer Support for Junior and Senior Faculty.

Respondents consistently rate summer support as a very high priority, one going so far as to write that "these two programs should be the University's TOP priority ... rather than middle-to-bottom as they currently appear to be." Many expressed frustration at being "required (for tenure) to work during the summer with little or no support," noting that for both senior and junior faculty, "research is a 12 month enterprise." Several complained that in the absence of such support, faculty must expend "too much time trying to cover yourself that could otherwise go into research and improvement of teaching."

Many think that the current awards for summer support are too small and that these fellowships should be salary-based. But more wrote to the effect that

[OU] should work towards a goal of funding *all* faculty, especially *junior* faculty, who are engaged in research during the summer. This is entirely consistent with building the research reputation of OU. The University must *not* depend on faculty to build this reputation without being compensated for it.

#### Funding for Research Equipment.

Not surprisingly, faculty not in the sciences or engineering assigned research equipment a low priority. In fact, several from the departments in the arts and humanities areas feel that OU's emphasis on research equipment shortchanges their no less urgent needs for "time and research assistants." But some faculty from these departments stressed the importance of personal computers, *e.g.*, "the University should set as goal to have word processing and computer support on the desk of every faculty who desires [it in the] next 3 or 4 years."

By contrast, faculty in the sciences and engineering consistently gave high priority to research equipment. Indeed, most in this category consider OU's inadequate base of research equipment a "critical problem."

I believe this constitutes OU's most pressing research-support need. Outfitting, M & O, and laboratory infrastructure needs are not being met. . . . More serious is the lack of maintenance and operations support once *we* get [the equipment].

### Interdisciplinary Research Support.

Surprisingly, few faculty assigned a high priority to support for interdisciplinary research. Several have found it difficult to initiate such research in an environment where there is little interaction among research faculty in different disciplines, and "far too little time for [the] creativity which could lead to interdisciplinary work." And a number, while praising the encouragement President Horton has given to Interdisciplinary Research, noted "serious institutional issues which have not been addressed—*e.g.*, tenure, merit raises, etc. plus a number of 'turf' issues."

To some respondents interdisciplinary research seems "simply a new buzzword." These faculty think that interdisciplinary research is "currently overemphasized, causing artificial research projects to be proposed." Wrote a faculty member whose research is interdisciplinary (and who is externally funded): "I am tired of administrators who keep talking about this as though anyone who doesn't do 'interdisciplinary research' is a drone."

Many faculty think that the Administration is confused about the nature of Interdisciplinary Research (*e.g.*, "I wish the announcements on interdisciplinary research would specify exactly what the administration means by 'interdisciplinary.'" ) and does not understand its genesis:

Incentives should be there, but [the] stimulus must come from individual faculty groups—it will *not* work from the top down.

Rather than trying to *support* it or 'jawbone' it into existence, why [doesn't the Administration] expend [its] creative capability designing a system that fosters and stimulates it. Then stand back!

### Sponsored Research Incentive (SRI) Funds.

Most faculty applaud President Horton's new program of returning a higher proportion of these funds; one described it as "the first true incentive we have had. The State and the University have been living off research projects." But in the same breath, nearly all who commented on SRI complained that "few SRI dollars ever have [a] direct impact on the research arm of OU. They're all disappearing into the black hole of basic institutional support." The problem is that faculty are "unable to free these funds for research use once they are given to the Department" because in the current budget situation these funds "tend to go for operations and not for research support. This is probably inappropriate."

Several respondents from Humanities and Arts departments wrote that while they "understand the argument for returning funds to the generating Department," they think it important that "some of those funds could be used to support research in fields with less ready access to external funding."

Over and over, faculty reiterated that "*all* SRI funds should be restricted to research funding," that these funds should be used *to support research* (not for maintenance and operations costs), and that at least some of those funds should be made available to the PI whose grant generated them.

**PART II**

**NEEDS AND ATTITUDES**

#### 4. Needs.

We asked the faculty to identify their most pressing needs and major problems that impede their carrying out scholarly activity. Faculty were also asked to identify support programs that should but do not now exist at OU. The accompanying table shows the number of respondents who mentioned a particular item on their questionnaire. To provide an overview of the concerns of the faculty, all items mentioned on two or more questionnaires are included.

The message is clear: faculty urgently need better library facilities, adequate and flexible Departmental M & O budgets, adequate travel support, funds for recruiting and support of more and better graduate students.

*And, above all, they need time:* Freedom from excessive teaching loads. Freedom from ever increasing administrative burdens. Quality time to do the creative work the University now expects of its faculty.

