

**Special Faculty Meeting
January 17, 2002**

1. CALL TO ORDER

The Special Faculty Meeting was called to order at 12:35 p.m. on Thursday, January 17, 2002 in room 332 of Bobet Hall. Dean Frank Scully chaired the assembly, the secretary was present. Father Leo Nicoll led the invocation.

2. OLD/NEW BUSINESS

Dean Scully thanked Father Knoth for meeting with them. He told Father Knoth that some of his remarks at last Friday's Convocation startled and hurt many faculty in the College. Dean Scully stated that he hoped the meeting would become an opportunity for Father Knoth and all in the College to forge a relationship based on greater understanding and appreciation of their respective roles in the pursuit of educational excellence at Loyola.

Father Knoth stated that he appreciated the opportunity to get together. He stated that he had inadvertently galvanized and united the entire Arts and Sciences faculty. On Friday, when he walked into the Convocation, the farthest thing from his mind was to insult, affront, or otherwise put off any group or individuals, much less begin the semester with a controversy. The last thing he intended to do was insult or hurt anyone. And for that, he apologized. He stated that he misunderstood Dr. Blue's question in that he did not see that it was related directly to Julian Wasserman's question and in answering the question, he did not intend to suggest that he had anything except the highest regard and great esteem for all the members of the Arts and Sciences faculty. He added that he enjoyed the occasions that they ran into each other and had time to talk. He enjoyed hearing about their work, and shared their excitement about different projects. In fairness, he stated he believed his answer to the question where he used the famous "Lag" word was misinterpreted. Because in using the word lag, he did not intend to suggest that he felt that the members of this faculty were laggards. That is not what he meant. He meant that he gets very excited about the direction that everything is moving, because it is very definitely moving. In his own enthusiasm, it is probable that he failed to have an appropriate degree of sensitivity to the complexity of Arts and Sciences as our largest group. And, Dean Scully had just told him that he probably had a lack of sensitivity to the level or the kind of critical thinking the group brings to all the issues and questions that come up. He added that he hoped that could be an area of growth for him. He hoped that he would be given a chance to improve his sensitivity in those areas. Father Knoth stated that the liberal arts are the center of Loyola's education and the traditional center of Jesuit education in general and it had been that way all the way from the beginning. Liberal education was the core of his personal education. He has three Masters Degrees, he can speak French, Italian fluently, loves languages, art, music and reading. He designs his own reading program to keep up with Pulitzer-winner fiction and good books. Without question, liberal arts are the heart and soul of Loyola University's mission. Arts and Sciences is the primary provider of liberal arts courses and as such, it holds a central place in the University and the central role in the University's mission. Father Knoth addressed funding for Arts and Sciences. He stated that he realized that it was down. He had seen some numbers recently in terms of a "per head" basis. He had known that they were down, but over the last few years it appeared to him that the first priority of the Provost was correcting salary deficiencies. The Deans and many of the faculty had told

him that salaries needed to be fixed. So, he took that as the priority. He thinks that we have put ourselves in a position where we can begin to round the corner. The next question is to address funding for academic programs and the whole idea of introducing, pressing through the Board, working with Admissions to make sure it works. The whole question of the differential tuition for next year for incoming students should, within two years, greatly determine the amount of funding we have available. He is aware that there is a need for other funding, but he has always taken salaries as the first priority. One other comment he wanted to make was about the concerns of the east-west axis. A lot of people may not understand that everything that has been done, starting with the garage, has been funded out of non-operations money. Some of the money came from property sales and some of the money came from the bond fund. The real important part of the bond fund is not getting the bond fund, but convincing the Board of Trustees to take the debt service for that bond fund directly out of the endowment and not considering that part of the ordinary drawdown for operating purposes. Hopefully we can get some Federal monies which are not things that would go into ordinary operations. And, hopefully we can convince number of benefactors to step up to the plate. In terms of planning for that kind of thing, he has had two sessions with Directors, Deans, and Chairs of Departments that are housed in Monroe and asked them to begin looking at their curricular programs so that they are in a position to really shape a facility that will support in an appropriate, real way the education that each department wants to give. He had encouraged other departments that when they go to one of their association meetings at some point on the agenda there will be something associated with either facilities or teaching methods to encourage people to look at things that might enhance their academic program. He does not know what is needed nowadays in some of the Social Sciences. He has not been close to that in a long time. The whole process of planning has just started. What he was working on was to get funding in place to do these projects without touching the ordinary operating expenses.

