



# EXCELLENCE



Newsletter of the Alliance of Distinguished Rank Professors

## Alliance presents its first honorary membership

### Note from the Editors:

This is the first issue of what is planned to be a bi-annual newsletters designed to keep the Alliance membership informed concerning activities, plans, and actions. The Alliance charter states: "The members of the Alliance will serve Indiana University by working to preserve and enhance its excellence; excellence of faculty, staff, and administrators, and excellence

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of research, teaching, and service." We review here the structure of the Alliance, and the means by which we carry out the goal of the charter.

As presently constituted, the Alliance has an office (in the Poplars Building, Room 823 at IUB), a half-time administrative assistant (Janet Black), two co-directors (Bruce Cole and Richard Shiffrin), and an IUPUI co-chair (Angela McBride) and steering committee, and an IUB co-chair (Mike Dunn) and steering committee. The directors are the "action arm" of the Alliance; they carry out the directives of the chairs and steering committee, and generate items of business for the chairs and steering committee to consider. All of the above individuals are in regular contact by email, fax, telephone, and regular mail, and thereby consult on plans and actions. In addition, these individuals now meet twice a year in person.

The Alliance has no official

standing in the university echelon, and accomplishes what it does solely through recommendation, persuasion, and volunteer work on the part of its members. Especially since the initiation of the office of director, there has been a continuing dialogue between the Alliance leadership and key members of the administration, both through individual meetings, and through memoranda. For example, in the last year and a half there have been (multiple) meetings with President Myles Brand, Chancellor Ken Gros Louis, Chancellor Gerald Bepko, Vice President George Walker, Foundation President Curt Simic, Vice Chancellor Debbie Freund, Vice Chancellor Maynard Thompson, and Vice President Michael McRobbie (among others). A few meetings with trustees have also been held. Numerous memoranda have been sent to most of these officials on a wide variety of issues.

The Alliance has been engaged

on a number of projects in recent years. Some of these are mentioned in this newsletter, and others will be covered in future newsletters. The Alliance leadership would very much like to hear from you concerning current projects (pro or con), and concerning potential new projects. We would especially like for you to volunteer to help us in general, or on a particular project. Elsewhere in this newsletter is complete contact information for all the officers of the Alliance.

Bruce Cole and  
Richard Shiffrin

## Dean Webb first recipient

The Alliance presented its first honorary membership to Dean Charles H. Webb at a reception held in his honor on April 23, 1997, in Bloomington. Also presented to Dean Webb was a plaque honoring him for his promotion of excellence at Indiana University and his enhancement of the outstanding reputation of the School of Music. The reception was attended by approximately 100 members and guests and included performances by members Susann H. McDonald and Eugene Rousseau along

with Dean Webb. Dean Webb is retiring after 24 years of serving as Dean of the IU-Bloomington School of Music.

## New Members

The Alliance is pleased to announce the addition of 11 new members since the printing of our 1996 booklet. They are: Roger B. Dworkin (BL), Robert H. McKinney Professor of Law; George E. Ewing (BL), Chancellors' Professor of Chemistry; Jerome C. Harste (BL), Martha Lea and Bill Armstrong Chair of Teacher Education; George T. Lukemeyer (IN), Frank C. And Ruby L. Moore and George T. Lukemeyer Professor Emeritus; Paul B. Nelson (IN), Betsey Barton Professor of Neurosurgery; David R. Papke (IN), R. Bruce Townsend Professor of Law; George W. Sledge, Jr. (IN), Ballvé Lantero Professor of Oncology; Linda B. Smith (BL), Chancellors' Professor of Oncology; Frederick B. Stehman (IN), Clarence E. Ehrlich Professor of Obstetrics and Gynecology; Mohammad R. Torabi (BL), Chancellors' Professor of Applied Health Science; and Alexander D. Toradze (SB), Martin Professor of Piano.

### Newly Distinguished Professors:

The Alliance welcomes four

newly distinguished professors. They are:

Martina Arroyo (BL), Distinguished Professor of Music, who has performed in most of the major opera houses and with the greatest symphony orchestras of the world.

Bernardino Ghetti (IN), Distinguished Professor of Pathology and Laboratory Medicine, of Psychiatry, of Medical and Molecular Genetics, and of Neurology, who has focused his research to the study of the midbrain dopaminergic system in the weaver mutant mouse and to the study of neurodegenerative dementias.

Gail G. Hanson (BL), Distinguished Professor of Physics, whose area of research is experimental elementary particle physics.

C. Conrad Johnston, Jr. (IN), Distinguished Professor of Medicine, whose studies are critical to researchers' understanding of the changes in bone mass with age and the inheritance of bone mass.