The bare numbers in this table fail to communicate the strength of feeling in most responses to this question:

[T]here is a limit to my abilities. I can't serve on numerous committees, teach, take on more professional service activities, and be productive in research.

I just don't have a 1-2 hour block to sit and think. This coupled with decreasing quality of [the] library and added administrative responsibilities makes it difficult for me to be current ... A major concern is whether it is in my best interest to stay. Sometimes I feel that the longer I am here the further I am away from science.

The causes of this critical time crunch are many. One is simply the lack of staff:

I think the problem is less the inadequacy of research support than the lack of adequate support for teaching and service so that faculty time is totally consumed by these matters. We need good *staff* support and graduate assistants, release time (formally) and release time (indirectly, through not [having to do] our own clerical work), etc.

All offices in this University are so understaffed that it has become impossible to get anything done in a timely, efficient manner.

Another is the shortage of faculty:

We need [about] 400 more faculty at OU. By the time we teach necessary courses, fill out *required* forms and surveys and serve on committees, there is precious little time available for scholarly activity. [Moreover] it is essential to have a robust community of creative scholars who drive themselves to be active in research.

In the past few years, because of downsizing, more and more routine administrative duties seem to be falling on my (and others) shoulders.

But the most common complaint was, "we are being administrated to death":

[We spend] all too many hours sitting in committees trying to decide what we are doing. Nothing would be more useful than to establish a few clear priorities and efficient management.

The masses of time I put into filling out resumes, meetings, questionnaires, etc.: the time involved is *much, much* more than anywhere I have been—OU should streamline.

**TABLE I**  
**Research Needs**  
**Identified by Faculty (Norman Campus)**

Need	Frequency <sup>a</sup>
Time	
Release Time	50
Relief from Administrative Duties	33
Summer Support	31
Relief from Excessive Teaching Loads	15
Elimination of Open Advising	8
Money	
Travel Funds	27
Adequate Departmental M & O	20
Small Supplies Budget (unrestricted)	12
Maintenance Fund for Equipment	7
Funds to Support Dept. Colloquia	4
Funds for Page Charges	4
Higher Salaries	4
Fewer Restrictions on Use of External Funds	4
Seed Money for "Pilot Projects"	2
Support for Humanities & Arts	2
People	
More & Better Graduate Students	39
More Professional Support Staff	21
Computer Support Staff	17
More Faculty	10
Colleagues in Same Discipline	8
Equipment etc.	
Better Library Resources & Longer Hours	28
Computer Hardware & Software	12
Research Equipment (unspecified)	12
Free Computer Library Searches	2
More Office/Lab Space	2

<sup>a</sup> Number of faculty who identified this need.



Much of the time we would ordinarily have to spend on creative activity is wasted on the completion of ever more proliferating reports/evaluations/apologies for our existence to the Provost's office, many of which are afterwards disregarded while new trials are dreamed up for us.

Some faculty acknowledge the value of these non-research, non-teaching activities but are frustrated by the lack of compensatory support:

I need relief from administrative duties (committees, etc.). The way to accomplish this and still have qualified people on committees is to provide administrative *support*. For example, give me funds for a couple of research assistants. Provide better library support. Provide me secretarial support. The infrastructure must be there to release me from "go-fer" work so I can spend my time where I'm most productive.

Some faculty stressed other matters, such as the importance of travel support:

If OU is to be nationally and internationally visible, its productive scholars need *exposure*. Sending faculty and students to meetings is a public relations *bargain* for any ambitious institution. Also sponsoring visits by outside experts.

Others emphasized the importance of funds to defray page charges (a need that also surfaced in several other sections of the survey):

It is silly for OU to buy reprints but refuse even to consider page charges. A fund should be created to encourage publication in the *most prestigious journals* for each discipline. If your work is good enough for their tough referees, it's a bargain for OU in terms of PR.

Finally, a large number of faculty commented that in spite of such internal and/or external funds as they obtain, they support their own research extensively "out of (an inadequately lined) pocket." Their purchases involve everything from supplies to living expenses to travel funds to personal computers and software. A way to deal with this suggested by some respondents is a program whereby faculty could obtain funds for small-dollar research-related items without having to ask for them. For example, one suggested setting up a long-term (*e.g.*, five-year) career development program whereby "a very modest level of purely institutional discretionary support (*e.g.*, \$1,000-\$2,000 per year)" would be made available to active creative faculty "irrespective of [external] grant support." This would be a permanent career development base, with a provision for indefinite carry-over of unexpended funds.

## 5. Attitudes.

Excellence to me starts when I don't have to feel embarrassed explaining to colleagues that I'm not able to return long-distance phone calls, [when I] can get a document photocopied, etc. etc.

