



WARTBURG AAUP

"Committed to Academic Excellence"

NEWSLETTER

October 1, 1994

CHAPTER DINNER DRAWS LARGE CROWD, INCLUDING MANY FROM OFF CAMPUS

Colleagues from half-a-dozen northeastern Iowa colleges and universities joined thirty-one Wartburgians for dinner in the Castle Room and a speech by national AAUP president **James E. Perley** (see "Perley Drops More Pearls," below). Among the institutions represented were UNI, Grinnell, Luther, St. Ambrose, and the University of Osteopathic Medicine, with the largest contingent (six) coming from Decorah.

STATE AAUP CONVENTION SPEAKERS EMPHASIZE THE PRACTICAL

Hosted by Wartburg AAUP, the September 10 meeting of the Iowa Conference featured national president **James E. Perley** and AAUP associate secretary **Mark Blum**.

Delegates from institutions around the state heard Perley outline principles for assisting faculty whose academic freedom or rights to due process are threatened by administrative actions. To illustrate these principles he drew on his experience as chair of Ohio Committee A, recounting several disturbing tales of Ohio faculty whose due process rights were violated.

Blum, whose presentation was entitled "Power Tools for Chapter Development," gave advice on increasing chapters' effectiveness as "faculty advocacy groups" in the face of an increasing number of assaults on the AAUP principles of faculty governance, academic freedom, and tenure.

According to Blum these problems result from changes in the academy that occurred in the 60's and 70's, changes that resulted in "administrative bloat" and a management mentality that is "inimical" to academic values:

"The rapid growth of higher education in the 1960's and 70's brought with it a fundamental transformation in the ethos of the academy, a transformation that threatened the fundamental values that AAUP was created to articulate and defend. In the public sector, unprecedented growth ushered in a stratum of administrators oriented more to the culture of public bureaucracy than to the academic tradition as articulated by AAUP. In the private sector, governing boards and administrators responded increasingly to intensified competitive pressures by adopting corporate hierarchical management models inimical to AAUP principles and viewed as archaic even in the business sector. As a result of this transformation, the number of violations of Association standards has been increasing at any alarming rate."

PERLEY DROPS MORE PEARLS: "WE MUST DEFEND THE TENURE SYSTEM"

Under the title "Pearls from Perley," two of last year's AAUP newsletters featured the opinions of James E. Perley, who at that time was chair of the AAUP Association of State Conferences. On the weekend of September 9 Perley came to Wartburg as the newly elected president of AAUP, speaking at the chapter dinner on Friday night and at the state conference meeting on Saturday.

Perley, who took office in June, is a professor of biology at the College of Wooster in Ohio. An AAUP member since 1968, Perley has served the Association in a number of capacities on the local, state, and national levels.

His academic background includes a bachelor's degree from the University of Michigan and a master's and doctorate from Yale. He has been teaching at Wooster since 1968, after three years at

Wayne State University in Detroit. He has spent this past academic year on sabbatical at the University of California, Berkeley.

The title of Perley's September 9 speech was "Tenure: An Outmoded Concept?" He began his remarks by pointing out that tenure is under increasing attack, citing examples from the media and from his own experience on several call-in radio shows. "Those of us who work in the academy," he said, "live in very hostile times."

He offered an explanation for these attacks on the tenure system. Money is in short supply at almost every kind of institution, private as well as state-supported. Thus, administrators, who increasingly take their cues from private industry or business-oriented organizations like the Pew Foundation, are looking for ways "to increase efficiency and productivity," or "doing more with less." As a result, workloads are being increased, cheap part-time faculty are being hired, and programs and personnel are being cut.

Perley said that he was "loathe to describe what is occurring as the deconstruction of the University and its rebirth as a different kind of institution. But there are ominous signs that this is exactly what is happening."

The tenure system is under attack, Perley said, because "administrators view tenure as a barrier to the restructuring of the academy. Feisty and independent-minded tenured faculty could easily be seen as impediments."

Perley urged faculty to defend themselves. He said that they could begin by dispelling certain myths about the tenure system. One such myth is that tenure is a "barrier to getting rid of the incompetent." In reality, "the organization that defends tenure so ferociously, the AAUP, has provided the only means of getting rid of 'deadwood' legally."

Another myth is that tenure prevents an institution from discontinuing programs. According to Perley, the AAUP recognizes that "programs and missions change over time" and recommends "reasonable ways" of adapting to these changes.

We faculty have to recognize, Perley said, that "some of the fault for our problems lies with us. We cannot depend on others to understand what we are all about unless we are willing to help them see us as we are. In order to do that, we need first to reinforce in each other the notion that we collectively have a responsibility to defend our academic institutions to the public."

"What would we lose if tenure were eliminated?" asked Perley.

"The answer is very simple: the very best educational system in the world. A system in which it is possible to raise the difficult and controversial question and not worry about being fired because of the asking. A system which has produced minds that are not mere mimickers of their mentors. A system in which individuals have obligations not only to their chairs or administrators, but to their disciplines and their professions."

"In short, we would lose the very features that permit us to look at the outrageous and see in it beauty, that allow us to try the experiment that others consider foolish, or to produce a play which in its acid criticism catches us short of breath and makes us think."

DEAN PENCE FEATURED IN ADMINISTRATOR NEWSLETTER

The lead article in the September issue of *The Academic Leader*, a newsletter for academic deans and department chairs, includes an interview with Dean James Pence, who discusses Wartburg's new governance model.

The author, Doris Green, writes, "Pence, who's 'a fan of Robert Birnbaum,' developed this model by sharing Birnbaum's work and different governance models with faculty members. 'We created

a model that fits the culture here. Our school has a strong sense of community. We built a system that allows for more response to change, more productivity, and more efficiency.”