## Retiring Alliance Members

The following Alliance faculty

members are retiring from teaching effective July 1, 1997. They are: Charles F. Bonser (BL), Ameritech Professor of Economic Development; William F. Harvey (IN), Carl M. Gray Professor of Advocacy and Law; and Jack R. Wentworth (BL), Arthur M. Weimer Professor of Business Administration.

## Special Awards

Congratulations to the following members for receiving special awards within the last year: Walter J. Daly (IN), James O. Ritchey Professor Emeritus of Medicine, the Otis R. Bowen Medallion (first time recipient); Michael L. Friedman (BL), Ruth N. Halls Chair Professor of History and Philosophy of Science and of Philosophy, elected to membership in the American Academy of Arts and Sciences; Jay Grosfeld (IN), Lafayette F. Page Professor of Pediatric Surgery, recipient of the Glenn W. Irwin, Jr., Distinguished Faculty Award; and David Weaver (BL), Roy W. Howard Professor of Journalism and Mass Communication Research, received the Research About Journalism category of the 1996 Sigma Delta Chi Award for Excellence in Journalism.

## Alliance Obituaries

We are saddened to report that the Alliance has recently lost three of its members: William McD. Armstrong (IN), Robert F. Byrnes (BL), and Joseph C. Muhler (IN). Word was also received that R. Bruce Townsend (IN) passed away in 1995. The Alliance is especially indebted to Bob Byrnes for the major role he played in the founding of the group (then called the Concerned Titled Professors). His role will be described in more detail in the planned 20th anniversary celebration scheduled for spring 1999 described elsewhere in this newsletter.

## Fall Dinner

The Alliance Fall dinner is scheduled for Thursday, October 16, 1997, in Bloomington at the IMU. The General Business Meeting will be held at 5 p.m. in State Room East followed by a reception at 6 p.m. and dinner at 7 p.m. in the Tudor Room. A hospitality suite will be provided for the guests. We also plan to have a bus available for the Indianapolis members if there is enough interest. Please contact the Alliance office (812-855-8279 or e-mail us at

alliance@indiana.edu) to provide some feedback on whether or not you would be interested in riding the bus to Bloomington and back to Indianapolis on the 16th. More information about the dinner and meeting will be mailed later.

A special "thank you" to IUPUI Chancellor Gerald Bepko for a delightful dinner last fall.

## New Steering Committee

A new steering committee was elected in the Fall of 1996. The members are:

Co-Chairs:

J. Michael Dunn (BL), 812-855-1093; FAX 812-855-3777; email: dunn@cs.indiana.edu

Ting-Kai Li (IN), 317-274-8495; FAX 317-274-4311; email: cflinn@mdep.iupui.edu

Angela McBride (IN), 317-274-1486; FAX 317-278-1842; email: amcbride@wpo.iupui.edu

Bloomington:

- Peter Bondanella: 812-855-3280; FAX 812-855-7695; bondanel@indiana.edu

- Gary M. Hieftje: 812-855-2189; FAX 812-855-0958; hieftje@indiana.edu

- Eugene E. Rousseau: 812-

6187; FAX 812-332-8563;  
rousseau@indiana.edu  
- James T. Townsend: 812-  
855-9598; FAX 855-4691;  
jtowsen@indiana.edu  
- Victor Viola, Jr.: 812-855-  
2878/6537; FAX 812-855-  
6645; vicv@iucf.indiana.edu

#### Indianapolis:

- Henry R. Besch, Jr.: 317-274-  
7844; FAX 317-274-7714;  
besch@indiana.edu  
- Robert A. Harris: 317-274-  
1586; FAX 317-274-4686;  
raharris@indyvax.iupui.edu  
- Clement J. McDonald: 317-  
630-7070; FAX 317-630-6962  
- George Weber: 317-274-  
7921; FAX 317-274-3939;  
gweber@indyvax.iupui.edu

#### Co-Directors:

- Bruce Cole: Office/Fax 812-  
855-9556; coleb@indiana.edu  
- Richard M. Shiffrin: 812-  
855-4972; FAX 812-855-1086;  
shiffrin@indiana.edu

Please feel free to contact any  
of these members if you have  
suggestions or criticisms that  
the Alliance should address.

## Projects update:

### RCM and Excellence: Can they co-exist?

Most faculty members, and this includes the members of the Alliance, are only dimly aware of the financial management structures by which the university operates. The present structure, termed Responsibility Centered Management, or RCM for short, has been in place since about 1989. This system allocates funds to campuses and units according to a moderately complex formula, one that varies from campus to campus. The essence of the system is a shift of money in accord with credit hours taught in a unit. It is worth noting that no one in the administration yet knows whether the funds allocated to a unit for extra hours taught exceeds the marginal cost of the extra teaching (we suspect this is the case; the administration has told us they are currently trying to find out).