Lynn Koplitz asked if the east-west axis would move Math and Physics out of the science building into Stallings. Father Knoth answered that they had taken Physics off that list. He had been thinking Physics, Math-Science from the point of view of a non-vented science building and a little bit with a mind of getting Physics' attention by way of space and needs for space. When he met with the faculty they felt very strongly about moving social sciences. Since that time they had talked about Math & Computer Science and the Social-Sciences with a point of view of putting a real computer electronic infrastructure in the building that would service them all, and at the same time, give us a hook that we could try and partner with computer companies. Lynn Koplitz asked Father Knoth who created the priorities, and told him that she had a suggestion for him. Move City College out of Stallings Hall, renovate it for Business and move them into Stallings Hall, and move Math and Physics into the old Business space instead of separating the sciences from one another. Father Knoth responded that Stallings Hall is our worst building. Father Knoth stated that he had talked about finding the other \$400,000 for the chemistry lab renovations until he was blue in the face. They were trying to do all of these things from outside of Operations, but he does not have the connections to just walk into a Chemical company and get potential donors. Lynn Koplitz stated that maybe Loyola should look at finding the money within. Father Knoth responded that he was very aware of that because they needed to get the chem. labs completed.

Mary Blue stated that she did not see her question being related to Julian Wasserman's question. Her question came from those faculty who represent this college on the Strategic

Planning Committee. The project coordinator is the Dean of the Business School who kept throwing out hypothetically that we will have five centers of excellence that will have \$2.5 million dollars thrown at them. She believed that all five of those centers could be in this college if things were not political. She told Father Knoth that was what she really wanted from him was a statement because she is scared that the Law School and/or the Business School are going to be suddenly called "Centers of Excellence" and then even more money will go their way. It was not orchestrated at all. Father Knoth stated that he did not take it that way.

Mary Blue told Father Knoth that she knew from him and from Law faculty that he went down to the Law School and told them where they could improve. She stated that she thought it was good. Father Knoth stated that it was in the course of a very good conversation. She added that she thought that he owed them that same thing – if he had a problem with them he should have told them and not the entire University. She stated that he had stated that they were suspicious, but you confirmed their suspicions when you said that you thought they were "laggards." She wondered how he justified that they were suspicious of him but he did not think that highly of them. Father Knoth stated what he meant would have been to say that there is not a cohesiveness which may only be a perception on his part. He did not get the sense of forward momentum, that's not to say there is none, but it is going in different directions. Part of this is due to the fact that he's not a micromanager and he always has delegated to the Provost and Academic Vice President the compartment of the Academic Affairs end of the business. He stated he knew that the College was underfunded when he saw the list on Monday from Dean Scully on a per student basis. Mary Blue stated that that list did not include students that they educated in other colleges. She asked Father Knoth if he had ever considered giving the A&S Dean three votes for every vote of the other Deans given our size. Father Knoth stated that the faculties did it that way, but he had never thought of it and he would not say yes or no without talking through it with the Provost.

Jim Wee stated that he was curious about what Father Knoth's perception was about the Deans interaction at various administrative meetings. Jim Wee stated that he got the feeling the other Deans gang up on ours because they realize that we are a larger section of the University and things could happen to undermine the effectiveness of our Dean. He asked how it worked. Father Knoth stated that he was rarely in the business setting with all of the Deans at one time. He added that he had never had the perception that the other Deans "gang up". Jim Wee asked if the atmosphere was one of competitiveness amongst the colleges for resources or is there a sense that they were all in this together for the betterment of the institution. Father Knoth stated that he thought that each Dean believed firmly and absolutely in his College and in the Library. Dean Scully stated that it was appalling to him when he learned that Father Knoth had not seen the numbers, and that the pleas that he had made to the Provost had not reached the President's level. Father Knoth stated that he had never seen copies of that. Bill Hammel stated to Father Knoth that it seemed that he indicated that he now realized that there was a problem with how funds are distributed in this University and asked Father Knoth if he was correct in saying that? Father Knoth answered in connection with something else he had been walked through the allocation process for those kinds of things and how expenses are levied. If you have an allocation formula in place, it should be fairly predictable about what the actual numbers are. He stated that he would like to look with the Provost at the question of how funds are allocated. Bill Hammel stated that apparently the data suggested that they had not been allocated in any fair sense, and it seemed to him that was a major problem. He added that

they would like some sort of encouragement that the data which had been unearthed will be treated seriously and promptly. Father Knoth answered that he did not know, if David was still Provost, if he would ever have seen those numbers. Bill Hammel stated that he was on the Budget Committee and he remembered being told by David and John Eckholdt that there was little difference in principal between family finance and university finance. He added that, if that were the case and we continued that metaphor and we were a family, then some children seemed to be far more favored than others, and they wanted to know why. Robert Rowland stated that he was pleased to hear that Father Knoth had high regard for the faculty and he shared that high regard. He first developed the high regard for the faculty of this College in the summer of 1991. He went through everybody's CV and compiled a snapshot of the College. Ten years ago, we were head and shoulders above any other college. He stated that he thought that today they would be even more head and shoulders above the rest of the faculty in other colleges. Robert Rowland noted that the College now has the Teaching Evaluations and is very pleased to see how high the average score is for the College as a whole. The College average is astonishingly high. He stated that he would like to see how their peer institutions compare also. He added that he thought they were doing a hell of a job and had been for at least the 10-1/2 years that he has been here. He stated he was glad to be in Arts and Sciences.