In this section we invited faculty to assess the research climate that now exists on campus. First we asked what incentives their Department or College now provide to encourage research, and what incentives they would find most useful. Then we asked whether they think that their Department, College, and University value their efforts at research and creative activity.

Responding to the first question, most faculty wrote that there are no incentives to research; several remarked that the lack of such incentives is driving away "many first-rate researchers." A few, however, appreciated the small amounts of internal funding, intermittent partial travel support, and occasional reduced teaching loads their Departments sometimes make available. By far the most often desired incentive was reduced teaching loads; second most was release time and summer salary.

Our second question drew very mixed responses, ranging from emphatic yes! and no! answers to expressions of uncertainty. Some were delighted with "the climate for research here, at the moment," describing it as "the best it has ever been. We need to do more, of course, but the signs seem favorable to me." Many think that appreciation of their efforts is greater at the Departmental level and are unsure whether the University, the Regents, or the State care one way or another about scholarship.

Pervading these comments was an undercurrent of frustration; many faculty feel that "[the Administration] value our research and creative activity but are not willing or able to provide the financial or release time support for us to do an adequate, let alone an excellent, job." Recurrent themes, touched on in other sections of this report, are a crippling shortage of time and faculty:

[OU] is still not nearly competitive with other major state Universities (*e.g.*, Wisconsin, UNC, Ohio State in particular that I know of) in supporting research. There are far too few faculty at OU for us to cover teaching need and also do a lot of research.

Emerging clearly from this part of the survey is the widely shared perception that the Administration values grant-getting rather than scholarship, that "basic research is unappreciated, unless Federal funding supports it. The value of research is seen as incoming dollars, not contribution to society." Many faculty elaborated upon the theme that "so much priority is being placed on seeking and obtaining extramural funding that scholarship is no longer a concern. Get money! The rest doesn't matter." Feelings on this point are uncommonly strong:

It is clear that "value" now [equals] the amount of external funds "garnered" and not the quality of the work (scholarship) produced. Outside support *must* be aggressively sought by all, but it also *must not* become the *only* measure of research success!! Some *excellent* scholarship results from work where "massive" funding is unnecessary.

I get the feeling that while we are *strongly* encouraged to seek external funds (and thereby bring in money for the University), the administration is not willing to commit itself to seeding the system. Thus, the administration depends on the good will of the faculty in hopes of getting something for nothing.

There is entirely too much equating of scholarship with grants. This is demoralizing in as much as the latter are often a matter of fashion and politics.

## 6. Final Thoughts.

Many of the returned questionnaires were filled with thoughtful, articulate comments on the research environment at OU. The following four excerpts seem an appropriate way to end this report.

... research is not understood at OU; there is a lack of understanding as to what it takes to do research at a level compared to AAU institutions. Get the best people and then get out of their way or better yet, help them do what [the Administration] want done.

OU (main campus) will never be a good research institution with [so few] faculty members. We need 1200 to be competitive with current enrollments. Endless internal sources of research funds and large numbers of internal awards tend to focus our attention internally. To compete nationally we must direct our attention externally. We must have renowned researchers that shape research priorities and policies at the national level. We need many more faculty to provide depth in research areas. . . . Twenty thousand dollars worth of internal funds and a few hundred dollars for reprints doesn't cut it. What is needed are first-rate people, huge amounts of unrestricted time, access to the tools of research (library, computers, graphics support) and a community that encourages, rewards, and reveres discovery, excitement, overcoming challenges, and genuine success.

I only wish that . . . this University had the guts to try and make OU into a *real* University by demanding, with no exceptions for the weak sisters, that all departments meet minimum requirements in publication. It says that in the Faculty Handbook, but don't believe it for a moment. We don't begin to have the reputation of the other Universities that I know about. Unless you get rid of the deadwood, and the good ole boys and gals . . . then a questionnaire such as this one is a waste of time.

If OU is really serious about becoming a quality research University, it simply must return to basics. The Administration's intentions are fine, and they are capable people. But they don't understand what is needed to do research and creative activity. Why do we have so *many* internal support programs, all of which are ludicrously underfunded? You want a "comprehensive research University"? Here's what you do: find out *from the faculty* (not from your fellow administrators) what's vital to the doing and dissemination of scholarship. *Listen to them*. Make meeting *those needs* your first and highest priority. Do whatever is necessary to create an infrastructure and support programs to meet *those needs*. Then just leave these people alone—give 'em a bit of a break once in a while on teaching, and don't overload them with committees, reports, and clerical work. They'll do exactly what you want them to do: publish, enhance OU's reputation in the academic community, bring in external dollars, etc. They're the best hope OU has of becoming what you want it to become.