The basic RCM system contains no basis for rewarding units with money for increased excellence in teaching, research, or service. A recent attempt to redress this problem involves withholding funds

from the RCM system specifically for investment in excellence. At IUB this feature may be implemented soon. Although a small step in the right direction, the Alliance regards the size of this program to be far too small to address the main issue.

The Alliance has sent numerous memoranda on the need to include in RCM mechanisms that will take quality and excellence into account. We have also tried to make a case that the present system is flawed because it actually provides incentives for lowering quality.

It is self-evident that excellence at IU is dependent upon funding allocation, so the Alliance will continue to work diligently to convince the university administration that the financial management plan must include substantial rewards for excellence, and provisions for taking excellence into account during short and long range planning.

## Strategic Directions Awards

The Alliance leadership agrees with the many members who have felt that SDC Awards in the first two years of the

program have been insufficiently focused on fostering excellence, especially the research excellence upon which rests IU's national and international reputation. We have made several suggestions concerning changes that would improve this program and have been told that it is being restructured. Although details of the revised program were not available at the time of this writing, we hope (and believe) that the new program will be focused much more tightly on research excellence.

## The "Balanced Case"

Many members have expressed concern about the institution a few years ago (by the University Faculty Council) of a revision of the rules for tenure and promotion, allowing the so-called "balanced case." Although we complained about the changes at the time, and after they were put into place, we are given to understand it to be unlikely they will be changed again in the immediate future. Whether the interpretation of the new rules will produce a substantial change in the standards for P & T remains an open question, one that will have to be monitored continuously.

## Confidentiality of Letters

Letters of evaluation for promotion and tenure are given varying degrees of confidentiality in different states, at different institutions, and at different campuses at IU. The issue is extremely complicated, given the (sometimes unclear) legal rights of individuals to demand access to such letters. Prior to two years ago, the university used a system in which faculty were given the options either of waiving their rights to see letters, or maintaining them. Then the Bloomington Faculty Council (but not Indianapolis) voted to change the rules to a system in which all letters are readily available, and such information is provided to all letter writers in advance.

The Alliance has been recommending a reversion to the old system, for several reasons. First, students who write concerning faculty are given no protection by the present system (the Dean of Faculties is working on developing an administrative correction for this problem, if the BFC does not provide one). Second, two years of experience with the new system confirm that many more individuals refuse to provide letters than had been true in the

past, and that those letters that do arrive tend to be far less diagnostic and useful. Debbie Freund made a plea to the BFC to change the rules back to the old system, but at the time of this writing the BFC has not yet scheduled this issue for a hearing.

## Yearly Award for the Promotion of Excellence

The award given to Charles Webb for recognition of his contributions to the excellence of the School of Music at Indiana University (see the article elsewhere in this newsletter) was the first of what we hope to make a yearly event. The second such award will be given at this fall's dinner in Bloomington, and nominations for subsequent awards will be due each year in the late spring or early summer. The award is intended for an individual in the university community who makes an unusually strong contribution to the growth of excellence at IU (outside of their individual productivity in the areas of teaching, research, and general service). Send nominations to Angela McBride, Chair, Promotion of Excellence Committee, c/o Alliance of Distinguished Rank Professors,

Indiana University, Poplars  
823, Bloomington, IN 47405  
(alliance@indiana.edu; 812-  
855-8279).

## **Endowments, Fund Raising, and the IU Foundation**

The Alliance is pleased to announce that plans have been finalized to work with the IU Foundation Endowment Campaign. In the months to come, some of you may be called upon to write individual letters to donors of your endowed chair or professorship. The purpose of these letters will be to inform the donor of the activities that their gift has allowed the individual to pursue. We hope that you will agree to take part in this important project.

## **20th Anniversary Celebration**

The predecessor of the Alliance, the group known as Concerned Titled Professors, was formed in 1979. That group and its successors accomplished several important goals, and 1999 will mark a twenty year anniversary of the group. The Alliance plans a celebration of

this event for the spring of 1999, at a date and place to be selected later. We hope to highlight some of the activities of the Alliance over the years, and provide some history, perhaps including some talks by the founding members. We would be most appreciative of suggestions for this event, and especially would like to hear from members willing to sit on, or chair, a planning and organization committee.

## **Historical Archives**

We wish to thank everyone who participated in this worthwhile project for their time and cooperation in agreeing to be interviewed about the earlier happenings of the group. If you were not contacted and feel that you may have something to add, please feel free to call the Alliance office at 812-855-8279 to set up an appointment with Janet.

## **Web Site**

The Alliance has a Web site: <http://www.indiana.edu/~alldr/>  
We hope that you will take the time to visit and browse. We welcome any comments or suggestions. We also will provide a web link for members who are interested. Please contact the office to provide the

necessary information for the link.