Laurie Joyner asked Father Knoth if he had ever considered having Deans in the President's Cabinet meetings. It seems that we could have the same potential problem there if the Vice President for Academic Affairs only has one vote. Father Knoth stated that that group was not a democracy, it was a group in which they discussed and voiced their opinion. Laurie Joyner added that we are an educational institution and it seemed like the Vice President for Academic Affairs should be central. And, depending on who that person is, based on previous experience, that person should adequately represent the needs or wishes of the College. She asked Father Knoth if he had ever considered having not only the Provost and Vice President for Academic Affairs, but the Deans. Father Knoth stated that he had never thought of it since it was a structure that he inherited. It was worth considering on at least an occasional basis.

Julian Wasserman stated that he thought Father Knoth's apology was gracious. Father Knoth replied that it was sincere. Julian Wasserman continued by stating that Father Knoth talked about the wonderful work that they were doing. Someone from Marquette and someone from A&S agreed that they were doing wonderful work and then discovered that the person from Marquette referred to wonderful work as strategic planning and the person from A&S was talking about teaching and research. Sometimes we are not talking about the same thing. He told Father Knoth that just like the financial data did not reach him, there were many things that had gone on in this College that didn't reach him. He added that what disturbed him about Father Knoth's comments was that he talked about the College of Business being ranked in its discipline, which is a quality assessment. He stated that Father Knoth also talked about the College of Music and its rank in the Country, which is a quality assessment. Julian Wasserman stated that he felt that this College was "damn good". One of the issues that they had talked about was that they did not have an accrediting agency which is a very sore point. And, the fact that Father Knoth quoted those accrediting agencies hurt him even more since that had been an issue for them. He added that he was not quite sure that Father Knoth really had a sense of that really went on in this College. The people in the College of Arts and Sciences were spinning straw into gold. They were the lowest funded College with expensive

programs to run. There is a sense in the College that we are being overwhelmed. He stated that Father Knoth had told different groups that he would not tolerate empire building with fights over territory. Julian Wasserman added that they thought there was empire building being done at the expense of the College they thought was central to the University. One of the reasons that he had asked Father Knoth to sign the AACU document is because they had very strong statements about a business culture. He added that he finds a business attitude overwhelming the University and this was a contributing factor to his personal hurt as well as others. Many feel that we are becoming a very small core and the other colleges are starting to dominate the University. Also, he added that the Library has become our symbol that we are an academic institution and then suddenly we have a "land grab" and academics and liberal arts seem to be taking a back seat. Father Knoth stated that he tried to keep track of the work that the faculty does to the best of his ability. When someone talks to him about issues, he may delegate accordingly. Julian Wasserman stated to Father Knoth the he should get to know the faculty better because he would be amazed. Kate Adams stated to Father Knoth that she appreciated that he was meeting with them, she thought he was a fine President, and that he had a fine faculty with a lot to offer. However, at the Convocations he didn't talk about the faculty and what they were doing. Dean Scully always bragged about the faculty and their programs. The Convocation should be about faculty and their accomplishments. Father Knoth stated that he appreciated her remarks. She stated that the faculty would be motivated by his pointing out what they are doing well and they would want to do more for him. Jane Chauvin stated that Father Knoth had talked about being pulled in different directions as a college. She thought given the diversity and the number of different specialties in Arts and Sciences, that it should be no surprise. But what should be mentioned is how much they pulled together. It should also be mentioned that in the Department of Education and Counseling they were faced with two outside accrediting agencies this year and they had to go to every department on this campus and enlist their help to do the things that needed to be done and everyone was cooperative. When it comes to the good of their students, they are definitely one college. Father Knoth replied that the he had received word from the Board of Regents that Loyola had done very well with a few stipulations. Jane Chauvin added that one of their strongest points that they were commended for by national outside reviewers and the head of that particular segment of the Board of Regents, was for the exemplary relationship that the College of Arts and Sciences had with education and teacher preparation. Maurice Brungardt stated, that if too much emphasis is placed on cohesiveness, then we would miss out on our strength which is diversity which is part of the liberal education. To try and homogenize Arts and Sciences into something that is manageable is not always possible. The question is how can it be harnessed to do something better for our University? Larry Lorenz added that the library is central to what they did and they should head off the "grab" of precious library space. Father Knoth stated that he had had a verbal summary on the library piece sometime in mid-fall from Lydia Voigt. He asked for something in writing from Pat O'Brien and, as soon as he got it, he would send it to the College and then they could have another conversation. Steve Scariano stated that he wanted to alert Father Knoth that the Dean of the College of Business had stated that he would go out and raise the money for a new building himself if he were allowed to do so. He then asked Father Knoth to reconsider letting Dean O'Brien go out and raise his own money. Father Knoth asked him where he would like to put the building. Marcus Smith stated that a lot of them had invested themselves into the idea of Loyola moving towards national ranking as a leading comprehensive university and that would take a special kind of leadership. It had been in the news that Lawrence Summers of Harvard, which is

