

ADVICE & DISSENT

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San Diego State

THE ELECTION OF A NOMINATING COMMITTEE

I have been asked by the editors of Advice & Dissent to explain the elections now in progress. The election process, now in its final stages, is for selection of a five-man committee to recommend to President Love three candidates for Vice-President for Academic Affairs. The President will select one of the three candidates as Vice President or refuse all three names and ask for additional recommendations from the committee.

The five-man committee will be elected in a campus-wide election from twelve elected division/school nominees:

Robert Bedore
Carl Benton
Richard C. Gripp
Hitoshi Ikeda
Robert Nordelli
Hans Neyndorff
Frank J. Ratty
Simon Reznikoff
Kramer Rohfleish
Norman Rost
Irving B. Tebor
Arne Wick

Engineering
Health, Physical Ed. and Recreation
Social Sciences
Imperial Valley Campus
Education
Library
Life Sciences
Business
Humanities
Fine Arts
Social Work
Physical Sciences

The electorate will be the usual one for Senate elections. To vote, a faculty member must be a full-time employee with at least three-fourths time spent in classroom instruction and/or research, or in counseling. Full-time librarians are eligible to vote.

In the final election to select the five-man committee, each voter may vote for one or for as many as five of the nominees. Any nominee receiving a majority of ballots cast will be declared elected. A final run-off may be required to fill positions not filled by majority vote. The final run-off ballot will contain twice the number of names as there are positions to be filled. A plurality will elect.

Clay M. Sharts
Chairman, Elections Committee

OUR INTEREST AND OUR HOPE

Out of an interest in helping to create an informed electorate on campus and because we hope that the selection of a new Academic Vice President will be regarded with appropriate seriousness on campus, the editors of Advice and Dissent have asked each of the nominees for the committee to give us a short statement showing his stand on key issues involved. We asked each to state his views on the following characteristics of an Academic Vice President which might be considered in the selection: age, educational background, experience, affiliation, attitude of the Vice President toward the role of faculty and students in making academic policy, and attitude toward faculty research. Some declined the request out of lack of time or interest.

ARNE WICK

Our choice for a Vice President must be a man of vision who will see that San Diego State will move forward and become a university in the fullest sense of the word. We must either go ahead or fall back. We cannot stand still.

A university is a place where knowledge is advanced, and that means sophisticated research on campus. It also means an increased emphasis on graduate studies. Recent studies have shown that we in this country do not train a sufficient number of qualified individuals with higher degrees to supply our own demands. We depend on the "brain drain" from foreign countries. This need for well-trained individuals, educated in depth with advanced degrees, will increase in the future. We must move to satisfy that demand.

At the present time, San Diego State has an excellent undergraduate program which must be maintained and continually upgraded. It is the core of the university. The development of a strong graduate program need not and must not be at the expense of the undergraduate program. In fact, a vigorous graduate program provides fuel for the undergraduate curriculum.

A Vice President must have the qualities necessary to work effectively with the faculty and President and to convey his and their ideas to the trustees and the public in such a way that San Diego State will develop and move forward as a university.

The present administration should be complimented for the efforts and achievements it has made in developing a university-type program. We need go back only ten years, at which time there was virtually no academic graduate or research program at San Diego State. However, our present state of development must be considered only a beginning. We must build on this foundation at an accelerated rate to make San Diego State an institution that will fulfill its obligation to the students and the community.

IRVING TEBOR

I wish to state my views in relationship to several criteria that I consider important in the selection of the Vice President for Academic Affairs, namely age, education, experience, inside or outside the system, attitudes toward faculty and students being involved in policy decision-making, and attitudes toward faculty being engaged in research activities.

As far as I am concerned, the age of a candidate is not or should not be a primary factor. We should be concerned that the candidate have vigor, but age doesn't necessarily guarantee that attribute one way or another.

The candidate should be a scholar and should have demonstrated such. There should also be a demonstrated breadth of interest in fields other than his own disciplines. The specific field of endeavor is not important; but demonstrated scholarship is. The ability to unite the many disciplines on campus is crucial and it can be assumed that a lack of demonstrated scholarship would be a deterrent to that need. Any honorary degrees over and above the Ph.D. certainly would be of considerable importance in making the ultimate selection.

College teaching, and an administrative background as a Dean, Chairman, or a Director would seem to be crucial elements.

Certainly the new Vice President cannot or should not clutch all authority to his bosom; he needs to delegate authority and have the ability to develop good relationship with faculty and students. The Senate seems to have an increasing voice in both administrative and policy-making matters on this campus. The new Vice President should be particularly sensitive to the needs of the Senate and work closely with that body.

Hopefully the Vice President will have had a research background. He should be able to strongly urge more funds for research, more released time for faculty research, and help develop a much higher research orientation on campus than is now the case.

I don't particularly care whether the candidate is within or without the system, a Californian or non-Californian; what I care about is the man. That is primary!

