

Annual Report of Faculty Council  
To Loyola University Chicago Board of Trustees  
**7 September 2001**  
**[preliminary outline]**

I. Introduction

A. Thanks

B. Background Information

1. Speaker: Dr. Bren A. O. Murphy

- a. Chair of Faculty Council, 2001-02
- b. Associate Professor, Communication [ Ph.D., Northwestern University]
- c. Chair, Department of Communication, 1996-2001

2. LUC Faculty Council:

" Consisting of members elected by various faculties of the University, the Council functions as a two-way channel of communication between the University administration and the Corporate Faculty. It represents the Corporate Faculty to the University administration and may address itself to any matter of importance to the University in general and to the faculty at large. It will make policy recommendations where it regards this as appropriate in view of the situations with which it deals. The Faculty Council is responsive to the President of the University and communicates directly with him." [preamble to Faculty Council Constitution]

II. Faculty Relationships with Administration and Board

A. Importance of constructive working relationships: clear roles, mutual understanding and appreciation

B. Three organizational models: Academic, Business, Church

1. Traditional priorities: deliberation, efficiency, loyalty
2. Alternative perspectives: mutual inquiry, collaboration, community

C. Necessary elements of constructive working relationships

1. Clear structures of decision-making
2. Reasonable processes of communication
3. Sufficient access to information and expertise
4. Trust and good will

D. Shared Governance

1. Definition: A set of institutional structures that fosters shared responsibility between administration and faculty for major decision-making relating to institutional teaching, research, mission, and budget.
2. Benefits: good decision-making, shared purpose, strong morale

III. Faculty Council Retreat, 20-21 August, 2001

A. Goals

1. To welcome Fr. Garanzini and to discuss plans for the coming year
2. To lay the groundwork for constructive communication among areas of leadership in Loyola University Chicago
3. To discuss how faculty might contribute to the future of Loyola, particularly within the context

of shared governance

4. To develop Faculty Council goals for the upcoming academic year

#### B. Participants

1. Elected Faculty leaders: Faculty Council, SSOM Faculty Senate Officers, Chair of Graduate Council, Chair of CAS Academic Council, AAUP Presidents

2. Senior Administrators: University President, LUMC President, Senior Vice Presidents, Vice President for University Ministry, Deans

#### C. Major areas of faculty concern [ preliminary survey of faculty participants]

1. Hiring/retention of good faculty

2. Role and support of research

3. Trust in upper administration

4. Relationship among campuses

5. Effective shared governance

#### D. Discussion of Shared Governance with Administrators

1. Shared Concerns: timeliness of decisions, adequate structures, culture clashes among campuses and constituencies, effective communication, trust

2. Shared strategies for improvement

#### E. Emergent Faculty Council Priorities

1. Improving the "two-way communication" stipulated in our Constitution

2. Building on major university reports [e.g., CARP, SCC]

3. Working with Fr. Garanzini and appropriate administrators on Fr. Garanzini's "nine focal points" [e.g., discerning niches of graduate education, ]

4. Supporting overall quality of faculty - strategic hiring, retention, and variations on retirement

5. Clarifying university committee structures and faculty representation

6. Increasing understanding among campuses/schools

7. Facilitating progress towards effective shared governance

8. Developing effective leadership

9. Supporting the understanding and excitement over shared mission [proposal for Conference on the intersection of Jesuit Mission and Higher Education]

#### IV. Conclusion

A. Models for future collaboration: Presidential Search, Faculty Retreat

B. Models for shared vision:

1. AJCU gatherings [ e.g., 2000 Santa Clara Conference ]

2. Enhancing Religious Identity: Best Practices from Catholic Campuses, Eds. John Knox & Irene King, Georgetown University Press

*Revised October 2001 by Patricia Xia (pxia@luc.edu), University Libraries*  
<http://www.luc.edu/resources/faccouncil/reports/retreateval01.htm>