

TO: Dr. Boyd Palmer and Rachel Palmer

17 May 1960

INTER AMERICAN UNIVERSITY?, SAN GERMAN, PUERTO RICO/

Chapter of the AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS

Ronald C. Bauer, Ed. D., President  
Inter American University of Puerto Rico

Dear Dr. Bauer:

We deeply appreciate your letter of May 6th, inspired by our long meeting at Costello Hall in the previous evening when the Faculty Handbook was discussed.

Accompanying, is a copy of our minutes of the meeting which are also being distributed to all persons attending the Costello Hall discussion. Eventually, we intend to distribute to our membership, but would like to have, first, your comments, if you wish to make such. We would be glad to mimeograph such comments and have it accompany the minutes as they go to our membership.

I am sure that you were impressed, as I was with the substantial body of agreement which we have. The first glance at the minutes might not indicate such. But much of the agreement is taken for granted, but and thus unrecorded. But the minutes do report the following agreements which we consider important:

1. That information with reference to the faculty salary schedule will be made available to all faculty members in mimeography form;
2. That a study is needed of rates of compensation for faculty travel when the on University business;
3. That the appointment of a faculty housing committee will be considered;
4. That matters concerning retirement, insurance, salaries, etc. need clarification;
5. That the idea of a faculty personnel committee is favorably considered.

With regard to the request that our proposal for the Handbook be brought to the attention of the Board of Trustees, we - the AAUP officers and "special committee"- would like to clarify certain points where possibly misunderstanding exists. First, the original intent of the request was to make the Trustees aware of the fact that, at least, a segment of the faculty is vitally concerned with the rules and regulations under which they operate, because, these effect their morale and the efficiency, effectiveness and creativity of their work as teachers. The officers still believe this objective as valid and worthy one.

Second, it is the substance of our proposals which we would like brought to the attention of the Trustess. We are not demanding nor do we expect consideration of our proposals on the basis of their merits as aids in improving faculty morale and creating better professional service for the University. This too the officers still consider as valid.

Third, since it is now vacation time, there is no opportunity to discuss this matter with the general membership before the Trustees meet. The officers and "special committee" take full responsibility for pushing this request, knowing full well that it is a calculated risk.

Fourth, your opinion that a "negative reaction" will occur if our proposals are presented to the Thustees, is fully respected, and we appreciate your concern for the future role and welfare of the local chapter of the A.A.U.P. Thus, we would leave to your best judgment as to whether our proposals be presented to the Trustees, and if so, in what manner. The A/A.U.P. label may or may not be attached; the actual document we prepared may or may not be presented for inspection.

You have doubtless noted, as we have, that there were many matters of importance not discussed at our meeting and that other matters need further study. Thus, we particularly welcome your suggestion of further study, meeting together. The minutes make note of some matters not discussed: e. g. advance study leave, university fellows, professional leave, etc. One very important topic not discussed -not mentioned in your version of the Handbook and made only a subject of a special note (page VII) in our document - is the duties and relation-

ships of the various administrative officers. The relationship of department heads and Division chairmen appears to be a case in point that needs particular attention.

These and other subject will be the objects of study of the local chapter of the t A. A. U. P. We hope to fulfill the dream you have for us: "playing a positive role in this University, one that might be recognized in many ways on the international scene."

Please, accept our best regards, and hope that you will be able to escape, at least, for a short time for the toils and cares of this University, during the summer.

Sincerely,

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J. E. Fisher, President  
I. A. U. Chapter of the  
A. A. U. P.

May 6, 1960

Mr. J. Elliott Fisher  
A.A.U.P., Local Chapter President  
Campus

Dear Mr. Fisher:

I wish to express my very great appreciation for the opportunity to meet with you and other members of the A.A.U.P. last night. The committee has put in a great deal of work in the recommendations, and I am pleased with the interest and concern of the members in advancing InterAmerican University.

While different points of view were expressed, I appreciate the spirit in which you state the document was proposed. I know that we are all seeking the means whereby Inter American University may become a finer Christian institution of higher education. We believe that the role of the AAUP and the contributions it might make to an institution in a growth area like this should be carefully and fully studied. It appears to us that several of the proposals may have real merit and that others fall far short of the dynamic, creative role that your professional organization could play.

I should be glad to explore this role with a special committee or the entire membership of the AAUP in a meeting. I am anxious, however, that we move forward as wisely and imaginatively as possible.