NORMAN ROST

I am happy to provide some idea as to my feelings regarding the six characteristics listed. Nevertheless, I must make it clear that should I serve on the Committee, I will not be bound by these views made at this time. When all of the evidence is in, I will give my support to the candidate who, to me, seems most likely to provide this institution with leadership in educational matters, creativity, and administrative ability.

1. Age. In most cases I would not consider this to be of concern.
2. Educational Background. A thorough background is essential but I would not want to harbor any preconceived notions as to his specific area until the Committee has had a chance to consider all candidates.
3. Experience. I would prefer someone who has had 8 to 10 years of teaching experience (or more). Some administrative experience either in an administrative post or in some organizational capacity would be helpful. I would hope that we could find someone whose experience provides him with a good understanding of all phases of the academic program.
4. Previous Affiliation. Not too important except in the way it affects his experience.
5. Attitude of new Vice President with regard to the role of faculty and students in making academic policy. I don't know if we can determine this ahead of time, but I consider it to be of great importance. I would hope that our new Vice President would favor a continuation of the present policy wherein the faculty establishes academic policy. I would hope that student views would be actively sought and seriously considered, but that the faculty would continue in its present role.
6. Attitude toward faculty research. I feel it is important that the new Vice President favor the promotion of research on the campus, provided that such research is designed to fit into the framework of our academic goals. He should also be aware of the different concepts of research in the various academic areas of the campus.

KRAMER J. ROHFLEISCH

Obviously this piece should be written by the candidate for the Vice Presidency, not by me. But here are some general specifications. Our ideal man should possess an education, one sufficiently broad to permit him to recognize another educated man when he sees one; and there would be no harm in his having had some experience in the business of producing more educated men. Next, he should have the skill, will, and courage to defend the academic community against the external pressures upon it. He should be a born diplomat (we will not have time to train him), since he will occupy an unenviable position which requires him to live with a yeasty faculty on one side and a President above him on the other. If he has an excessively low tolerance for the many frustrations inherent in his post, he will be of little use to this college; a failure here will necessitate a second gathering of the Selection Committee. He cannot be a zealot or a puritan. Both types have caused much mischief in the world. If he promises to lead us all to an early academic Valhalla, he will be suspect. If he tells us that there is only one path to academic heaven, he is a doctrinaire, which is worse. And if he promises to create for us an instant surrogate Harvard, with status on the cheap, he merely demonstrates his loss of touch with reality. This committee should be aware of the fact that it is not selecting a President; our man's area of maneuver will not be wide. Hemmed in by a vigorous faculty, trapped by a mass of rules and regulations, and lacking an independent power base, his will not be an enviable post.

SIMON REZNIKOFF: Chose not to submit a statement.

FRANK J. RATTY

Age: 45-55. His graduate work should have been conducted since World War II so that he would be responsive to educational changes that have occurred in the post-Sputnik era.

Educational Background: He should possess the Ph.D. and postdoctoral experience in recognized center(s) of learning other than the one from which he graduated. Fellowships and leaves of absence to teach or conduct research at the University level would provide an appreciation of the problems facing the continued growth of these institutions and methods by which they are solved.

Experience: He should come to San Diego State with the reputation of a successful professor, researcher, and administrator. I would expect national recognition in a field of endeavor in either research ability, service on review panels, or administrative work.

Previous Affiliation: His administrative experience should have been received, hopefully, in a liberal arts university which has been successful in maintaining an orientation that encourages the staff to engage in both teaching and scholarly pursuit.

Role of the Students and Faculty in Making Academic Policy: Primary responsibility for the development of academic policy should reside with the faculty. This is the group best suited to recognize the needs of the student in a changing world. Students and staff alike should insist on continual upgrading and innovation to provide the best possible experience for a student body of ever-increasing size.

Attitude Toward Faculty Research: The selected individual should realize that the excellence of our graduate program depends directly upon the ability of the professor to successfully engage in creative work. He should agree with the report of the Committee on the Status of Research as a Campus Activity (March 28, 1967), that the professor must be on the frontier of knowledge himself to successfully introduce the student to a particular discipline.

Other important characteristics include the ability to recognize and resolve conditions that limit the effectiveness of our staff and students. This might include finding satisfactory answers to why we are unable to use Federal matching funds to supplement our campus building program and to plan facilities for approved programs on the basis of demonstrated need rather than adherence to rigid formulae, to maintain a proper balance of effort in teaching proficiency at all levels, and to channel the efforts of the faculty toward the continued growth of the College and resolve those conditions that divert their energy from this goal.

HANS NEYNDORFF

My views regarding the qualifications to be considered in the selection of the new Vice President at San Diego State College:

Age: 35-50, preferably in his early forties.

Educational Background: A degree in law, social sciences, or humanities. Some background in psychology would be most helpful.

Experience: He should have had teaching experience. Previous experience in an administrative function is desirable, but not necessary.

Previous Affiliation: Mandatory that he is an academician. Probably preference should be given to an outsider who may introduce fresh ideas, although equal consideration should be given to somebody from this college who has shown clearly superior abilities.

He should stimulate student and faculty participation in making academic policy.

Speaking ability is important for the development of community relations and for fund-raising projects.