Pence's views on assessment and financial aid are also cited.

ZEMKE LINKS "PEW-THINK" AND ENDOWED CHAIRS

The following opinions are the author's and not necessarily those of Wartburg AAUP. The editors reserve space in each issue for faculty opinion. If you would like to sound off on an issue of interest to Wartburg faculty, please send your essay to Moira McCluney, LH 305.

The president's missive to the Alumni Board last spring and his remarks at the fall faculty dinner have once again called our attention to the administration's preoccupation with the Pew Foundation and its "managerial" approach to higher education. According to former AAUP general secretary Ernst Benjamin, participants in the Pew Roundtable discussions are administrators and management experts who propose "restructuring" programs and departments in order to reduce costs and increase productivity--in short, "do more with less" (see the May issue of the *AAUP Newsletter*).

One way of doing more with less is to cut--or "downsize"--programs; another is to hire more part-time faculty.

Not long ago we had two Ph.D. physicists, two Ph.D.-level philosophy professors, and a foreign language faculty that could boast Ph.D.'s in French, German, and Spanish. What is the condition of the foreign language, philosophy, and physics departments today? And who is teaching the departmental courses formerly taught by the tenure-track faculty whose positions were cut?

Is it merely a coincidence that these programs were "downsized" at the same time that the college was continuing to develop and fill endowed chairs?

Along with the Faculty Personnel Committees of 1988 and 1989, I applaud and endorse the concept of endowed chairs and distinguished professorships. But I also remember the question posed in the December issue of the *AAUP Newsletter*: "At What Price Endowed Chairs?" At current interest rates, none of the endowed chairs can be supported entirely by endowment; all of them require supplemental funds from the general college budget, especially those chairs which are endowed at only \$500,000.

Is it possible that the rising cost of endowed chairs, not Pew Foundation thinking, is the basis of these recent examples of restructuring? If so, which positions and programs are next?

—W. Zemke

WORKSHOP COLLOQUIA SHOWCASE FACULTY TALENT

This year's fall faculty workshop featured something new. On September 1, faculty colloquia were held in which 12 faculty gave presentations based on recent development activities. Nine disciplines were represented: business, communication arts, computer science, education, English, history, math, political science, and religion. The members of the Faculty Development Committee and the dean of faculty are to be congratulated for their efforts to promote and share faculty talent and creativity!

PRESIDENTIAL EVALUATION CONSISTENT WITH AAUP PRINCIPLES

The executive committee of the Wartburg College Board of Regents is conducting an evaluation of **President Vogel**, to be completed by October 17. Included in this evaluation are responses from selected administrators, faculty, staff, and students. Such a procedure accords with the AAUP policy statement entitled *Faculty Participation in the Selection, Evaluation, and Retention of Administrators*, which recommends that faculty, staff, and students participate in the evaluation of administrators. The Regents are to be commended for involving representatives of the entire Wartburg community in this important undertaking.

WARTBURG PRESS RELEASE ON AAUP EVENTS WITHHELD

A Wartburg College press release announcing the September 9 chapter dinner and the September 10 Iowa AAUP convention was withheld after administrators raised questions about Wartburg AAUP's status within the college. It was not until September 14 that AAUP learned that the story had not been released, when an officer made inquiries after noticing that no articles appeared in the local papers.

Written by Wartburg's director of news information and dated September 2, the press release gave details of both meetings and highlighted the participation of James E. Perley, the national president of AAUP.

Wartburg AAUP president **Warren Zemke** met with **Dean Pence** on September 19, at which time Pence indicated that he had conferred with President Vogel about the chapter's status. Both Dean Pence and **President Vogel** decided that it would not be proper to use college resources on behalf of an "arm's-length organization." When asked why AAUP had not been informed of the decision, Pence apologized for the oversight, calling it "a mistake."

Responding on September 6 to an invitation to the chapter dinner, Pence wrote, "I regret not being able to attend and I wish you well in the event. I hope to hear about the content of the speech."

LUTHER'S DEAN URGES FACULTY TO ATTEND WARTBURG AAUP EVENTS

Luther College dean **Thomas Kraabel** sent a memo to all Luther faculty, encouraging them to attend the Wartburg chapter dinner and the Iowa conference meeting on September 9-10. It begins with "Join Wartburg AAUP for dinner on Friday, September 9," describes the fall meeting of the Iowa Conference, and ends with the notation "For more details, pick up a registration form from the Dean's Office."

AAUP WANTS YOU!

Nationally, AAUP is best known for its defense of academic freedom, due process, and faculty governance. Both the local chapter and the national office provide advice and support to individuals who feel that their rights to due process and academic freedom have been violated.

The local chapter also provides a forum to discuss important issues affecting academic life on campus and a voice with which to address the administration and other campus entities about these issues.

Members receive *Academe*, the spring issue of which contains AAUP's *Annual Report on the Economic Status of the Profession*, a comprehensive analysis of faculty salaries and fringe benefits. Since *Academe* is one of the preeminent professional journals, AAUP members can be reimbursed \$26 from their personal development funds for that portion of their dues attributable to *Academe*. (Since AAUP is a non-profit organization, dues are tax deductible.)

For more information contact chapter secretary Greg Scholtz (8224).

ZEMKE ATTENDS NATIONAL LEADERSHIP CONFERENCE AND CLAMBAKE

Chapter president Warren Zemke attended the AAUP Leadership Training Institute on July 14-17 at the Kingston campus of the University of Rhode Island. The curriculum featured specialized training in three areas: state conference management, communications and media relations, and chapter leadership. Participants were chosen from current and potential state conference activists and leaders. Zemke's attendance was made possible by a joint scholarship from the AAUP Association of State Conferences and the Iowa Conference of the AAUP. There was also a clambake.