As I indicated to you last night, I shall present the recommendations you have made to the Board of Trustees if you so request. However, I believe that a presentation of these recommendations will result in negative reactions. Since your organization has a possibility of playing a positive role in this University, one that might be recognized in many ways on the international scene, we should not let this happen.

I should be glad to meet with you at any time on these matters or others. The door will always be open in the future as in the past for the sharing of views, the discussion of policy, and the implementation of procedures. I look forward to working with you in the realization of the dreams and ideals of the institution.

Sincerely,

Ronald C. Bauer  
President

SPECIAL NOTE: The above letters have been mimeographed at the request of the AAUP meeting held in Costello Hall on August 25. Copies of these letters are being attached to the May 5th report of the AAUP Committee (Faculty Handbook Revision) with President Bauer, Dean Lorraine Casby and Rev. Watson Custer. It was felt that this would bring the membership up to date concerning the deliberations.  
Submitted by: Warren Scott, Secretary of Local Chapter.

Minutes of Meeting of AAUP Representatives with Dr. Bauer and Dr. Casby -- 5/5/60-- Costello Hall, 8 p.m. to 1:15 a.m. -- AAUP Representatives: Professors Fisher, Fulton, Jones, Scott (for latter part) and Vatsia -- the Rev. W. S. Custer also present at Dr. Bauer's request.

Note: As the meeting lasted over five hours, full minutes would be tedious both to write and to read -- hence this abbreviated form, with only topics and conclusions included.

1. Dr. Bauer opened with some remarks along the following lines:

- a. Appreciation of AAUP statement, indicating much thought and concern.
- b. Living in a growth area requires different criteria -- perhaps for the role of AAUP, with suggested AAUP studying of such matters as the following:
  - (1) Criteria for AAUP itself with reference to its activities;
  - (2) Question of faculty ranks -- perhaps all should be abolished?
  - (3) Question of faculty benefits -- what are most important?
  - (4) Question of tenure -- perhaps it should be re-evaluated every few years?
  - (5) Question of "faculty" composition -- is "faculty meeting" concept valid any longer or should it be "all staff meeting", perhaps with students also attending?
- c. Modern man seems alienated from society as a whole, "belonging" only with respect to limited groupings, such as ~~to~~ professional groups rather than institutions. Can't we find a way here to be "co-workers" instead of bargainers?

2. Prof. Fisher also made some opening remarks, as AAUP president, along the following lines:

- a. He and the other AAUP representatives will speak as such, not as individuals.
- b. The AAUP appreciates Dr. Bauer's leadership and idealism and experimentalism but is concerned to establish a solid base -- like groundwork for a space-exploration attempt, or like a well-running automobile for the exploration of new roads. Some sense of security is needed to function effectively. "What can we be sure of?"
- c. He then called on RBFulton to supplement these remarks and he endeavored to say substantially the same thing, with varying examples, mentioning the values even for a marriage, where love and cooperation are of the essence, of having a solid and understood legal foundation. He said that the AAUP wishes to play a loyal and friendly role, which at times leads to constructive criticism, as on this occasion.
- d. Prof. Fisher then called on Dr. Jones, who spoke of the sense of depression at the first AAUP meeting called to consider the proposed handbook, but of this giving way to some hope as the work of suggested revision continued. He stressed that all want a first-class going concern that we can be proud of but that this requires good administration-faculty relationships.
- e. Dr. Vatsia, when called on, stressed again the deep concern of AAUP members and underlined the fact that the AAUP recommendations represent the views of all members participating in the process and are a minimum-consensus of those views.

3. Further preliminary discussion included the AAUP suggestion that the AAUP-revision ideas be taken to the Trustees instead of those of the original handbook. Dr. Bauer replied that he would do so if requested but that he felt sure that this would create a very unfavorable impression of the AAUP among the Trustees. The AAUP position, in response, was further defined as meaning the informing of the Trustees of the great concern in this area of a responsible group of faculty members.

4. Proceeding to a discussion of the AAUP-suggested revision, the following points were made -- all references being to the AAUP suggestions of 4/20/60 (ten pages, mimeographed) unless otherwise specified. (It seems unnecessary, from here on, to seek to connect each remark with a particular person. The AAUP representatives, as already indicated, endeavored to speak for the organization -- except on rare occasions, each such being noted by the speaker and both Dr. Bauer and Dr. Casby spoke consistently for the administration; Mr. Custer did not make any remarks.)

a. With reference to AAUP Report, page I, items I-III: There was administrative agreement that these sections -- "philosophy", "tenets", etc.--are of an "in process" character; but it was maintained that they should be included anyway. The AAUP position was that it would be better not to print the processes, especially with reference to off-campus use, and that even if they were to be given wide circulation more suitable media than the faculty handbook could be found. Agreement was not attained.

b. With reference to point IV ("Faculty Duties, Activities"):

(1) There was administrative agreement that at least revision is needed with reference to the matters dealt with in "A" (concerning statements that criteria applicable to other universities do not fit our situation, etc.). There was not agreement as to the desirability of eliminating the paragraphs in question.