He should strongly believe in individual responsibility and discourage the proliferation of committees which often times come up with needless recommendations.

He should show a considerable insight into academic work and educational processes because of the magnitude of the job at this campus.

He should look favorably toward faculty research and make serious efforts to promote it.

He should have the ability to be responsive to the changing needs of the college and the changing needs within the faculty.

ROBERT NARDELLI: Chose not to submit a statement.

RICHARD C. GRIPP

In answer to the questions which you pose regarding the qualifications for the Vice President for Academic Affairs, I submit the following:

Age: Open, although a person close to retirement obviously should be by-passed (See item 7 below.).

Educational Background: College degrees, including graduate degrees from recognized institutions seems to be a minimal requirement, although I believe this is one of the least important of the several criteria listed.

Experience: Open. Administrative experience in and of itself neither qualifies nor disqualifies one for being a good administrator. The applicant should have had some teaching experience and some experience in which he has demonstrated leadership ability and mature judgment in dealing with college problems.

Previous Affiliation: Open.

Attitude Toward Faculty and Student Policy-Making: The applicant should be unequivocally devoted to deep and extensive faculty participation in forming academic policy. The applicant should be informed of the policy-making role of our own Faculty Senate.

As for student participation, I have no requirements to suggest. As a minimum, any college administrator should be sensitive to student opinion and considerate of student recommendations on policy matters.

Faculty Research: The applicant should be strongly in favor of its continuance and steady expansion. Vice Presidents should look for new ways to improve both research capabilities and research opportunities for faculty members.

Other: I hope that the Selection Committee will not recommend for the position of Vice President merely some of our own tired colleagues simply as a reward for devoted and faithful service. Instead, the greater contribution to the college would be to carry out a wide search for applicants, including on campus, off campus, and even out of state, and to recommend people who have both foresight and proposals for upgrading and improving San Diego State. The applicants should be people with energy and imagination who will challenge faculty members and fellow administrators to raise the college to successively higher levels of excellence.

HITOSHI IKEDA

I believe that the candidate for the position of Vice President should be a man of mature judgment who can demonstrate his capacity to effectively communicate with scholars of all disciplines. He must be thoroughly acquainted with the California State College system, with the policies and philosophies of higher education in general, and San Diego State in particular. He must be willing to participate in decision-making at the broadest possible base, including all interested, responsible parties. He must be a man who will encourage the pursuit of knowledge in accord with individual inclination.

CARL W. BENTON

At this time, I would identify the following general qualities and characteristics as being important in the selection of a Vice President of Academic Affairs at San Diego State College:

Age: He should be old enough to have had sufficient experience in higher education, but young enough to anticipate reasonably long tenure in the position. Generally, I would favor someone in the 40-50 age bracket.

Experience: In view of his many responsibilities, he should have had broad and

successful experience in higher education. This would certainly include experience in teaching, productive scholarship, and administration.

I believe strongly in getting the best man for the job and therefore opening the geographical door as wide as possible. If the top candidate happens to be on this campus, fine, but if presently he is affiliated with some other institution in or out of the state, this should not deter his selection.

Education: Whether his preparation has been in the sciences, humanities, education, or administration is of no consequence. The paramount question that should be the deciding factor is whether he is capable of giving unbiased guidance to the college and administering the many facets of the college for which he will be responsible.

Formulating Academic Policy: The person selected must have shown his dedication to democratic principles in policy formation and would then be expected to favor student and faculty participation in policy-making. However, the candidate should be strong enough to withstand pressures and make leadership decisions when the means to an end are not reconcilable.

Administrative Ability: As we gain university status, reorganization of the college is inevitable. Obviously, the candidate must be qualified to solve the many problems which will arise from such a venture and dedicated to work towards proper balance between research and instruction in this new setting.

ROBERT BEDORE

Qualifications of a Vice President:

Age: 35 to 55.

Education: Ph.D., field of interest not important.

Experience: A minimum of five years in teaching and a minimum of two years in some sort of administrative position.

Affiliations: All other factors being equal, I would prefer someone from outside of San Diego State. Someone from outside of California would be acceptable.

Attitude Toward Faculty and Student Involvement in Policy Making: He should be sympathetic toward the direction San Diego State is going, ie. toward greater student and faculty participation.

Attitude Toward Faculty Research: He should be sympathetic toward the general opinion of the faculty that more research would be desirable.

General: I find it difficult to say exactly what I would do in a situation that I have never been in before; therefore, the above statement should be regarded as guidelines rather than fixed positions. I will be swayed by opinions of other members of the committee.

I feel that a rather unusual person would want to be Vice President. He would have to be recognized by his colleagues as a successful scholar. Then he would have to be willing to give up directly contributing to the education of his students and to the advancement of knowledge in his field for the dubious honor of spending most of his time on administrative matters. Such a man should be motivated by the hope that he can make an indirect contribution to the education of many thousands of students.

I would want to know what motivated candidates for Vice President and would look for two factors:

1. A statement of how the candidate thought he could contribute to a better education for the many students that would be affected by his activities.
2. Evidence of past participation in such matters.