arguably a leading university, had been having a lot of trouble with his faculty. Maybe that was sort of an ordinary situation in leading universities that there is a lot of tumult and a lot of really open, honest conversation going on a lot of the time. And maybe the mark of secondary universities is a kind of placidity where administrators skate on a smooth pond. Marcus Smith added that he would like to keep the communication going because he had learned a whole lot from Father Knoth and a lot about him. He stated that perhaps Father Knoth had also learned a lot about them as well. Father Knoth asked Dean Scully to ask the group if he would be able to attend future assemblies. Dean Scully responded that he thought it would be great and had asked the Provost to come three years in a row and never got an acceptance. He told Father Knoth that they were grateful to have his ear for an hour. Lynn Koplitz stated in reference to not having an accrediting agency, she thought a lot of the information in the *U. S. News and World Report* ratings were off. She added that they were trying to get a Phi Beta Kappa charter for a chapter on campus and they would not be able to try again for a couple more years. The Phi Beta Kappa group was not clear on what the profile of Arts and Sciences was on this campus, and they were also concerned about the pattern of compensation. She asked Father Knoth what they could do to help make that better for the next time they submitted the application. Father Knoth stated that he was anxious to get that chapter and he had been supportive. He could not answer the question off the top of his head, but would think about it. Anthony Ladd expressed his appreciation to Father Knoth and his colleagues. He suggested they needed more faculty added because they had juniors and sophomores who could not get into classes they needed to graduate halfway through the preregistration period. He stated that the University had lost sight of what they said they were about: one-on-one personal education and a high level of expectations in writing and conversation. The knowledge of our students is quickly falling by the wayside when we begin to resemble LSU. The students are unhappy and we are spending money for a lot of things other than university departmental budgets, salaries and most importantly classes for our students. All these things need to be at the top of the considerations. Father Knoth stated that he had lunch with Dean Scully, Tom Smith, and Lydia Voigt and he hoped that everyone knew how impassioned Dean Scully was about Arts and Sciences. He had put all of his cards on the table. Father Knoth added that after the convocation he went to Dean Scully and apologized because he did not mean to cause upset in the College and Dean Scully told him, "You have set me back three years." Father Knoth stated that the whole question of the size of an incoming freshmen class and whole idea of getting away from part-time faculty are all items that he would be willing to discuss and he will always bring the Provost with him because the Provost should be working with the Deans. Anthony Ladd stated that he wanted Father Knoth to be aware that a lot of departments in Arts and Sciences were in a crisis mode. We need to have more faculty to accommodate a growing number of students or we will have to start closing our doors which will not be good for the public image of this University. That is what we're headed toward. Davina McClain stated that an incredible amount of work had been done on the Phi Beta Kappa committee to get a chapter here which is forward-thinking because we're trying to raise our status. The library is going to be central to this and must be protected. Leslie Parr wanted to point out that last week, when they were registering transfer students, it was embarrassing to have them in the office trying to get them into courses and there were no courses to put them in. We have got to have more faculty or fewer students. Georgia Gresham stated that she appreciated Father Knoth being there and wanted to state that despite its diversity she was optimistic about the College coming together more this year than in previous years. She found that the development of a Strategic Plan for the College was part of what she had found to be

encouraging this year. The College had managed to agree on a way and a plan to move the Strategic Plan forth. It was due to Dean Scully's leadership and the best committee that she had ever served on in this University. A consensus was always developed and from that a movement developed. There is a very proactive feeling in the College right now. What is important is the desire and the centrality of them coming together. Since the Convocation, they realize they have to break down a lot of old perceptions. This has to happen internally in the college as well as externally. Father Knoth thanked the assembly for their time.

The meeting adjourned at 1:50 p.m.