(2) As for "B" (the defining of "regular faculty", etc.), the administrative position was that this delineation, while relatively common in the north, is too narrow for our situation, preference being expressed again for inclusion of staff, such as dormitory counselors, and also of students in faculty meetings, etc. Agreement was not reached.

(3) With reference to "C" ("Faculty Rank, Promotion", etc.): Administrative interest was focused on the felt need for more administrative freedom than is here envisaged -- the note on page V not being considered adequate in this respect. Agreement was not reached.

(4) Regarding tenure, general agreement was not reached. Administrative points made were: (a) with respect to the suggested two-year initial appointment, not considered feasible; (b) with respect to suggested 30-days' notice of intention of faculty members not to remain, not considered fair to the university, which, it was maintained should have the same treatment as each individual.

Agreement was not reached on these points, the AAUP representatives maintaining that individuals are much more "vulnerable" than the institution.

There was agreement that faculty members should be notified earlier than indicated in the original handbook if reappointment was not to be offered -- the idea of a semester's notice not being administratively opposed in the discussion.

Point "D" under tenure (page VI) was debated but agreement was not reached.

Point "E" under tenure was discussed, with agreement as to the need for greater clarity. It was suggested, and generally approved, that some such substitution as "should be considered for immediate action" should be made for the last two words, "become retroactive" (p. VI).

(5) With reference to Faculty Duties and Teaching Assignments (pp. VI-VII): the administrative position was that a 12-credit-hour teaching load was not now financially feasible and that more study was needed as to what equalization would mean with reference to number of hours, number of students, other responsibilities, etc. The only change considered now possible was to specify as "normal" teaching load 15 hours instead of 14-16 as at present. Agreement was not reached on this matter.

(6) With reference to Faculty Salary Schedule, the administration agreed that the information would be made available to all faculty members in mimeographed form but doubted the advisability of including such information in the handbook. AAUP representatives agreed that the most important thing was to inform the faculty, whether in the handbook or in supplementary sheets.

(7) With reference to Sabbatical Leaves, the administrative view, strongly expressed, was that this was in the category of investment in the future, not that of award for past services. No agreement was reached.

(8) Advance Study Leave, University Fellows, Professional Leave (p. VIII)-- not discussed.

(9) Re Faculty Travel, the problem was noted, various views were expressed, and there was agreement as to the need for further study.

(10) As for Faculty Housing, there was agreement that this represented an inadequately solved problem. The idea of setting up a faculty housing committee will be considered by the administration.

(11) As for Retirement, Insurance, Salaries, it was agreed that this needed clarification.

(12) The idea of appointing a Faculty Personnel Committee received administrative approval but not agreement to follow the AAUP spelled-out recommendations. Asked as to when the Committee would be appointed, the administrative rep.y was that it would take place in the near future but that there were other urgent matters to be dealt with also.

5. Before adjournment, there was a further exchange of general views between administrative and AAUP spokesmen which essentially reaffirmed the ideas expressed at the beginning of the meeting (see points 1. and 2. on page one), Dr. Bauer again expressing his view that there had been inadequate study by the AAUP of the questions raised.

--Respectfully submitted, RBFulton (scribe pro-tem)

Postscript: The essence of the administrative reaction to the AAUP proposals is expressed in the following excerpt from a letter from Dr. Bauer to Prof. Fisher, as AAUP president, written the day after the meeting (5/6/60), with copies sent to the other participants: (After words of appreciation, substantially the same as in 1. above)--"While different points of view were expressed, I appreciate the spirit in which you state the document was proposed. I know that we are all seeking the means whereby Inter American University may become a finer Christian institution of higher education. We believe that the role of the AAUP and the contributions it might make to an institution in a growth area like this should be carefully and fully studied. It appears to us that several of the proposals may have real merit and that others fall far short of the dynamic, creative role that your professional organization could play. I should be glad to explore this role with a special committee or the entire membership of the AAUP in a meeting. I am anxious, however, that we move forward as wisely and imaginatively as possible.

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